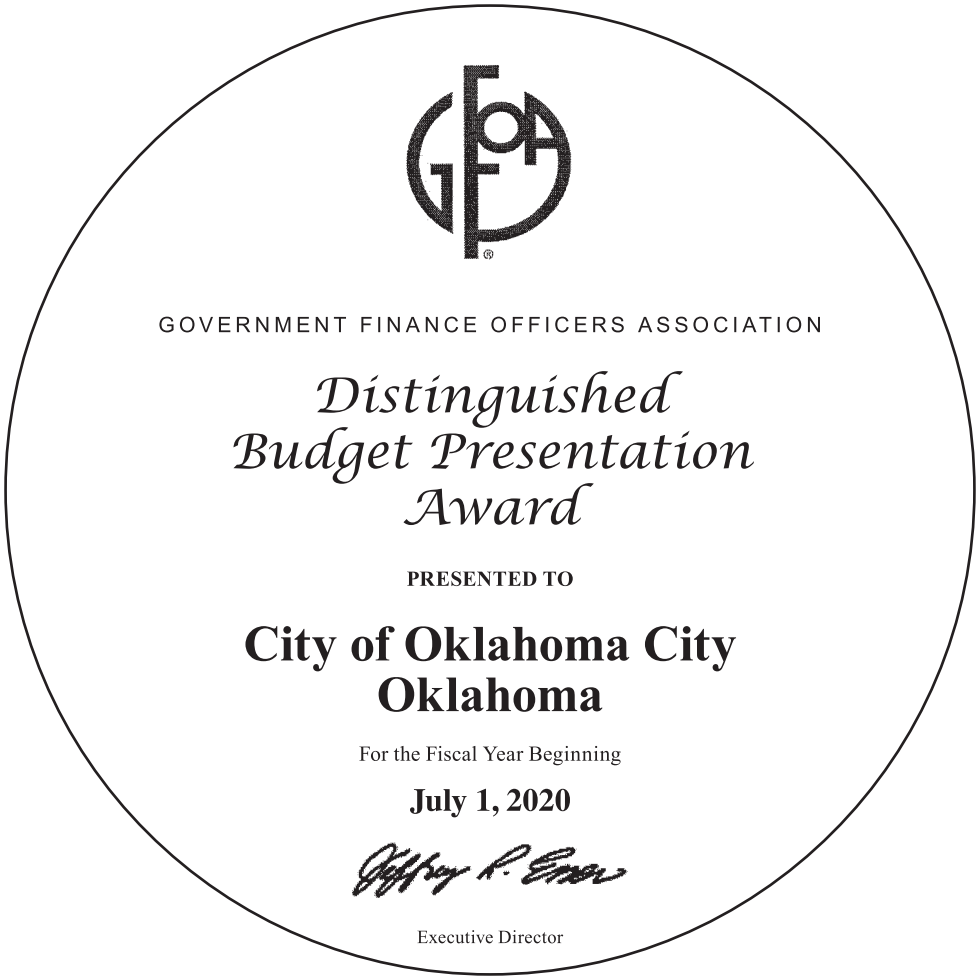


2021 | ADOPTED BUDGET

THE CITY OF OKLAHOMA CITY



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Oklahoma City Oklahoma

For the Fiscal Year Beginning

July 1, 2020

Executive Director

Table of Contents

Introduction

Mission and Vision Statements A-1
Mayor, Council Members, and Ward Boundaries A-2
Reader's Guide A-4
Message from the City Manager A-5
Council Priorities and Key Results A-12
Leading for Results and the Budget Process A-16
Budget Development Process A-19
Overview of Oklahoma City A-21
- Oklahoma City in the News A-24
- Metropolitan Area Demographics and Economic Data A-25
- Major Metropolitan Area Employers A-26
- Quality of Life A-27
- Transportation A-28
- Development Activity A-29

Organizational Chart A-30

Financial Summaries

Consolidated Budget Overview B-1
Revenues B-2
- Revenue Summary B-2
- Operating Funds B-3
- Non-Operating Funds B-11
- Revenue Detail Table B-15

Expenditures B-27
- Expenditure Summary B-27
- Budgeted Positions by Department B-30
- General Fund Summary B-31
- Expenditure Summary Table B-33

Departmental Budgets

Reader's Guide to Department Budgets C-1
- Airports C-3
- City Auditor C-11
- City Clerk C-17
- City Manager C-25
- Development Services C-33
- Finance C-43
- Fire C-53
- General Services C-63
- Human Resources C-71
- Information Technology C-79
- Mayor and City Council C-91
- Municipal Counselor C-97
- Municipal Court C-105

Non-Departmental C-113
Parks and Recreation C-117
Planning C-129
Police C-137
Public Transportation and Parking C-147
Public Works C-157
Utilities C-169
Zoo C-181

FUND SUMMARIES

Overview of Fund Summaries D-1
Budget and Fund Structure D-2
Fund and Related Trust Descriptions D-3
Changes in Fund Balance D-4
Fund by Department and Service Category D-5
Airports Fund D-6
Asset Forfeiture Fund D-7
Better Streets, Safer City Sales Tax Fund D-8
Better Streets, Safer City Use Tax Fund D-9
Capital Improvement Projects Fund D-11
City and Schools Capital Projects Use Tax Fund D-15
Court Administration and Training Fund D-17
Debt Service Fund D-19
Emergency Management Fund D-20
Fire Sales Tax Fund D-21
General Fund D-22
Grants Management Fund D-28
Hotel Motel Tax Special Revenue Fund D-32
Impact Fee Fund D-33
Internal Service Fund D-34
Medical Service Program Fund D-36
Metropolitan Area Projects Sales Tax Fund D-37
MAPS Operations Fund D-38
MAPS 3 Sales Tax Fund D-40
MAPS 3 Use Tax Fund D-41
MAPS 4 Program Fund D-44
MAPS 4 Use Tax Fund D-45
Oklahoma City Improvement and Special Services Assessment District Fund D-47
Oklahoma City Metropolitan Area Public Schools Sales Tax Fund D-48
Oklahoma City Tax Increment Financing (TIF) Fund D-49
Police and Fire Capital Equipment Sales Tax Fund D-50
Police Sales Tax Fund (Police Services, Facilities or Equipment Tax Fund) D-52
Solid Waste Management Fund D-53
Special Purpose Fund D-54
Sports Facilities Sales Tax Fund D-57

Sports Facilities Use Tax Fund D-58
Stormwater Drainage Utility Fund D-59
Street and Alley Fund D-60
Transportation and Parking Fund D-61
Water and Wastewater Fund D-63
Zoo Sales Tax Fund D-65

CAPITAL PROGRAM AND BUDGET

Capital Improvement Budget E-1
Capital Improvement Funding E-2
Impact of Capital Projects E-3
Capital Expenditures Summary E-4
Capital Budget by Department E-5
Airports E-7
Bond-Other E-17
City Manager E-18
City Manager (MAPS 3) E-20
Fire E-22
General Services E-23
Non-Departmental E-26
Parks and Recreation E-27
Police E-33
Public Trans and Parking E-35
Public Works E-38
Solid Waste E-50
Wastewater E-51
Water E-55
Zoo E-60
Overview of Bond and Debt Service E-62
Debt Service Budget E-63
Remaining Bond Authorization Issuance Plan E-64

APPENDIX

Overview of Budget Guidelines and Control F-1
Overview of Financial Policies and Practices F-5
Statement of Compliance with Budgeting and Financial Planning Policies F-19
Table of Compliance with Reserve Policy F-20
Glossary F-21

PERFORMANCE DATA

Performance Management Readers Guide G-1
Airports G-3
City Auditor G-11
City Clerk G-13
City Manager G-18
Development Services G-30
Finance G-38
Fire G-45

General Services G-52
Information Technology G-59
Municipal Counselor G-69
Municipal Court G-74
Parks and Recreation G-79
Personnel/HR G-90
Planning G-99
Police G-108
Public Transportation and Parking G-117
Public Works G-126
Utilities G-137

MISSION AND VISION STATEMENTS

MISSION STATEMENT

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.

VISION STATEMENT

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

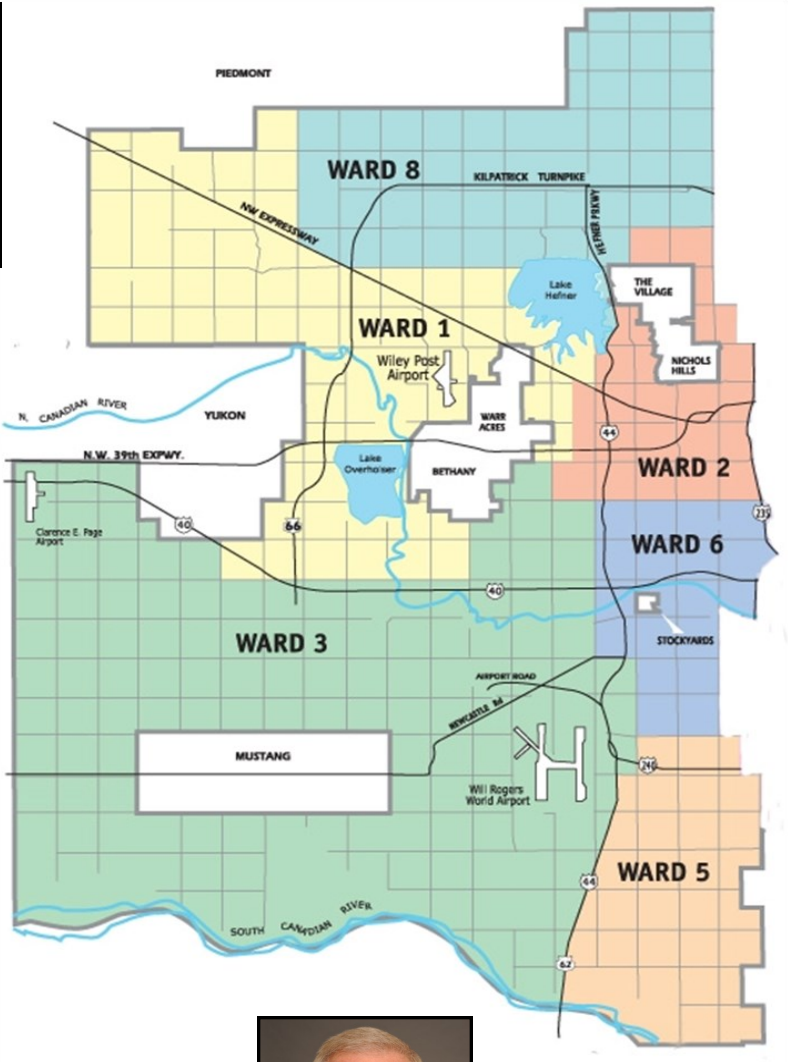
Recently, a committee of diverse, enthusiastic and committed City employees, representing virtually every department and work group in the organization, was convened to update the City's vision and mission statements. Many of the participants are included in the photo below taken on the day City Council adopted a resolution for the updated vision and mission. We thank them for their efforts.



MAYOR, CITY COUNCIL AND WARD BOUNDARIES



James Griener
Ward 1

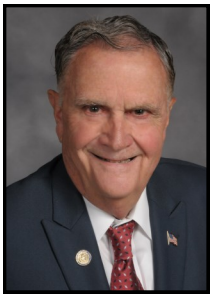




Mark K. Stonecipher
Ward 8



James Cooper
Ward 2



Larry McAtee
Ward 3



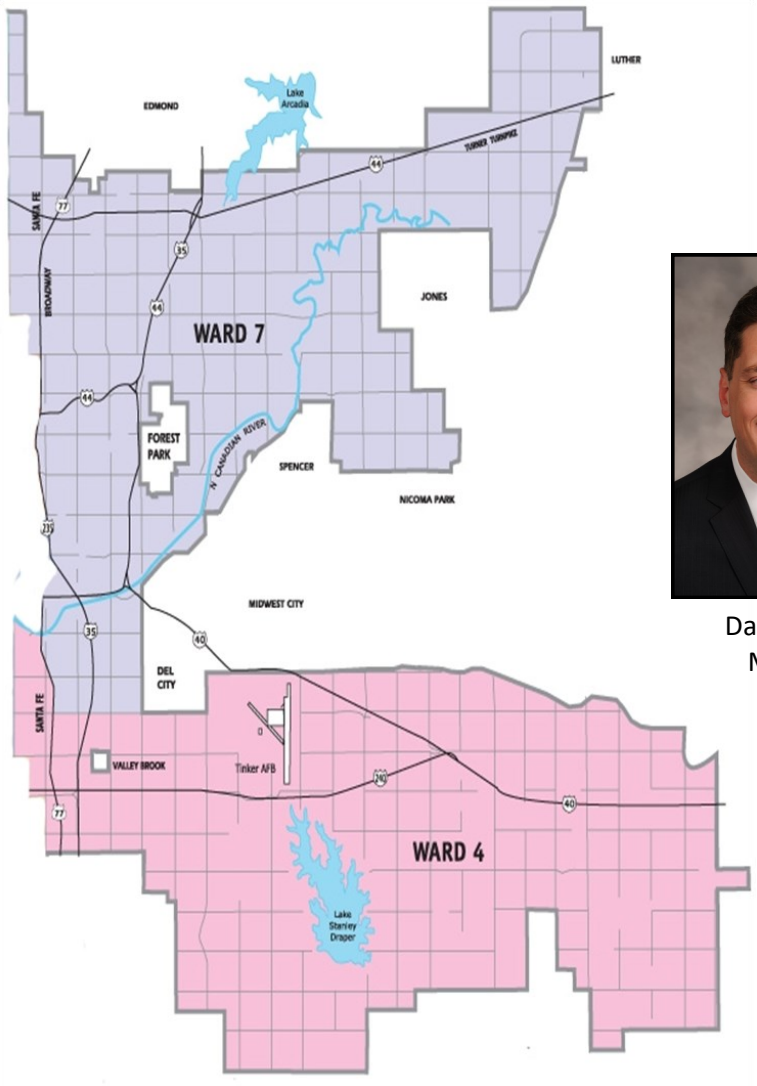
JoBeth Hamon
Ward 6



David Greenwell
Ward 5



Nikki Nice
Ward 7





David Holt
Mayor



Todd Stone
Ward 4

READER'S GUIDE

The City of Oklahoma City is required by State law to adopt a budget on an annual basis. The City is also required to show three consecutive years of revenue and expenditure data. To comply with this law, the annual budget book reports the actual revenues and expenditures for the most recent completed fiscal year, the adopted budget including amendments for the prior fiscal year and the proposed budget. The annual budget governs City programs and finances for the fiscal year beginning July 1, and ending June 30.

This document contains six sections, separated by divider pages and a second volume that contains detailed performance information. Major divider pages denote the content of each section. These sections are further segmented into sub-components. For example, the Departmental Budgets section has a divider page. The departments themselves are then presented in alphabetical order.

The following briefly describes the contents of each section of this year's Annual Budget book:

- The Introduction contains the City Manager's transmittal letter to the Mayor and City Council. This letter summarizes the adopted budget, links the budget process to City goals and objectives and highlights significant functional changes from the prior year. This section also includes information about how the budget document is organized, vital statistics about the City, performance information, and an organizational chart.

- The Financial Summaries section includes an overview of the City's current and anticipated economic condition and provides revenue and expenditure information by fund and category.

- The Departmental Summaries section contains information about responsibilities and budget for each of the departments. At the beginning of this section, there is a Reader's Guide to explain the format used in the department budgets. Departments are listed alphabetically.

- The Fund Summaries section contains summaries of the adopted budget for each City fund. State Law requires the City to adopt the annual budget by fund or purpose and the City has chosen to budget by fund. A fund, for budgetary purposes, is an accounting entity used for segregating revenues and expenditures for specific purposes.

- The Capital Budget section highlights information pertaining to the City's Capital Improvement Plan and Debt Service. In general, projects or items are included in this section if they have a usable life of three years or more and cost in excess of $50,000. Past and future Bond and Debt Service requirements are also described in this section.

- The Appendix contains budget guidelines and controls that describe the legal and policy requirements associated with budget development and implementation. This section also includes the required statement of compliance with the City's financial policies and practices and a glossary of terms utilized in this document.

- The Performance Supplement provides an in-depth look at the major issues being faced by departments, their strategies for dealing with those issues and the strategic results they are tracking on each issue. In addition, the supplement provides a listing of all performance measures for each department.

The Annual Budget Book is published online at www.okc.gov. Final Adopted Budget Books are available on a limited basis and copies can be requested from the Office of Management and Budget at (405) 297-2257.

MESSAGE FROM THE CITY MANAGER

The City of
OKLAHOMA CITY

THE HONORABLE MAYOR AND CITY COUNCIL:

The Fiscal Year 2020-2021 (FY21) budget has been quite a challenge. The COVID-19 pandemic changed the economic outlook significantly and forced us to start a second budget process just as we were wrapping up the original budget process. Departments moved quickly to develop proposals to reduce their FY21 budgets even further. Department directors stepped up with proposals that will save money while maintaining core services and minimizing decreases in service levels. Difficult choices were made to reduce costs while minimizing the number of employees affected by the cut.

The FY21 budget totals $1.66 billion, an increase of $70.3 million (4.4%) over the FY20 amended budget. While there are many increases and decreases in the various City funds, the biggest single factor in the budget's growth is the $114.3 million in reimbursements available through the Coronavirus Aid, Relief, and Economic Security (CARES) Act that is added in the Grants Management Fund. Without the CARES Act we would have seen a decrease in our overall budget in many funds. Some of the notable declines include General Fund (down 5.2%); Hotel/Motel Tax Fund (down 43.0%); and the Fire, Police and Zoo Sales Tax Funds (each down at least 6%).

The budget includes funding for 4,701 full-time positions, which is a decrease of 168 positions (3.5%) from the FY20 total. Of that total, 1 management, 21 firefighter positions and 34 police officer positions are frozen. Frozen positions are not funded, but they are being maintained to show the City's commitment to funding them as revenues improve.

A global recession and the collapse of oil prices will weigh heavy on Oklahoma City residents, which will affect our revenues in the coming year. Likewise, uncertainty about when a vaccine will be widely available makes it difficult to predict how quickly the economy will recover. Each of these concerns affect our largest revenue source – sales tax.

As in past years, the City has worked with Dr. Russell Evans to develop our sales tax estimate for FY21. Dr. Evans is the Executive Director of the Steven Agee Economic Research and Policy Institute and Associate Professor of Economics at Oklahoma City University. His outlook is for sales tax to be down between 5.9% and 6.5% in FY21. To put that in context, the worst annual decline in sales tax for Oklahoma City during the 1980's was negative 4.7% in FY87. The largest annual decline the City has seen in the last 40 years was negative 7.3% in FY10 during the Great Recession.

The City budget is built using a forecast of a 5% decline in sales tax in FY21. While this is more optimistic than Dr. Evans' forecast, we felt the high level of uncertainty about the future state of the economy allows for some latitude as we project forward. It should be noted that the focus on controlling expenses will continue into FY21 to ensure we keep expenses in line with revenues. The current hiring freeze will be extended into FY21 and we will be judicious in capital spending and other

MESSAGE FROM THE CITY MANAGER

areas where we have more flexibility to rein in spending as needed. In addition, the City is in the enviable position of having strong operating reserves in the General Fund should revenue fall below our projections. A full discussion of our various revenue sources can be found in the Revenue Summary section of the budget book on page B-2.

MAPS 4

FY21 marks the first full year of MAPS 4 revenue collections as collections began on April 1, 2020. This once cent General Fund sales tax will be collected in the non-operating portion of the General Fund and transferred to the MAPS 4 Program Fund where the various projects will be funded. This year the citizen advisory board and subcommittees will be constituted. They will begin to work with consultants and our MAPS Office to develop the implementation plan for the 16 projects that address neighborhood and human needs and provide for quality of life and job-creating initiatives. For FY21, the budget is $120.6 million. The MAPS program is cash funded with no debt. The implementation plan guides the order and sequencing of projects based on the balance being built up in the fund to "pay as you go." As Mayor Holt said recently, "It is always a good time to invest in ourselves, but MAPS 4 turned out to be remarkably well-timed. It gives me a lot of optimism for our city's future."

Better Streets, Safer City

Collections ended March 31, 2020 for the temporary once cent Better Streets, Safer City sales tax. The tax was projected to bring in $240 million, but collections totaled over $254 million. The Community and Neighborhood Enhancement Advisory Board, which is the citizen advisory board for the tax, will recommend to Council how to direct the excess collections. Work will continue in FY21 with a budget of $200.1 million for projects that have already begun and those that have been identified by the citizen advisory board.

MAPS 3

Approved by voters in 2009, MAPS 3 is a $777 million capital improvement program. MAPS 3 has funded construction of the Oklahoma City Streetcar, Riversports Rapids whitewater facility and rowing infrastructure on the Oklahoma River, the Bennett Event Center at the Oklahoma State Fairgrounds, Scissortail Park, four Senior Health and Wellness Centers and trails and sidewalks throughout the City. The cover of the budget book is a picture from the opening weekend of Scissortail Park last year, which has provided an engaging green space just south of downtown. The new MAPS 3 convention center will open in FY21 and plans for the next two Senior Health and Wellness Centers and the lower portion of Scissortail Park are underway. Total revenue in the MAPS 3 fund exceeded estimates and the MAPS 3 Citizens Advisory Board recommended the Council allocate funds from the surplus to several projects. In FY21, the remaining funds and interest earnings are budgeted for a total of $183.5 million.

Major Budget Changes

With the dramatic declines in sales tax at the end of FY20 and projections for further declines in FY21, significant reductions were required from departments. I will address some of the most significant reductions here, but more detail on the changes in each department can be found in Section C of the budget book.

MESSAGE FROM THE CITY MANAGER

City Manager's Office – The MAPS Office cut three vacant positions to align staffing with the workload during the early phases of MAPS 4. The Executive Assistant to the City Manager position is cut and the Chief Innovation Officer position is frozen. Frozen positions do not have funding for salary, but the position is retained to indicate it is a priority when revenues improve. The Print Shop lost a full-time employee in the Public Information Office. Additionally, the Economic Development program's two staff were transferred to the Finance Department.

Development Services – A 10% reduction in staff led to cuts of 20 positions across the department. Animal Welfare is cutting three new positions that were added as overage positions last year but were never filled and a supervisory position to oversee them. These positions were created to increase service levels by assigning officers to different parts of the city and extend our capacity to work evenings. Existing officers will still respond to priority one calls after hours as we have done in the past, so the community will not experience any reduction in existing service levels due to this cut. In the Development Center, two vacant Plans Examiner and a Code Tech position are being cut; however, capacity may be offset by efficiencies gained from Online Plan Review once fully implemented. Two other positions in Code Administration and Permits are being cut. Existing personnel are expected to be able to absorb their workload due to a reduced demand for customer service from instituting the Online Business Licensing program. Two vacant inspector positions are being cut. Although this may cause the time to perform building and electrical inspections to slow, the overall impact may be minimized with the new ability to conduct video inspection and re-inspection. Code Enforcement is cutting two positions in Abandoned Buildings and two in Nuisance Abatement and combining the Abandoned Buildings Program into the Nuisance Abatement Program. All proactive property maintenance functions of the Abandoned Buildings Program will continue as a component of the overall program rather than a stand-alone effort. Public safety response billing, which is one of the primary functions of the Abandoned Buildings program, has been largely automated for greater efficiency and will now fall under the larger billing processes of Nuisance Abatement. Finally, Code Inspections is cutting five vacant inspector positions, which will require the department to focus resources on working complaints and decrease proactive code enforcement efforts.

Finance – Cuts in Accounting (3 positions), Revenue Management (1 position), Purchasing and Payment Processing (1 position), Financial Planning and Management (1 position) and Risk Management (1 position) along with the addition of Economic Development (2 positions) result in a net reduction of five positions (5.4%).

Fire – The Fire Department is taking several steps to control costs in FY21. First is freezing 21 firefighter positions that were added to staff Fire Station 38 that is under construction. The station will not be completed before July 1, 2021, so funding for those positions was eliminated from the budget. Funding must be restored in order to staff Fire Station 38 when it is complete. Another cost saving strategy is to limit the amount of call-back overtime used by the Department to maintain minimum staffing of all apparatus. To accomplish this, the Department will temporarily take select apparatus out of service. The Fire Department will also bring the cleaning of Personal Protective Equipment (PPE) in house to meet National Fire Protection Association (NFPA) standards. The department can provide the service for about the same cost as the contract in the current year and anticipates saving $66,000 per year thereafter.

MESSAGE FROM THE CITY MANAGER

General Services – The Building Maintenance, Repair and Enhancement Program loses four positions – two Plumbers, one Building Maintenance Mechanic II and a Building Heat and Air Technician. The Vehicle and Equipment Maintenance Program cuts a Master Mechanic. The reduction of the Mechanic and a cut in the contractor for operation of the parts counter will result in reduced hours of the Vehicle Maintenance shop from 14 hours (5 am to 7 pm) to 11 hours per weekday (6 am to 5pm).

Municipal Courts – A reduction of nine positions and significant line item reductions are proposed. The most noticeable impact will be a reduction in the hours the front counter is open to take payments. Hours will change from 7 am to 7 pm seven days a week to 7:30 am to 5:30 pm weekdays.

Parks and Recreation – A total of thirteen positions were eliminated in the Parks and Recreation Department. Grounds Management, the Department's largest line of business, cut nine positions. These reductions will result in reducing the frequency of mowing City parks from every two weeks to every three or four weeks. The Natural Resources Line of Business loses a position and part-time funding, while the Administration Line of Business loses two positions. In addition, the Parks Department has identified two aging community centers, Douglass and Sellers, as redundant and inefficient to serve, and recommends closing them. Douglass community center has an annual attendance of only around a hundred people and provides a redundancy in service to nearby Pitts Park community center. The building has structural concerns and will be demolished when the new Willa D. Johnson Recreation Center opens in 2022. Sellers, which is near Southern Oaks and Taylor community centers, creates another redundancy in service. Its attendance is comprised primarily from two programs, which will be moved to Southern Oaks. With the closure of these two facilities, a full-time position and part-time staff in the Recreation, Health and Wellness Line of Business can be eliminated.

Police – The reduction faced by Police and Fire was smaller than General Fund Departments, at 3.3%. Despite this, the reductions they are implementing are significant. Thirty-four officer positions will be frozen in FY21. Again, frozen positions are not funded, but remain in the budget with the expectation they will be restored when funding is available. On the civilian side, Police cut twelve positions. Two positions in the Administration Line of Business, a Systems Analyst II and Systems Analyst III will impact the Department's ability to integrate Police systems and implement newer technology. In the Public Safety Support Line of Business five Report Clerk positions were cut. This is expected to delay report review and validation. In the Investigations Line of Business, the reduction of three positions, a Property Crime Specialist, a Senior Crime Analyst and an Administrative Support Technician will reduce the civilian support available to investigators. Two other administrative support positions are deleted in the Operations and Public Safety Support lines of business.

Public Transportation and Parking – Funding from the CARES Act for transit agencies will make up for a $9 million reduction in General Fund support for public transportation without affecting service levels. The more significant impact on public transit operations has been the service modifications necessary to operate safely during a pandemic, such as limiting the number of seats available on buses. During this difficult year, funding is eliminated for the Oklahoma River Ferry Cruises and for Spokies bike share program with the assumption that the services will be restored in future years as revenue improves. The Off-Street Parking Program has been significantly impacted by the reduced

MESSAGE FROM THE CITY MANAGER

number of business and event-related parkers due to the coronavirus. Two positions have been reduced to reflect lower activity in various programs.

Public Works – Public Works reduced staffing by 4.5%, which is 19 positions. Streets, Traffic and Drainage Maintenance represents 57% of the employees in the department and 14 positions were deleted, leaving 228 in the line of business. Fortunately, all of the positions being deleted will be vacant on July 1, so the reduction in service should be minimal compared to current levels, as will the impact on employees. The other five reductions are spread between the Administration, Engineering, Project Management and Storm Water Quality Lines of Business.

Utilities – The Utilities Department has experienced a five-fold increase in the number of residential customers who are eligible to have their water shutoff. While many of these residents can arrange for payment plans or make up their late bills once they are back to work, there will be many customers who can't catch up. Between business and residential customers, this could be almost $1.7 million. Lower demand for Utility services due to the global recession and its impact on the oil and gas industry could result in over $8 million in reduced revenue for the Utility. In response to these revenue shortfalls, the Utilities Department has proposed cutting 20 vacant positions in nearly every line of business. In addition, the Department will delay capital improvement projects and scheduled replacement of some equipment to keep revenues and expenditures in balance.

Efficiency Improvements

While departments have had to make many reductions, there are several efforts to improve efficiency to mitigate the impact of the cuts.

The Development Services Department is implementing a *Remote Video Inspection Program*. This lets contractors communicate with inspectors to complete certain types of inspections via Skype, eliminating travel to the construction site. This will help offset reductions in building-related inspectors.

Through support from the IT Department, the Development Center has instituted an *Online Business License Process.* All functions can now be completed electronically online, eliminating the exchange of paper forms. As part of this software upgrade, mass mailings to contact customers about the need to renew their business licenses can be done through an automated electronic process. This gains efficiencies in time previously spent to prepare the mailings and reduces the costs for paper and postage.

Multiple departments are working together to implement an *Electronic Plan Review Process.* This process will help streamline and automate the plan review process that touches Development Services, Fire, Planning, Public Works and Utilities.

With the reduction in hours at the Courts front counter, two Municipal Court staff are being transferred to the newly renamed *Compliance and Enforcement Services Line of Business.* They will proactively contact defendants with warrants to help resolve barriers to handling their court case.

MESSAGE FROM THE CITY MANAGER

Creation of a *business service center* on the first floor of the James D. Couch Municipal Building will consolidate counter services for several departments. This will serve customers more efficiently and minimize public access within the building to help limit COVID-19 exposure and improve building security.

Council Strategic Priorities
The City Council developed the current strategic priorities in the fall of 2017. These priorities provide guidance for department business plans and budget preparation.

The City Council's Strategic Priorities are:

Promote safe, secure, and thriving neighborhoods
Develop a transportation system that works for all residents
Maintain strong financial management
Enhance recreational opportunities and community wellness
Encourage a robust local economy
Uphold high standards for all city services
Continue to pursue social and criminal justice initiatives

We were unable to bolster our efforts in these areas because of the reduced revenue available, however, we did work to limit reductions in these priority areas. The full descriptions of these priorities and the results used to monitor progress in each area are discussed on page A-11.

Our annual resident survey is one of the ways we measure how well we are serving residents. We are conducting the survey again this year in July, just as these reductions are taking effect. The survey, along with our internal performance management process, helps track how we are doing at delivering services. We work every day to meet the expectations of our residents and businesses to make Oklahoma City a great place to live, work and play. In the coming year our staff will be working to maintain our high resident satisfaction ratings, even with reduced staff.

Compliance with Budgeting and Financial Planning Policies
The City Council has adopted policies to guide financial planning and budget decisions. A summary of these policies can be found on online at https://www.okc.gov/departments/finance/policies and a table addressing policy compliance is on page B-41.

Conclusion
FY21 will be a challenging year as we face the new reality of life during a pandemic and deal with a severe contraction in the oil and gas industry. The investments Oklahoma City residents have made in themselves will be critical to the recovery from this economic downturn. Improvements made through the MAPS program and now MAPS 4 along with improved infrastructure due to the Better Streets Safer City program, will make Oklahoma City an attractive place to live, work and play for many years to come.

MESSAGE FROM THE CITY MANAGER

The new MAPS 3 Convention Center and the Omni Convention Center Hotel will open this fiscal year. As business travel rebounds, Oklahoma City will be an attractive location for meetings trade shows and conferences. The First Americans Museum is also slated to open late in FY21, bringing a new world-class museum to our city that promotes awareness and understanding of the cultural diversity, authentic history and contributions of the 39 First American Tribal Nations in Oklahoma today.

I want to thank City employees for their unwavering commitment to public service during the pandemic. Each time we are faced with uncertainty, they stand tall and help solve problems head on. Despite these tough times, they continue to find ways to improve the services we offer the public. I'm constantly amazed by the work they do to keep Oklahoma City moving forward and appreciate their willingness to dedicate their lives and expertise to serving others.

I look forward to working together to meet the opportunities and challenges of the coming year.

Respectfully submitted,



Craig Freeman

COUNCIL PRIORITIES AND KEY RESULTS

In October of 2017, the Oklahoma City Council met to identify the major issues confronting the City over the next two to five years. They reviewed and updated previously established Council Priorities and the progress indicators or key results that the City should achieve in order to successfully address the identified issues. The following are the Council Priorities and Progress Indicators adopted by the City Council and the departments which most directly align with those priorities and progress indicators.

Preamble

Our priorities are grounded in the lessons of the City's history and the values of inclusiveness, mutual respect and self-reliance that are the hallmarks of our future. We will be responsive to our residents' needs as we address these priorities and continue to deliver what we promise. Our focus is to improve the quality of life for every Oklahoma City resident.



Promote safe, secure, and thriving neighborhoods

Neighborhoods are the building blocks of a great city and residents expect safe neighborhoods that provide a high quality of life. We will continue to promote strong and safe neighborhoods by providing public safety services, effective code enforcement, and support for neighborhood revitalization efforts. We will work with our partners to support education initiatives that encourage strong neighborhood schools.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
Police	% of person crimes cleared by arrest, prosecution or other means	61%	51%	70%	70%
	% of property crimes cleared by arrest, prosecution or other means	29%	25%	30%	30%
	% of residents who report they feel safe	50%	50%	55%	55%
	% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrival	73%	73%	80%	80%
Fire	% of emergency incidents responded to within 7 minutes	65%	66%	70%	70%
EMSA	% of EMSA/Police Call Taker incidents dispatched in 2 minutes	62%	63%	70%	70%
Planning	% of residents who are satisfied with the overall quality of their neighborhood	64%	64%	65%	65%
Development Services	% of property maintenance and code violations resolved voluntarily	63%	64%	75%	65%



Continue to pursue social and criminal justice initiatives

All people deserve to be treated with dignity, fairness, and respect. Pursuit of these values provides unity within our community to move our City forward and place us at the forefront of communities which seek the betterment of all people. We will ensure equitable justice through continued criminal justice system reform and increased engagement with residents and community groups. We will support our partners and promote access to social services that facilitate a better future for those in need.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
Police	% of residents who report they feel safe	50%	50%	55%	55%
	% of officers who have received procedural justice training	100%	100%	100%	100%
	% change in the number of people incarcerated for municipal charges	-52%	-53%	-15%	-15%
	# of prisoner days utilized by Oklahoma City at the Oklahoma County Jail	20,761	19,816	21,000	21,000
Planning	# of people who are homeless in Oklahoma City according to the Point-In-Time Count	1,183	1,183	1,183	1,273
	# of federally assisted affordable rental housing units	4,312	4,610	4,610	4,610



Uphold high standards for all city services

City services have a direct and immediate impact on residents and are essential to the quality of life in our City. The interactions residents have with City employees influences opinions of City government and the value they receive for the taxes and fees they pay. Maintaining high standards for City services is essential to maintaining the positive reputation Oklahoma City has and helps make Oklahoma City an attractive place for businesses to locate. With a commitment to providing quality customer service, we will continue to follow best practices in achieving and exceeding expectations for effective service delivery.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
City Manager's Office	% of residents satisfied with the quality of City Services	62%	62%	67%	67%
	% of service requests received through the Action Center acted upon within 10 working days	93%	91%	96%	96%
Utilities	% of wastewater overflow/backup calls responded to within one hour	91%	79%	95%	95%
	% of water emergencies (main/service line breaks) responded to within one hour	99%	87%	95%	95%
	% of scheduled solid waste routes collected by 5:00 pm	99%	99%	95%	95%
Public Works	% of pothole repairs completed within 3 business days of request	36%	25%	80%	80%



Enhance recreation opportunities and community wellness

Providing quality recreational opportunities, communicating more effectively with the public about the options available and working with our partners to promote healthy living are important for the wellbeing of our community. To provide convenient and attractive options for residents, our parks and recreation facilities will be well maintained and provide a wide variety of recreational offerings that appeal to all of our residents.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
Parks and Recreation	% of residents that report regular leisure time physical activity	70%	70%	70%	70%
	% of residents within ½ mile of a recreation facility, trail or park	64%	64%	71%	71%
	% of residents satisfied with maintenance of City parks	67%	71%	75%	75%
	% of residents visiting a park and/or participating in a park program	76%	76%	80%	80%



Develop a transportation system that works for all residents

A transportation system that gets people where they need to go in a timely manner and accommodates various means of mobility is necessary to connect residents and businesses. Improving the condition of streets is the top priority of our residents and will continue to receive significant investment in the coming years. We are making strides to become more pedestrian and cyclist friendly through better planning, design and construction of complete streets, sidewalks, and trails. There is also a growing interest in improving public transportation within Oklahoma City and the central Oklahoma region. Regional solutions and funding for public transportation are a prerequisite to effectively serve the region and maximize the effectiveness of the system. Attention to new developments in transportation, such as autonomous vehicles, is needed to ensure Oklahoma City is ready to benefit from the coming changes.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
Public Works	% of residents satisfied with the condition of major City streets	20%	20%	40%	40%
	# of miles of sidewalks constructed	72	80	89	91
Parks and Recreation / MAPS Office	# of miles of trails constructed	16	29	29	47
Public Transportation and Parking	# of bus passengers per service hour	15.12	15.29	15.95	16.59
	# of EMBARK bus service hours	193,233.00	204,087.00	190,458.00	192,054.00
	Average EMBARK frequency (minutes) during peak hours	34.57	35.54	30.00	30.00
Planning	Average commute time (minutes) in Oklahoma City	21.30	21.40	20.80	20.80

Maintain strong financial management

Prudent financial leadership will allow us to continue to meet resident needs and maintain resident confidence as we uphold our commitment to manage cost growth within available revenues. Expanding the revenue base through greater diversification of revenue sources will help the City meet the needs of our residents as the City grows. We expect sound financial leadership from elected, appointed and professional City staff.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
Finance	Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
	% of General Fund budget maintained in unbudgeted reserve	21.66%	22.58%	20.00%	20.00%
	% of General Fund revenue from sales tax	55%	74%	56%	56%

Encourage a robust local economy

A strong economy that supports job creation and improves the local tax base is fundamental to our growth. To make Oklahoma City an attractive option for current and future residents and businesses, we will encourage a high quality of life for residents and promote a pro-business environment that makes it clear we value the contribution of a strong business community. We recognize the need to foster innovation and embrace technological advances to move our City forward.

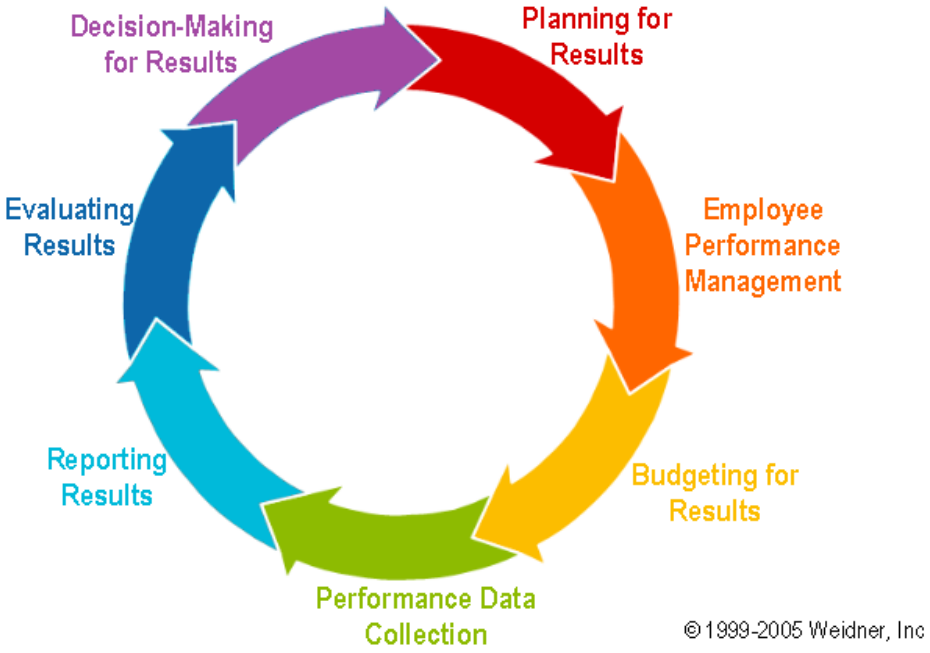
PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
Finance	# of people employed	666,083	667,487	664,751	672,063
	Average weekly earnings	884	906	911	933
Airports	# of enplanements at Will Rogers World Airport	2,203,565	2,281,979	2,248,195	2,293,159

LEADING FOR RESULTS AND THE BUDGET PROCESS

Leading for Results (LFR) is the "way we do business." What this means is that the City uses a performance management system for all City departments linking department operations to a strategic business plan. The strategic business plan is organized into programs with each program having an established budget and family of performance measures. The performance measures are used to set department goals and measure progress in achieving those goals using the resources allocated to programs. The entire process is focused on the benefit received by the customer (residents). Leading for Results provides better information to decision makers, which in turn helps them determine how to allocate resources.

The Leading for Results performance management system includes planning, employee performance, budgeting, data collecting, reporting, evaluating, and decision-making. The Strategic Business Plan contains the information needed to perform these functions and provides a concise overview of departmental operations. The graph below illustrates the performance management process. As the arrows indicate, each step is critical and flows into the next, which creates a continuous cycle.

DELIVERING WHAT WE PROMISE



THE LFR PERFORMANCE MANAGEMENT SYSTEM

PLANNING FOR RESULTS:

Focuses the department on long-term strategic (2-5 years) goals and operational results by building a Strategic Business Plan. Department business plans are summarized in each department section of the budget book and are available at www.okc.gov.

THE STRATEGIC PORTION OF THE PLAN:

Begins with an assessment of the future where departments identify the biggest challenges impacting them and their customers over the next 2-5 years. These challenges are then refined into Issue Statements which help the department clearly communicate what the trend is that they are facing and the consequences of the trend if not addressed. Once the Issue is clearly stated, departments develop Strategic Results which are typically stretch goals that, if achieved, will demonstrate the department's ability to respond to the challenges they identified as Issue Statements. Strategic Results are specific, measurable, and describe what the customer will experience.

THE OPERATIONAL PORTION OF THE PLAN:

Organizes the services each department provides around results for customers. Similar services are grouped into programs and each program has a "Family of Measures." Similar programs are organized into lines of business. This organization serves as the structure for the City's Performance Based Program Budget. All programs engaged in delivering and reporting performance are structurally aligned to Strategic Business Plans.

EMPLOYEE / CONTRACTOR PERFORMANCE MANAGEMENT:

Links the organization's goals and performance measures to executive, employee, and contractor performance plans so that work unit efforts can be aligned to the organization's strategic and operational results.

BUDGETING FOR RESULTS:

Structures the budget around programs and lines of business and the results generated for customers, integrating results and cost information to improve resource allocation decisions by both departments and policymakers.

PERFORMANCE DATA COLLECTION:

Provides the means by which Oklahoma City can accurately capture and review performance information to assist in decision-making and focusing on performance and results.

REPORTING RESULTS:

Provides clear, concise performance reports on the results being achieved for the community, policymakers, and employees, thus demonstrating accountability for the investments citizens make in their government.

EVALUATING RESULTS:

Compels a thoughtful examination of performance data to highlight opportunities for service level improvements and improved customer experiences.

DECISION-MAKING FOR RESULTS:

Deploys performance data at all levels to ensure that decision makers (policy level, enterprise, strategic, and operational) can make more informed decisions, resulting in improved customer experiences and continued confidence by citizens in government.

LEADING FOR RESULTS AND THE BUDGET PROCESS:

The budget addresses step three in the Leading for Results process. Each department reports performance data for a family of measures which are included in the performance data volume of this document.

KEY TERMS IN THE LEADING FOR RESULTS PROCESS

- **Issue Statements:** (Issues): Identify the critical trends that will impact the department and customer over the next 2-5 years
- **Strategic Results**: 2-5 year goals that, if achieved, demonstrate how the department is proactively responding to issues
- **Strategy**: The actions a department plans to take to achieve a strategic result.
- **Line of Business**: A collection of programs in a department with similar purposes.
- **Program**: The smallest section of a department organized around services provided and results customers receive.
- **Family of Measures**: The set of performance measures for an individual program. A primary focus being on the Result measures (or outcomes) that demonstrate the benefit the customer receives from the program. The remainder of the Family of Measures includes Output, Demand, and Efficiency measures.

FY 2021 Budget Development Process

How this Budget was Prepared

This budget is the result of a yearlong strategic and financial planning process. In addition to the budget itself, this process generates a capital improvement plan and budget for the three trusts for which the Mayor and City Council serve as trustees. The timeline on the next page describes the schedule and the major actions taken.

The planning process began with the update of department strategic business plans that form the base for performance-based budget planning. At the same time, preliminary revenue and expenditure estimates were made to guide budget development.

Departmental Budget Submissions

The budget documents were distributed to all departments in December with instructions for preparing their budgets. Departments submitted their budgets to the Office of Management and Budget and included in these submissions any requests for additional resources.

City Manager's Review

During February and March, the Office of Management and Budget analyzed the proposed budgets submitted by the departments. Recommendations were discussed with the departments and the City Manager's Office made decisions regarding proposed changes to the budgets. Depending on the current financial climate, the changes may be to add new services and enhance existing services or to make reductions necessary to balance revenues and expenses. After the budget review process, revenue projections were revisited using the nine months of actual data that was then available. As revenue and expenditure projections were fine-tuned, final decisions were made regarding the City Manager's recommended budget. The result was the submission of the proposed budget to the City Council.

Office of Management and Budget Staff

Doug Dowler
Budget Director
doug.dowler@okc.gov

Erika Vandersypen
Management & Budget Specialist

Lindsey McNabb
Management & Budget Specialist

Lori Hird
Management & Budget Specialist

Jeff Mosher
Management & Budget Specialist

Latisha Jackson
Management & Budget Analyst

Daniel Dorgan
Management & Budget Analyst

Ian Hutcheson
Management & Budget Analyst

Nichole Stover
Management & Budget Analyst

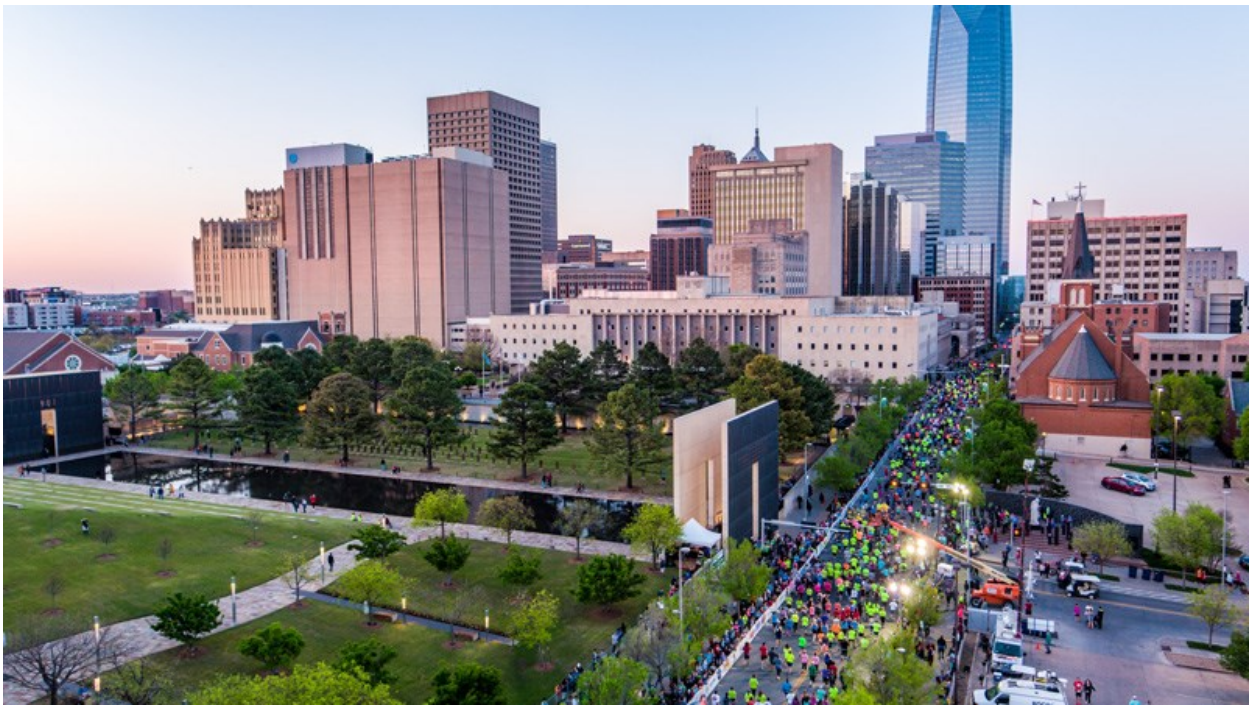
Jeniphur King
Management & Budget Analyst

Budget Calendar For Fiscal Year 2021

Sep –Nov 2019	Departments update strategic business plans for FY21 in the Leading for Results process
November 2019	OMB begins process of estimating FY21 revenues.
November 2019	OMB prepares Human Resources cost worksheets and budget preparation reports.
December 2019	City Manager establishes budget targets.
January 2020	OMB conducts budget training classes and distributes operating budget instructions.
February 2020	OMB hosts the City Council Budget Workshop. The Five Year Forecast is presented to Council.
	Departments submit operating budget and capital requests to OMB. OMB begins review of departmental budget requests.
March 2020	Assistant City Managers review departmental budget requests. OMB forwards budget recommendations to the City Manager.
April 2020	OMB estimates a sharp decline in projected revenue due to COVID-19. Departments submit budget cuts to meet new revenue targets.
May-Jun 2020	City Manager reviews budget submissions.
	Annual budget introduced on May 26.
	City Council holds public hearings and considers the proposed budget on May 26, June 2 and June 9.
	City Council adopts the budget on June 16.
	OMB files adopted Annual Budget with State Auditor and Inspector by June 30.
July 2020	FY 2021 Adopted Annual Budget becomes effective July 1.

OVERVIEW OF OKLAHOMA CITY

The City of Oklahoma City is the capital of the State of Oklahoma and is the second largest municipality by land area in the United States, with a total area of 620.4 square miles. The city's 2019 population was estimated at just over 650,000 and the metropolitan statistical area's (MSA) population was estimated at nearly 1.4 million. The population of the MSA has grown 11.4% since 2010, almost twice as quickly as the country as a whole.



Oklahoma City continues to grow as a regional economic hub, boasting a $70.5 billion MSA economy in 2019. With an unemployment rate of 2.9% in January 2020, the area has one of the ten lowest jobless rates in the nation among large metro areas. The city offers one of the lowest costs of living for a major American city at around 15% lower than the national average. Property values have increased 20% over the past five years, while overall housing costs are around 44% lower than the U.S average.

Oklahoma City has been a transportation and commercial center in Oklahoma since before statehood in 1907. During the famous Oklahoma Land Run of 1889, the city was settled in a single day when nearly 10,000 pioneers staked out territory in what is now Oklahoma City. With the combination of settlers and the large number of Native American nations in the area, many of whom were transplanted from their homes further east , Oklahoma City has developed a unique and complex cultural identity.

Incorporated in 1890, the City of Oklahoma City has had a Council-Manager form of government since 1927. In 2018, voters elected David Holt as their next mayor. Mayor Holt heads a Council of eight members, each elected by ward. In addition to ongoing efforts to improve the quality of life in Oklahoma City, recent initiatives have focused a commitment to public safety, neighborhoods, criminal and social justice, financial management, economic growth, recreational services, and transportation.

Historically, Oklahoma City's economic base has been closely tied to the energy and agricultural markets. Today, the city's economic base is more diversified and is seeing growth in the health and technology industries, while remaining a regional center for education and government. The largest employers in the MSA include the State of Oklahoma, The City of Oklahoma City, Tinker Air Force Base, and the University of Oklahoma. Companies with headquarters in Oklahoma City include American Fidelity Assurance Company, BancFirst, Chesapeake Energy, Continental Resources, Devon Energy, Hobby Lobby Stores, Love's Travel Stops & Country Stores, OG&E Energy, MidFirst Bank, Paycom and Sonic Corporation.

Vital among the City's assets are ample water supplies and its central location. Interstate highways I-35 North/South, I-40 East/West and I-44 converge in Oklahoma City and provide transportation links to the rest of the nation. The new I-40 Crosstown Expressway relocation, which opened in 2013, allows faster travel by incorporating 10 lanes of traffic. These ground transportation routes, together with Will Rogers World Airport, make the City a regional transportation hub.



In December 2019, the City's voters approved the newest generation of MAPS, Oklahoma City's trademark capital improvement and quality of life investment initiative that has brought transformative change to the area since the original program was approved in 1993. MAPS 4 is an eight-year, temporary sales and use tax which will generate $978 million to fund sixteen projects across the metro area. MAPS 4 has a broad focus on an array of human and community needs, such as homelessness and family justice, in addition to capital improvements, including a multi-purpose stadium, the Clara Luper Civil Rights Center and a new Fairgrounds arena. As preparations for these new projects have been made, the city celebrated the completion of a remaining MAPS 3 project with the opening of Scissortail Park in September 2019 with a free concert headlined by Oklahoma natives Kings of Leon that drew 28,000 people. Construction is close to complete on the new downtown convention center and Omni Hotel, which are scheduled to open in fall 2020 and early 2021, respectively. The MAPS 3 program will conclude when the remaining projects are completed in 2022.

In August 2017, the city's citizens approved the Better Streets, Safer City bond and sales tax measure. The temporary penny sales tax took effect on January 1, 2018, after the MAPS 3 tax expired, and it is expected to generate about $240 million over 27 months: $168 million for street resurfacing, $24 million for streetscapes, $24 million for sidewalks, $12 million for trails and $12 million for bicycle infrastructure. The sales tax projects are joined by the other Better Streets, Safer City initiatives: a ten-year, $967 million bond program (including $536 million for streets, bridges, sidewalks and traffic control), and a permanent quarter-cent sales tax for more police officers and firefighters and to supplement day-to-day operations.



Performing arts groups such as the Oklahoma City Philharmonic, Lyric Theater, and Ballet Oklahoma contribute to the City's cultural environment. The new facility for the Oklahoma Contemporary art museum was completed in 2020, beginning a new chapter for the institution founded in 1989. Other popular attractions include the National Cowboy and Western Heritage Museum, the Oklahoma City Museum of Art, the Oklahoma City National Memorial, the Oklahoma History Center and the National Softball Hall of Fame.

Since 2008, the city has been the home of the National Basketball Association's Oklahoma City Thunder, who perform in the 18,203-seat Chesapeake Energy Arena. Since moving to Oklahoma City, the franchise has been one of the most competitive teams in the league, and has fielded some of the world's brightest talents.

The City has been the site of numerous Big XII championships in collegiate sports and has hosted the opening rounds of the NCAA basketball tournament, the Wrestling Championships and the Women's College World Series. The USL Championship professional men's soccer team Energy FC is one of the founding clubs of the league's Western Conference and plays in the historic Taft Stadium.

In May 2016, the $45.3 million RIVERSPORT OKC center opened to provide whitewater rafting and kayaking on an 11-acre facility adjacent to the Oklahoma River. The Center features world-class rapids for elite athletes as well as recreational opportunities for families. The City was designated as the U. S. Olympics Training Site for canoes, kayaks and rowing in July 2009 and hosted the U.S. Olympic trials in 2016. The Oklahoma River is the only river to receive this coveted designation.

In January 2016, the City entered into an agreement with the State of Oklahoma and the Chickasaw Nation to complete the First Americans Museum (FAM) along the Oklahoma River. The Center will provide 85 acres of park space with walking trails and interpretive art, and will serve as a venue for native performers and educational exhibits. The FAM's opening is planned for spring 2021.

With a quintessentially American history and a future with an undeniable energy, the city and its people are characterized by a sense of determination and optimism that will guarantee the best is yet to come for Oklahoma City.

OKLAHOMA CITY IN THE NEWS

OKC now the 25th-largest metro in the U.S.
June, 2020 - U.S. Census Bureau
In the most recent annual population estimates released.

OKCPS produces top two high schools in Oklahoma
April, 2020 - U.S. News & World Report
According to U.S. News & World Report, the top two high schools in Oklahoma are products of the Oklahoma City Public Schools District, Classen SAS and Harding Prep. Both schools also ranked in the top 100 in the country. In total, eight out of the top 10 high schools in the state are located in the Oklahoma City MSA.

OKC earns AAA bond rating for tenth year in a row
April, 2020 - Moody's/S&P
Moody's Investors Service awarded Oklahoma City a AAA Bond rating for the tenth-consecutive year. S&P Global Ratings also affirmed the City's top-notch bond rating.

Freelancers should look to OKC
February, 2020 - Fundera
With our stable housing market and low cost of living, it should be no surprise OKC made *Fundera.com's* "Best 15 U.S. Cities for Freelancers" list. The metro's impressive job-growth rate and self-employment stats also contributed to the high ranking.

OKC among Reader's Digest 'best American cities for live music'
February, 2020 - Reader's Digest
No, it's not just you: there really are a lot more opportunities to see great live music in OKC these days. We've talked a lot about OKC's emergence as a live music destination on this and some of our sister sites, and recently, other outlets have begun to take notice. Another example is Reader's Digest, who last month named OKC among their "Best American Cities for Live Music (Besides Nashville)."

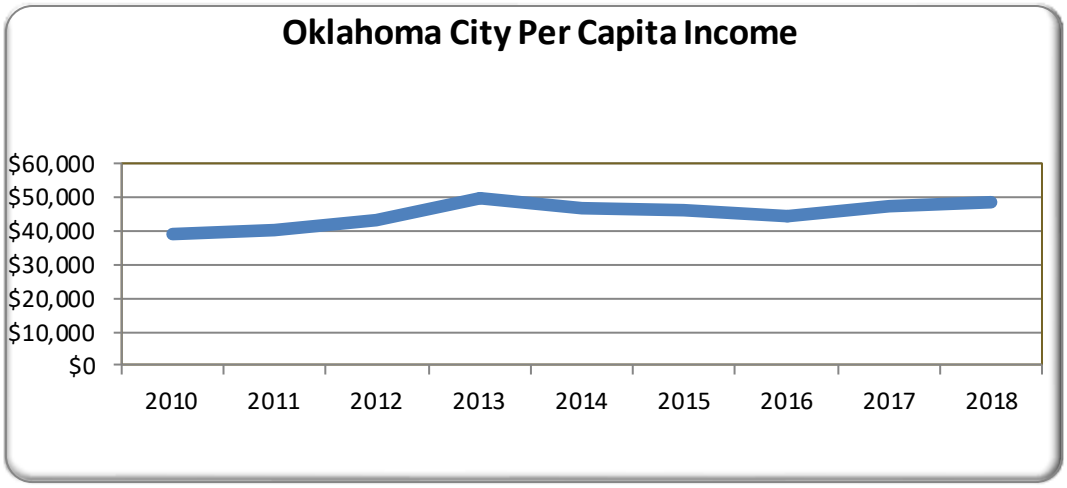
Oklahoma City ranked No. 1 place for startups to expand
February, 2020 - Zillow
Zillow ranked Oklahoma City No. 1 out of 42 large metro areas nationwide for tech companies and start-ups to expand. The study focused on these five factors: housing affordability, market '"hotness," demographics & labor, tech availability and livability.

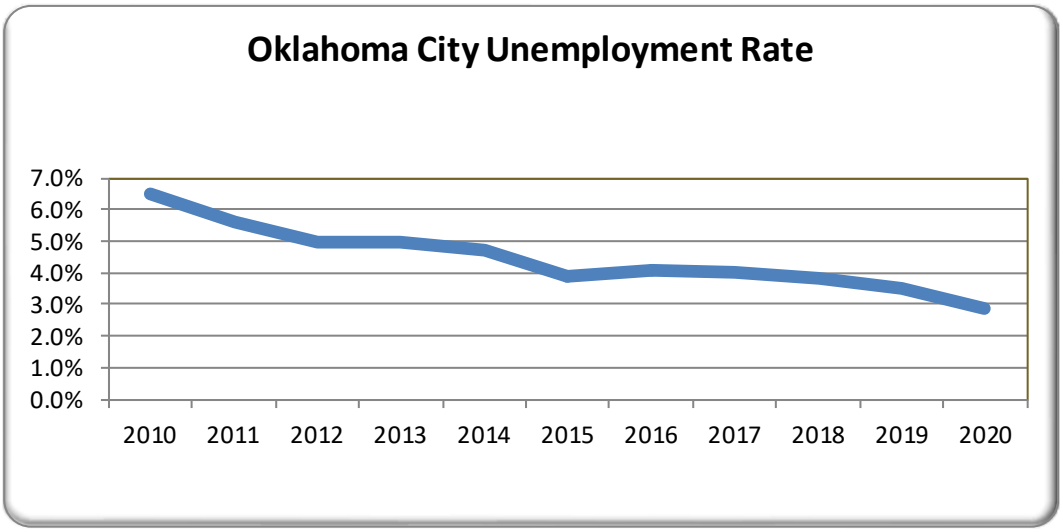
OKC named to Travel+Leisure's Top 50 Destinations in 2020
December, 2019 - Travel+Leisure
OKC is just one of seven destinations across the U.S. included in the 2020 list.

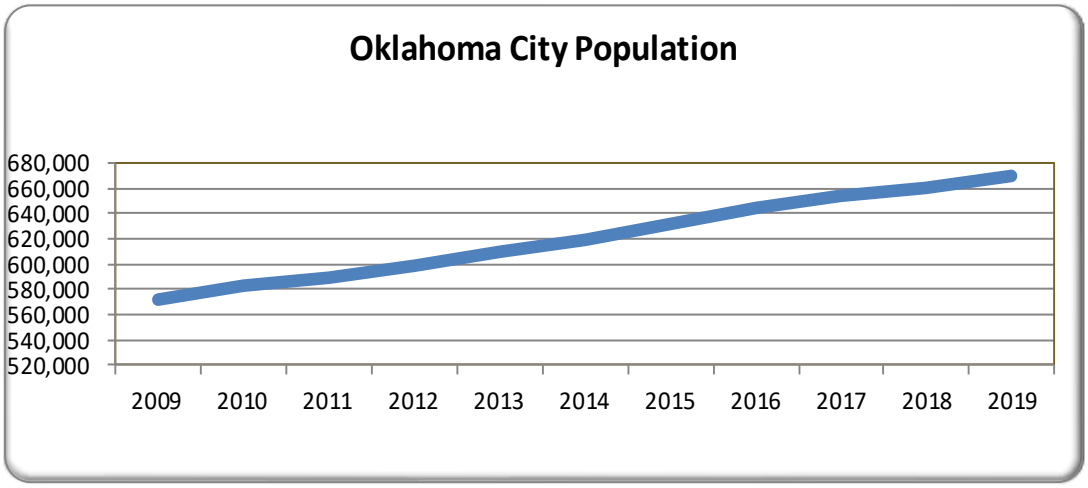
OKC ranks No. 5 for veterans
October 23, 2019 - Veterans United
OKC ranks as the No. 5 place in the U.S. to live for veterans according to website VeteransUnited.com. OKC is home to more than 42,000 veterans.

Oklahoma City's resident satisfaction ratings among the best in U.S.
October 23, 2019 - OKC.gov
According to this year's Citizen Survey, nearly nine out of 10 residents think Oklahoma City is an "excellent" or "good" place to live. The national average for large American cities (population 250,000+) is about half.

METRO AREA DEMOGRAPHIC AND ECONOMIC DATA







MAJOR METROPOLITAN AREA EMPLOYERS

Company Name	# Employees	Sector
State of Oklahoma	47,300	Government
Tinker Air Force Base	24,000	Military
University of Oklahoma - Norman	12,700	Higher Education
FAA Mike Monroney Aeronautical Center	7,000	Aerospace
INTEGRIS Health	6,000	Health Care
Hobby Lobby Stores Inc	5,100	Wholesale & Retail
University of Oklahoma Health Sciences Center	5,000	Higher Education
City of Oklahoma City	4,700	Government
Mercy Hospital	4,500	Health Care
OGE Energy Corp	3,400	Utility
OU Medical Center	3,300	Health Care
SSM Health Care of Oklahoma, Inc.	3,000	Health Care
University of Central Oklahoma	3,000	Higher Education
The Boeing Company	3,000	Aerospace
Norman Regional Hospital	2,950	Health Care
AT&T	2,700	Telecommunications
Devon Energy Corp	2,500	Oil & Gas
Paycom	2,500	Technology
Sonic Corp	2,460	Wholesale & Retail
Oklahoma City Community College	2,100	Higher Education
Midfirst Bank	2,000	Finance
Dell	1,950	Sales & Business Services
Chesapeake Energy Corp	1,800	Oil & Gas
UPS	1,800	Transportation
Love's Travel Stops & Country Stores	1,800	Retail
BancFirst	1,700	Finance
Hertz Corporation	1,700	Rental Services
Enable Midstream	1,600	Oil & Gas
American Fidelity	1,400	Finance/Insurance
Cox Communications	1,400	Telecommunications
Farmers Insurance Group	1,300	Customer Service
Great Plains Coca-Cola Bottling Company	1,300	Beverage Distribution
Johnson Controls	1,200	Manufacturing
Bank of Oklahoma	1,100	Finance
Continental Resources	1,080	Oil & Gas
Dolese Bros. Co.	1,000	Manufacturing
INTEGRIS-Deaconess Hospital	1,000	Health Care

Source: Economic Development Division of the Greater Oklahoma City Chamber — September 2019.

QUALITY OF LIFE

The 15-acre Myriad Botanical Gardens is a natural escape in the heart of downtown Oklahoma City, offering vibrant gardens, playgrounds, splash fountains, the Great Lawn, an off-leash dog park and walking and jogging paths. Nestled at the center is the Crystal Bridge Conservatory with a cascading waterfall and tropical and desert plantings within.

From sporting and special events at the Bricktown Ballpark, Chesapeake Energy Arena and Cox Convention Center, to theatre and ballet at the Civic Center Music Hall, Oklahoma City has something for everyone. The 12,000-seat Chickasaw Bricktown Ballpark includes shops, luxury suites, and a year-round sports theme restaurant. The Chesapeake Energy Arena , home of the Oklahoma City Thunder, is a 586,000-square-foot state-of-the-art entertainment facility that hosts major concerts as well as sporting and special events. Just steps away from Bricktown, the Cox Convention Center is a 150,000-square-foot event space with arena seating for 16,000. Offering the best of Broadway, theatre, ballet, chorus and orchestra, the Civic Center Music Hall brings world-class entertainment to Oklahoma City.

More than just a park, the Scissortail Park will be place for play, culture, wander, celebration and inspiration for everyone. Extending from the core of downtown Oklahoma City to the shore of the Oklahoma River, this 70-acre urban oasis will encompass a café, sports facilities, picnic grove, nature trails, and a tranquil lake with boathouse and paddle boat and board rentals. Inspired by Oklahoma's state bird, the scissor-tailed flycatcher, the 380-foot-long Skydance Bridge will connect the north section of the park to the south section.

Hop on the Oklahoma City Streetcar to explore the diverse and historic districts, and experience the new -found adrenaline reflected by a gleaming downtown. Discover the many restaurants and entertainment venues from the Bricktown Canal and Water Taxi. Take a horse-driven carriage ride to a swanky hotel, gaze in awe at the world's tallest Chihuly glass tower in the Oklahoma City Museum of Art, or climb to the top of one of the region's tallest rock climbing walls.

An abundant amount of recreation activities, a robust economy, low unemployment rate and an average commute time of 21 minutes, as well as ranking high in housing, healthcare and environmental quality all contribute to the great quality of life Oklahoma offers. As one of the best places for young adults to thrive, this creative and progressive city is buzzing with life.



TRANSPORTATION

As a major transportation hub in the south-central United States, Oklahoma City is served by Interstate Highways 35, 40 and 44. The City is headquarters for several motor freight companies with terminals for many others. Major carriers provide interstate passenger bus service and Burlington Northern, Union Pacific and Santa Fe railroads provide freight service. In addition, Amtrak's Heartland Flyer offers convenient and affordable daily rail service between Oklahoma City and Fort Worth, Texas.

Oklahoma City operates three municipal airports. Will Rogers World Airport (WRWA) supports and enhances Oklahoma City economic growth and development through continued improvements to facilities and services. WRWA is served by six major airlines offering non-stop service to 30 airports from Seattle to New York. In early 2019, construction began on a $61.9 million terminal expansion at WRWA, which will include a new east concourse and four new gates. In addition to commercial and cargo service at WRWA, Wiley Post and Clarence E. Page are general aviation airports. Wiley Post is also designated as a reliever airport for WRWA.



EMBARK is Oklahoma City's municipal transit service, which provides bus routes citywide, and, since 2018, streetcar service to the downtown area. The Oklahoma City Streetcar is a $131 million project that was funded through the MAPS 3 temporary sales tax. Seven cars serve 22 stops in two loops; the Downtown Loop serves all stops seven days a week, while the Bricktown Loop operates on Fridays, Saturdays and Sundays and serves nine stops.

In addition to ride hailing services that have changed the way Americans think about automobile transportation, the addition of motorized scooters to Oklahoma City's streets has given residents and visitors further freedom over transportation options. Last year, the City adopted a municipal code to address the emergence of motorized scooters and to guarantee that Oklahoma City's streets continue to be safe for all travelers.

With a growing population of 1.42 million covering 6,359 square miles, local governments in the Oklahoma City MSA are adopting an increasingly regional approach to transportation. In February 2019, the cities of Norman, Edmond, Moore, Midwest City , Del City and Oklahoma City agreed to form a regional transit authority to better coordinate their efforts to promote safe, reliable and efficient transportation. In an industry that is quickly transforming to serve greater numbers of people in ways that are more demand-based and sustainable, change is the only constant in the future of transportation for Oklahoma City.

DEVELOPMENT ACTIVITY

Construction activity in Oklahoma City has continued throughout the year with numerous projects in various stages of completion. In downtown Oklahoma City, construction continues for both residential and mixed-use.

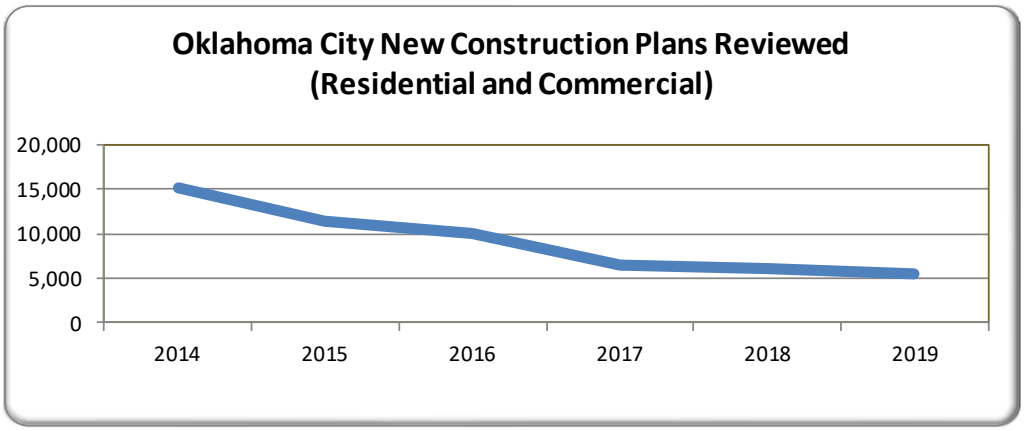


Preliminary drawing of Omni Convention Center Hotel

Over 27 months, the Better Streets, Safer City temporary penny sales tax will generate $240 million in revenue for better and safer streets, sidewalks and trails for drivers, pedestrians and cyclists. Sidewalk construction will connect neighborhoods to transit, parks, and schools consistent with the City's new pedestrian and bicycle master plan, bikewalkokc. New trails and bicycle infrastructure will also be built to connect people to work, school, and recreation opportunities. Several streets will be enhanced to create safer and more walkable environments that promote commercial activity and investment.

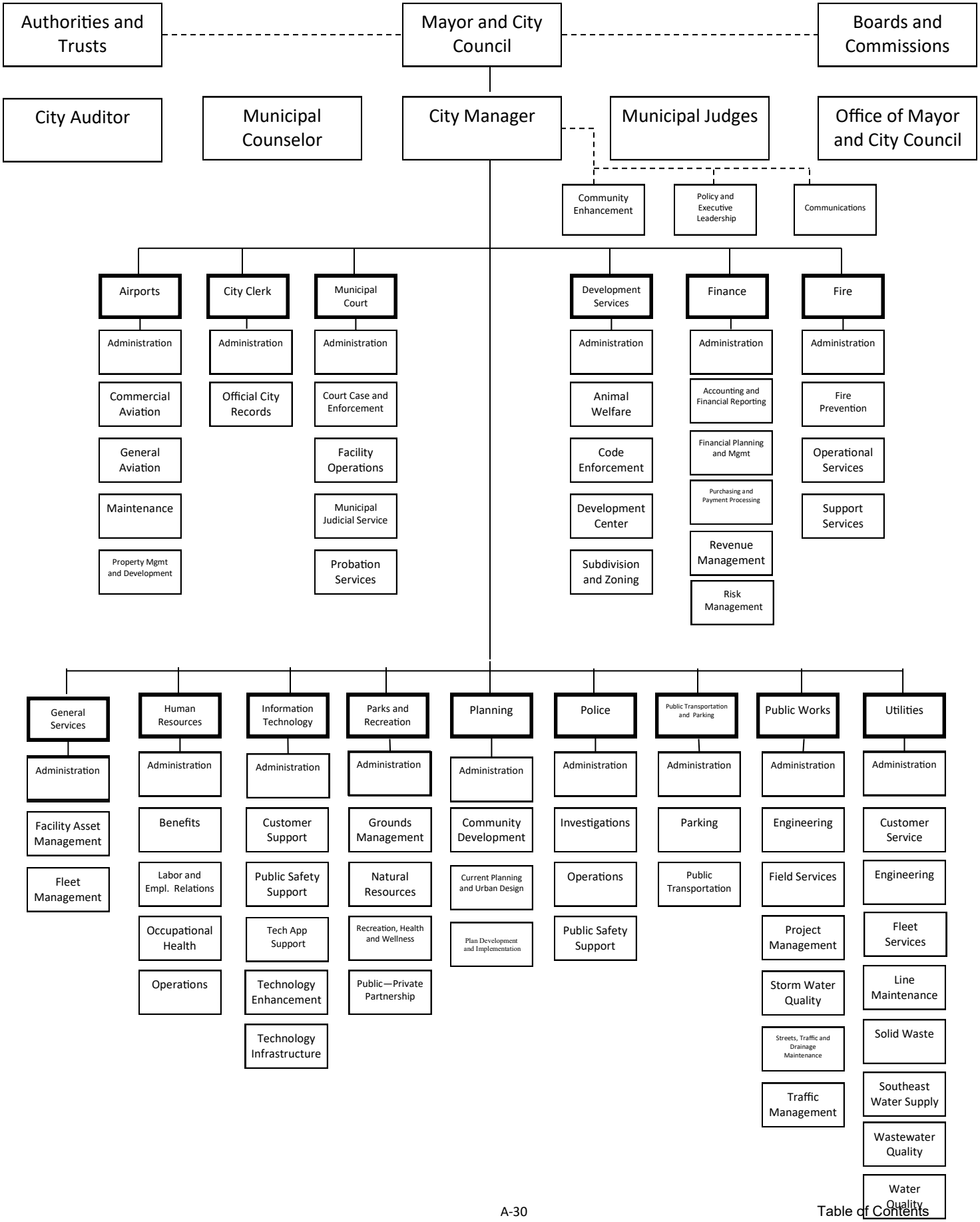
Construction of the 605-room Omni Hotel began October 2018. The hotel will serve as the headquarter hotel for the MAPS 3 Convention Center and will be built just north of the new convention center, near the 70-acre MAPS 3 Scissortail Park and the Chesapeake Energy Arena. It will also be served by the Oklahoma City Streetcar, which opened in December 2018. The design calls for 50,000 square feet of ballroom and meeting space that will be available in the convention center. With a high priority on culinary creativity, the hotel will host seven restaurants, including a steakhouse, a coffee shop, a burger bar and a rooftop poolside bar. The hotel is expected to be complete in 2021 and is projected to have an annual economic impact of $137 million.

Residential and Commercial construction saw a 9% decline in FY19. This continues a five-year downward shift from a 10-year high in development the City experienced in FY14. Although residential construction has declined, several large projects are under way through the MAPS 3 program, with final project completion expected in 2022. These projects include the new Downtown Convention Center, Scissortail Park, senior health and wellness centers, trails and sidewalks.



Source: City of Oklahoma City's Development Services

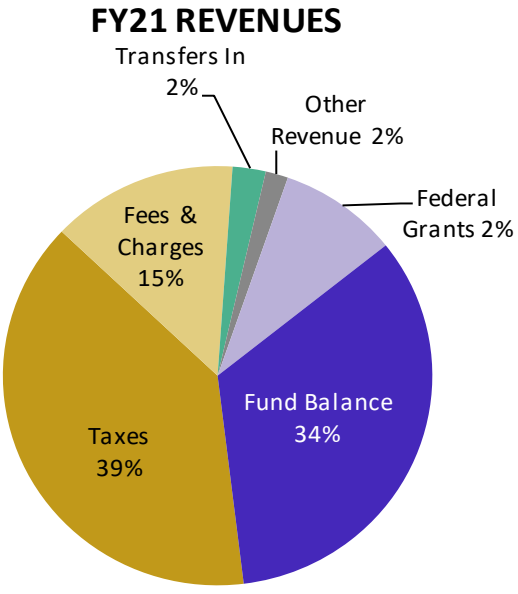
ORGANIZATION CHART

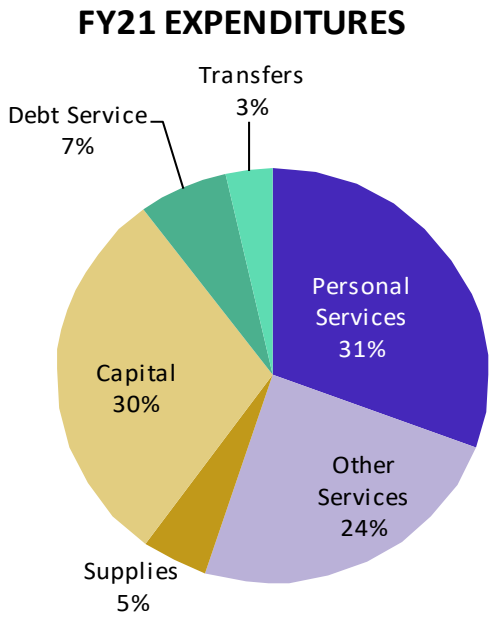


CONSOLIDATED BUDGET OVERVIEW

CONSOLIDATED OVERVIEW
REVENUE AND EXPENDITURE SUMMARY FOR ALL FUNDS

	Actual FY19	Adopted FY20	Adopted FY21
Revenue Overview			
Taxes	$671,640,447	$689,390,937	$646,992,417
Fees & Charges	228,169,954	230,946,557	232,971,068
Transfers In	29,536,022	54,281,025	41,393,208
Other Revenue	33,492,859	28,292,572	28,180,910
Federal Grants	26,452,357	34,259,919	149,393,659
Fund Balance	0	552,528,462	559,474,476
Total Revenue	**$989,291,640**	**$1,589,699,472**	**$1,658,405,738**
Expenditure Overview			
Personal Services	$479,567,462	$522,869,081	$508,846,066
Other Services	150,398,236	412,395,517	403,888,749
Supplies	40,430,511	77,693,866	82,199,011
Capital	157,194,695	409,055,191	493,814,569
Debt Service	98,629,266	105,975,417	110,760,591
Transfers	61,595,211	61,710,400	58,896,752
Total Expenditures	**$987,815,381**	**$1,589,699,472**	**$1,658,405,738**

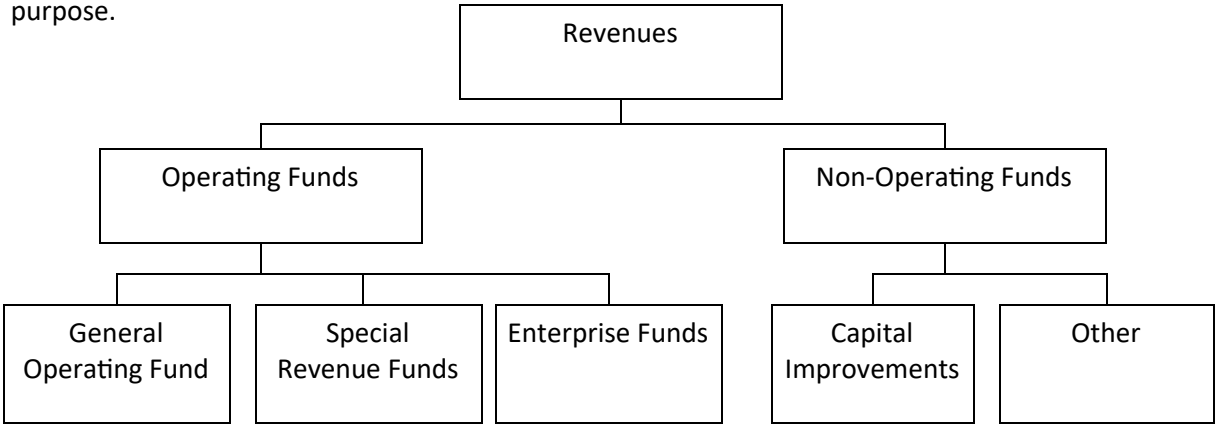




REVENUE SUMMARY

WHEN REVENUE IS DEDICATED TO A PARTICULAR PURPOSE, THE CITY HAS GENERALLY CHOSEN TO ESTABLISH A SEPARATE FUND TO ENSURE THAT ALL OF THE DEDICATED REVENUE IS SPENT FOR ITS INTENDED PURPOSE.

The City derives revenue from a myriad of sources. Some revenues are dedicated to specific purposes, such as the MAPS 4 Sales Tax or the tariff on phone service dedicated to the E-911 service. Other revenues are not dedicated to a particular program or service and are deposited in the City's General Fund. A fund is an accounting method for segregating revenues and expenditures for a specific purpose.



- General Fund
- Internal Service Funds

- Court Administration and Training Fund
- Emergency Management Fund
- Fire Sales Tax Fund
- Hotel/Motel Tax Fund*
- MAPS Operations Fund*
- MAPS 3 Use Tax Fund*
- MAPS 4 Use Tax Fund*
- Medical Service (Ambulance) Program Fund
- OCMAPS Sales Tax Fund*
- Police Sales Tax Fund*
- Zoo Sales Tax Fund

- Airports Fund
- Solid Waste Management Fund
- Stormwater Drainage Utility Fund*
- Public Transportation and Parking Cash Fund
- Water/Wastewater Fund

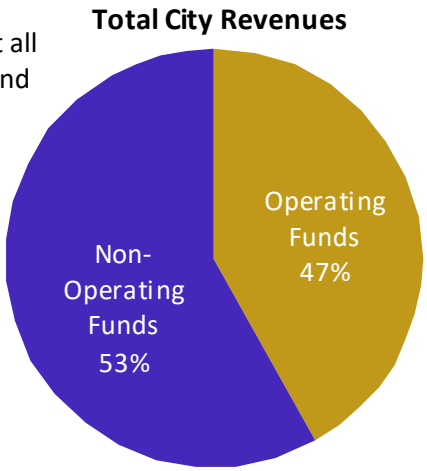
- Better Streets, Safer City Sales Tax Fund
- Better Streets, Safer City Use Tax Fund
- Capital Improvement Projects Fund
- City and Schools Capital Projects Use Tax Fund
- Hotel/Motel Tax Fund*
- Impact Fees Fund
- MAPS Operations Fund*
- MAPS Sales Tax Fund
- MAPS 3 Sales Tax Fund
- MAPS 3 Use Tax Fund*
- MAPS 4 Program Fund
- MAPS 4 Use Tax Fund*
- OCMAPS Sales Tax Fund*
- OKC Tax Increment Financing Fund
- Police Sales Tax Fund*
- Police/Fire Capital Equipment Sales Tax Fund
- Sports Facilities Sales Tax Fund
- Sports Facilities Use Tax Fund
- Stormwater Drainage Utility Fund*
- Street and Alley Fund

- Asset Forfeiture Fund
- Debt Service Fund
- Grants Management Fund
- OKC Improvement and Special Assessment District Fund
- Special Purpose Fund
- General Fund—MAPS 4

* These funds have both an operating and non-operating component

OPERATING FUNDS

Before beginning the discussion of revenues, it should be noted that all projected growth rates for FY21 were based on estimated year end totals for FY20.



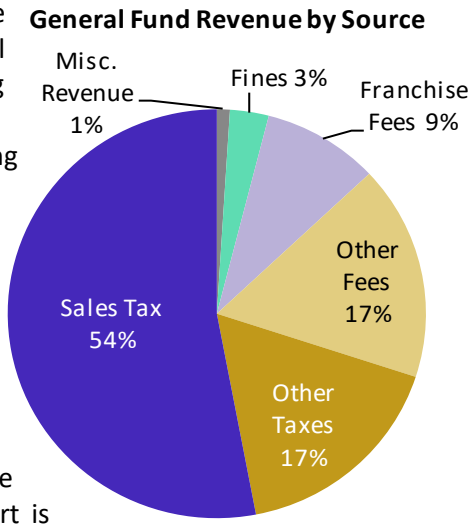
The City classifies its funds as either operating or non-operating. The distinction is that some funds and, in some cases, portions of funds directly support operations; and other funds provide for capital improvements or are so limited in their purpose that they do not support daily operations. This allows decision-makers to segregate operating costs from the total cost for the organization so that significant changes in capital funding are not misinterpreted as a significant change in operational costs.

An example of this is dedicated sales taxes. In recent years, the citizens of Oklahoma City have approved several limited-term dedicated sales taxes to fund capital improvements. With the MAPS 4 Sales Tax beginning on April 1, 2020, there will be significant increases in the revenue of those funds which are being used for capital improvements. Because of this distinction, the portion of the Sales Tax used for capital improvements was classified as non-operating and the small portion used to fund the MAPS 4 Project Office was classified as operating.

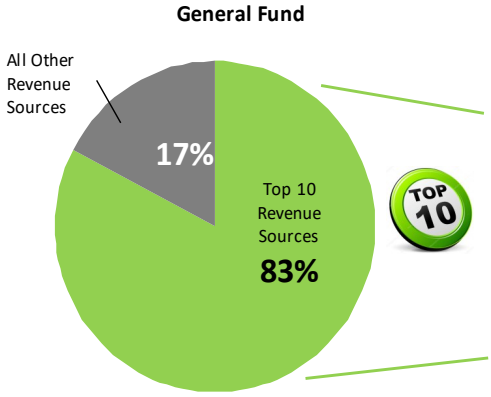
The Operating Funds category includes three major types of funds: General Operating Funds, Special Revenue Funds and Enterprise Funds, all of which will be discussed further; however, the bulk of the discussion focuses on the General Fund, the City's largest fund at $457 million or 28% of the FY21 budget.

GENERAL FUND

Due to the COVID-19 pandemic, an economic recession is projected in FY21 resulting in overall growth of –5% in the General Fund. The General Fund has hundreds of individual revenue sources ranging from daily fishing permits to building permits to sales tax. Similar sources are grouped into categories as shown in the chart. The narrative on the following pages examines each of the major revenue categories in the General Fund and the short term factors that influenced the revenue projections. Also highlighted in the narrative and the table on page B-4 are the top 10 individual revenue sources that, when combined, account for 83% of the FY21 General Fund budget.



As the pie chart at right, and the table at the top of the next page indicate, the largest single source of revenue in the General Fund is Sales Tax. As such, the most time and effort is dedicated to forecasting this revenue source.



Top 10 General Fund Revenue Sources		% of GF
Sales Tax	$240,723,459	53%
Use Tax	$63,822,181	14%
OG&E Franchise Fee	$19,748,198	4%
Fire Wage Adjustment	$12,249,416	3%
Police Wage Adjustment	$9,405,200	2%
Court Costs	$8,350,732	2%
Bond Fund Engineering, Legal, Other Services	$6,219,072	1%
Building Permits	$5,809,224	1%
Cox Cable Franchise Fee	$5,734,824	1%
Traffic Fines	$5,354,450	1%
		83%

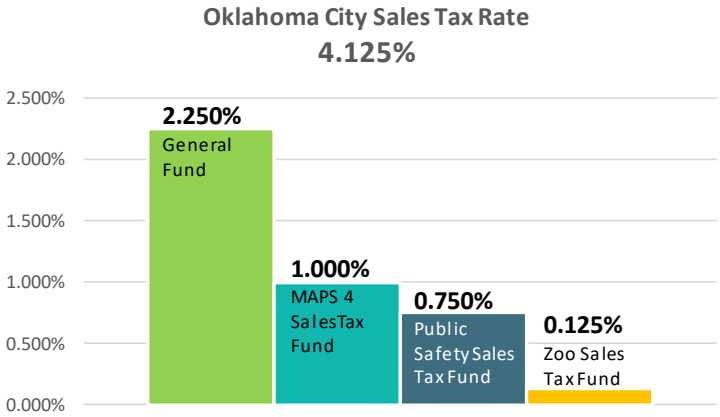
GENERAL FUND - TAXES

The largest category of revenue in the General Fund is taxes at $317.6 million or 69.6%. Within the taxes category, all revenue sources are authorized by the state and collected by the Oklahoma Tax Commission.

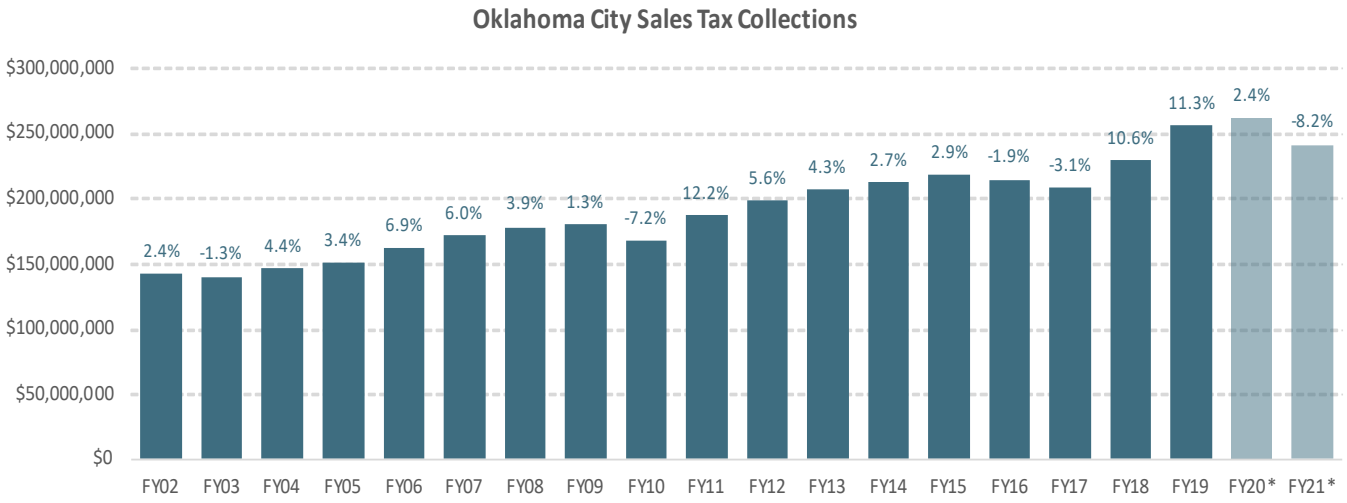
Sales Tax

Sales Tax is the largest single revenue source for the General Fund and the City. Sales tax is applied to most retail transactions, as provided by state law, and is collected by local vendors who then remit the revenue to the Oklahoma Tax Commission. The City maintains agreements with the Oklahoma Tax Commission for administration and enforcement services associated with sales and use taxes. The City levies a total of 4.125% in sales tax. Combined with the state levy of 4.5%, the total state and municipal sales tax rate charged within corporate Oklahoma City limits is 8.625%.

The City's 4.125% sales tax levy is divided between various funds as authorized by voters as shown in the graphic below. The General Fund receives the largest portion of sales tax at 2.250% and is where the City's day-to-day operations are funded. MAPS 4 is a 8-year temporary one-cent sales tax in effect through March 31, 2028. It is projected to generate a total of $978 million dedicated to funding a variety of 16 different capital projects such as parks, youth centers, a mental health and family justice center, transit system improvements, sidewalks, and a new multi-purpose stadium, among other projects. The Public Safety Sales Tax is a permanent 0.750% sales tax split evenly between Police and Fire. The Zoo Sales Tax is a permanent 0.125% (1/8 cent) sales tax that can only be used for capital improvements and operations at the zoo. This section will focus on the 2.250% authorized for



general operations, while the dedicated sales taxes that account for the remaining 1.875% will be discussed in the Special Revenue Operating Funds section of this chapter. Projecting sales tax has always been challenging since it is complicated by many local and national factors. For example, the world is currently experiencing a pandemic known as COVID-19 which is greatly affecting economies on all levels including our local economy. The uncertainty of the length and breadth of this pandemic has made projecting sales tax receipts very challenging. Through careful analysis, the City has developed the FY21 budget based upon a –5% growth rate in sales tax as compared to projected FY20 year end collections. Sales Tax collections are projected to be $240.7 million and account for 53% of the General Fund's FY21 budget.



*Sales Tax Collection Projections

GENERAL FUND - OTHER TAXES

Use Tax

Use Tax is levied on goods that are bought in other states and then imported to Oklahoma for use. This tax is applied in lieu of sales tax because the goods were originally bought outside the state. As more people are making purchases online, Use Tax is growing at a higher rate than Sales Tax. Use Tax collections have averaged an 8.1% growth rate and Sales Tax has averaged 2.75% growth over the past 10 years. The Use Tax rate is 4.125% of the purchase price and is budgeted at $63.8 million or 14% of the General Fund budget for FY21. Together, Sales and Use Tax make up 67% of the General Fund operating budget which shows how much the City relies on tax revenues.

Excise Tax

In FY05, state law changed the taxation of tobacco products and exempted them from sales tax, but implemented an excise tax designed to make it more expensive to purchase tobacco products on a per unit basis. Municipalities receive a portion of the excise tax from the state. Revenue is projected to be $4.6 million, which is less than 1% of the General Fund revenue budget.

Commercial Vehicle Tax and Motor Fuels Tax
Commercial Vehicle Tax and Motor Fuels Tax are both collected by the state with municipalities receiving a portion of the tax based on their share of the population. Growth in FY21 is projected to remain flat at $5.8M or 1.3% of the General Fund budget.

Occupation Tax
Occupation Taxes are levied by the City for specific occupations when the City is the principal place of business for the occupation. The first type of Occupation Tax is on retail gasoline filling stations, retail diesel stations and retail oil stations and is a tax on each pump. The second type of Occupation Tax is on businesses or occupations related to alcoholic beverages. In FY21, 10% growth is anticipated with a budget of $1.3 million which accounts for less than 1% of the General Fund revenue budget.

Alcoholic Beverage Tax
Alcoholic Beverage Tax is a "sin" tax levied by the state with a percentage passed on to counties and municipalities based on their share of population. Alcohol Beverage Tax collections are expected to generate $1.5 million in FY21 or 0.3% of the General Fund revenue budget.

GENERAL FUND - FRANCHISE FEES

Franchise and Utility Fees are charged to public utilities for the use of public rights-of-way for their infrastructure. This category is the second largest within the General Fund accounting for $39.7 million or 8.7% of the FY21 General Fund operating revenue budget. The two largest remitters of franchise fees are Oklahoma Gas & Electric with FY21 estimated revenue of $19.7 million and Cox Communications at $5.7 million. Each of these are top 10 General Fund revenue sources and make up 5.6% of the operating budget. Other franchise fee remitters are Oklahoma Natural Gas, Oklahoma City Water Utilities Trust, smaller electrical companies or cooperatives, other telephone and cable television providers, and a steam and chilled water utility company.

GENERAL FUND - LICENSES, PERMITS, AND FEES

The Licenses, Permits, and Fee revenue comes from a variety of sources such as business licenses, fishing permits, building permits, and fees for becoming a pre-qualified contractor. The category represents $14.2 million or 3.1% of the General Fund revenue budget. Building permits are a top 10 revenue source at a projected $5.6 million or 1.2% of the budget. Overall, this category is projected to have growth of -4% in FY21 due to the COVID–19 pandemic

GENERAL FUND - SERVICE CHARGES

Service Charges are based on the specific services provided and are generally paid on a per use basis with projections at $38.5 million or 8.4% of the FY21 General Fund revenue budget.

GENERAL FUND - FINES

The Fines category is comprised of various fines and court fees that are processed by the City's Municipal Court. The City is one of two municipalities in the State of Oklahoma that has a Municipal Court of Record. The two largest revenue sources in this category are Court Cost Fees and Traffic Fines. Both of these are top 10 General Fund revenues but have been declining in recent years due to fewer

cases being filed with the court and implementation of criminal justice reform. Court cost fees are projected at $8 million or –4% growth under the FY20 budget and Traffic Fines are projected at $5.3 million or –13% below the FY20 budget. The Fines category is $16.7 million or 3.7% of the General Fund revenue budget.

GENERAL FUND - OTHER

This includes the smaller categories of revenue including Administrative Charges, Other Revenue, Transfers and Fund Balance and comprises $29.6 million or 6.5% of the FY21 budget.

Administrative Charges

Administrative Charges are $23.9 million or 5.2% of the FY21 General Fund revenue budget and are assessed to other city funds and entities for administrative services such as accounting, personnel, payroll, audit, and other functions provided by General Fund departments.

Other Revenue

Other Revenue includes the smaller sources such as interest, rebates, and royalties. The category is projected to have collections of $5.6 million in FY21 or 1.2% of the General Fund revenue budget.

Transfers

Transfers are payments made to the General Fund from other city funds. The category can vary greatly from year to year depending on the status of projects. In FY21, the Transfers category is projected to be $58K which is an decrease of 96% from FY20 year-end due to a transfer from courts capital improvement program to reimburse the General Fund that will not reoccur. In total, the Transfers category is 0.01% of the General Fund revenue budget.

Fund Balance

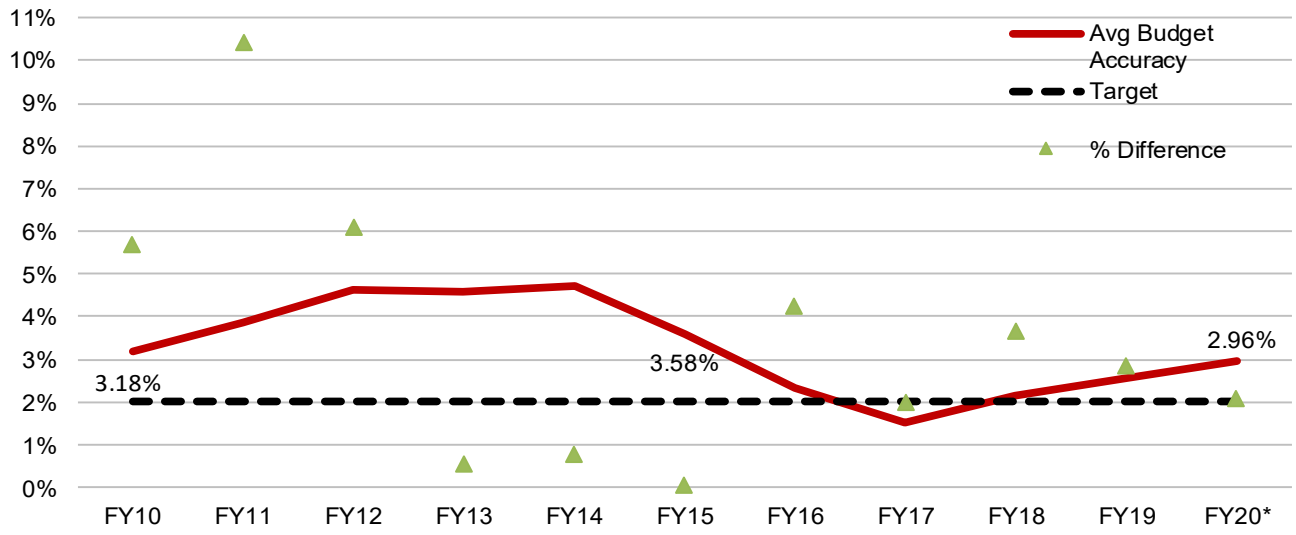
No fund balance is budgeted in FY21.

GENERAL FUND HISTORICAL REVENUE SHORTFALL OR SURPLUS

The chart below illustrates the differences between General Fund revenue projections and revenues actually received each fiscal year. Significant continued variances in actual collections from projected amounts, whether it be shortfall or surplus, can be reason for concern. Either scenario could indicate a changing economy or inaccurate forecasting techniques. Additionally, credit rating organizations use this indicator to review the quality of financial management in a local government since variances between budget and actual results are considered indicative of management's financial planning capabilities. In February 2020, for the tenth year in a row, the City earned the highest bond ratings possible from two of the nation's most respected financial rating services. The City received a AAA rating from Standard & Poor's and a Aaa rating from Moody's Investor Service.

The average absolute value variance over the past 11 years was 3.3% which is outside the City's stated goal of having revenues within 2% of projections. Over the last five years, the absolute value variance average improved to 2.6%. In FY10, actual revenue was 6% less than projected due to the recession. In FY11 and FY12, Oklahoma rebounded stronger than expected with variances of 10% and 6%. In FY13, FY14, and FY15 revenue was within 1.0% of projections. In FY16, a contraction in the energy sector contributed to revenue collections missing projection by almost 4% and a prolonged weakened local economy that reflected inventory adjustments accounted for a shortfall of 2% in FY17. Back to back revenue declines are rare and the last time it occurred was more than 30 years ago. In FY18,

revenues exceeded projections by 3.7% as the City once again recovered from an economic downtown stronger than projected. In FY19, General Fund revenue collections exceeded budget by 2.6% due to strong growth in Use Tax collections from online sales remitters and merchant wholesalers. In mid FY20, the world experienced the COVID-19 pandemic which severely affected sales tax collections and offset earlier year growth and the City is projected to end the year at –2.1%. The City continues to work with Dr. Russell Evans and Oklahoma City University to refine forecast estimates and consistently project collections within 2% of budget. Keeping the variance to a minimum means services have not been unnecessarily reduced because of a perceived shortage in revenue that did not occur, or that new services were established that could not be maintained because revenues failed to meet projections.



*FY20 Estimate

INTERNAL SERVICE FUNDS

Internal Service Funds are in departments that provide services to most other city departments. They generate revenue by charging departments for those services. The majority of the charges assessed to departments are set at the beginning of each year based on past usage. The two exceptions are for fuel and postage which are charged to departments based on current usage and current prices. The other internal service funds are Information Technology, Risk Management which is in the Finance Department, the Print Shop which is in the City Manager's Office, and Fleet Services which is in the General Services Department. Internal service funds have a FY21 budget of $51.8 million, which is a 4.2% decrease compared to the FY20 adopted budget. Major changes to each internal service fund are summarized in the department section of the budget book. Internal Service funds combined are 3.1% of FY21's $1.66 billion budget.

SPECIAL REVENUE OPERATING FUNDS

Special Revenue Funds have a revenue source or sources that are dedicated to a specific purpose.

Police, Fire and Zoo Sales Tax Funds

The Police, Fire and Zoo Sales Tax Funds are supported by dedicated portions of the City's sales tax collections. In each of these funds, the forecast for sales tax revenue growth is –5%; this is the same rate of growth as projected for base sales tax in the General Fund.

MAPS 3 Use Tax Fund

The MAPS 3 Use Tax Fund was supported by a temporary 1% Use Tax adopted after the MAPS 3 Sales Tax was approved. The Use Tax expired December 31, 2017. Through FY18, a portion of the MAPS 3 Use Tax was budgeted for public safety capital funding, which is included in the non-operating section. The remaining fund balance will be used to support administration and oversight of the MAPS 3 projects and is budgeted in the operating fund. The FY21 budget is $4.4million, a 6.8% decline from FY20. The fund balance is projected to fund the administration and oversight through FY21 when most MAPS 3 projects will have been completed or nearing completion.

Court Administration and Training Fund

The Court Administration and Training Fund is made up of revenue from state mandated fees that the City is allowed to retain to train Court, Police, and Legal staff. The Court Administration and Training Fund budget is one of the smallest operating fund budgets at $0.2 million in FY21.

Emergency Management Fund

The Emergency Management Fund supports the E-911 system for Oklahoma City and is budgeted at $9.2 million in FY21, which is flat growth from the FY20 adopted budget. The fund is supported by tariffs on both cell phone and traditional telephone lines that are assessed on each user. Even with the addition of cell phone tariff revenue, the General Fund is still expected to support E-911 operations through a transfer of $2.9 million in FY21.

Hotel/Motel Tax Fund

The Hotel/Motel Tax Fund FY21 budget is $14.2million and is supported by a 5.5% hotel occupancy tax. This fund is divided between operating activities ($7.8 million) dedicated to the promotion of special events, convention and tourism development and non-operating activities ($6.4 million) dedicated to capital projects at the State Fairgrounds. Overall revenue from the Hotel/Motel Tax fund is projected have –42% growth when compared to FY20 adopted budget due to the COVID-19 pandemic.

The **MAPS 4 Use Tax Program Operating Fund** is supported by a temporary 1% Use Tax adopted after the MAPS 4 Program Fund was approved. It has both an operating and non-operating component and will primarily be used to fund the City's operating cost of administering the MAPS 4 projects, public safety capital improvement projects and equipment costs and capital costs associated with City-owned facilities. The MAPS 4 Use Tax Operating Fund is budgeted at $1.5 million in FY21.

Medical Service Program Fund
The Medical Service Program Fund was created in FY10. This fund handles revenue and expenses associated with the Medical Service Program adopted by the City Council on December 8, 2008, which makes it possible for households to pay $3.65 per month on their City utility bill in exchange for EMSACare benefits from the Emergency Medical Services Authority (EMSA). The FY21 budget of $8.7 million is up 24% compared to FY20 as the program expects to purchase a new headquarters building in FY21. Program fees are expected to generate $7.1 million in FY21 with fund balance and interest earnings funding the remaining budget.

Metropolitan Area Projects (MAPS) Operations Fund
The Metropolitan Area Projects (MAPS) Operations Fund was originally funded by a dedicated Use Tax during the same period of the MAPS Sales Tax. The fund was established to provide for the maintenance, capital replacement, and operations of the MAPS projects. Over the last few years, the General Fund has gradually assumed the operating expenses for the MAPS projects allowing for the remaining fund balance of $2.0 million to be transferred to the non-operating fund for capital maintenance in FY21.

Oklahoma City Metropolitan Area Public Schools (OCMAPS) Sales Tax Fund
The Oklahoma City Metropolitan Area Public Schools (OCMAPS) Sales Tax Fund was originally funded by a 1% sales tax dedicated to supporting capital projects at public schools that serve kids in Oklahoma City. The Sales Tax expired on December 31, 2008. While the tax was in effect, a reserve was established to continue to fund project management and oversight of remaining projects. The operating fund continues to receive small reallocations of sales tax collections and minimal interest earnings that are transferred each year to the non-operating fund for capital maintenance on the original OCMAPS projects.

ENTERPRISE FUNDS
Enterprise Funds are supported by the revenue generated by operations in their specific areas. Enterprise Funds have been established for operations at the **Airports, Solid Waste Management, Stormwater Drainage Utility, Public Transportation and Parking,** and **Water and Wastewater Utilities**. With the exception of Stormwater Drainage Utility, all of these funds have a public trust that oversees operations and receives all revenues. Revenues in each of the enterprise funds may be growing at a different rate than growth reflected in the City funds and each trust's revenue budget is individually based on customer rates and expected usage. The trusts generally make capital investments directly and the transfer to city funds support operations.

The one Enterprise Fund that is not supported by a trust is the **Stormwater Drainage Utility.** All revenue for stormwater drainage activities comes from a fee on all water utility bills based on the size of the water line. The Stormwater Drainage Utility Fund is the only Enterprise Fund to also have a capital component in the non-operating funds section.

NON-OPERATING FUNDS

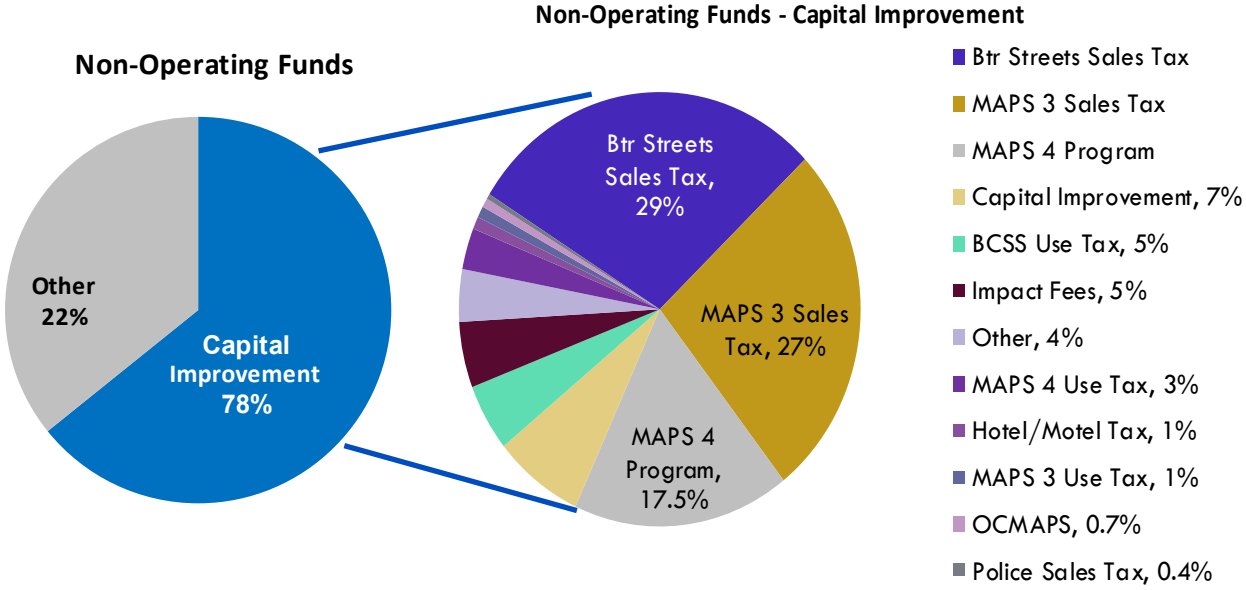
As mentioned earlier, the City classifies its funds as either operating or non-operating. The distinction is that some funds and, in some cases, portions of funds directly support operations; and other funds provide for capital improvements or are so limited in their purpose that they do not support daily operations. This ensures significant changes in capital funding or other non-operating activities are not misinterpreted as a significant change in operational costs. In FY21, the budget for non-operating funds is $1.07 billion, a 23% increase from the FY20 adopted budget due to a $114 million grant from the Department of Treasury through the CARES act to provide the City with economic relief from the COVID-19 pandemic. The non-operating budget is comprised of capital improvement funds and other non-operating funds such as debt service and grants. The Non-Operating Funds are 64.9% of the total FY21 $1.66 billion budget.

CAPITAL IMPROVEMENTS

The majority of non-operating funds are for capital improvements and have a FY21 budget of $690.7 million, an increase of 2.5%. Many of the funds receive most of their revenue from other funds, such as the **Capital Improvement Projects (CIP) Fund,** the **Oklahoma City Tax Increment Financing (TIF) Fund** and the **Stormwater Drainage Utility Fund.** As such, the revenue projections for these funds are based on the level of transfer budgeted in the originating fund.

There are three Non-Operating Funds that are largely for capital improvement and are supported directly by taxes that will be in effect during FY21: the MAPS 4 Program Fund, the MAPS 4 Use Tax Fund, and the Hotel/Motel Tax Fund.

The **Better Streets, Safer City Sales Tax Fund** was created in FY18 after voters passed a temporary, 27-month, one-cent sales tax that went into effect on January 1, 2018. The tax ended March 31, 2020 with the last collection in May 2020. The year-end projected fund balance is $197 million, all of which is budgeted for FY21.



The **Better Streets, Safer City Use Tax Fund** was established at the same time as the Sales Tax Fund and was a temporary, 27-month, one-cent Use Tax that ended on March 31, 2020. The tax is primarily used to fund public safety fleet and equipment replacements. The year-end projected fund balance is $34.3 million, all of which is budgeted for FY21.

The **MAPS 4 Program Fund** is a non-operating fund that was established after voters passed the MAPS 4 Sales Tax in December 2019 and became effective on April 1, 2020. It is an 8-year one-cent sales tax that extended the current 4.125% sales tax rate after Better Streets, Safer City expired. The revenues will initially be deposited in the General Fund and then transferred to the MAPS 4 Program Non-Operating Fund to be used for 16 distinct capital projects. The FY21 budget of $120.6 million is comprised of a General Fund transfer of $107 million and $13.6 million from fund balance.

The **MAPS 4 Use Tax Program Non-Operating Fund** was established at the same time as the MAPS 4 Program Fund and is also a temporary, 8-year one-cent Use Tax that will primarily be used to fund the City's operating cost of administering the MAPS 4 projects, public safety capital improvement projects and equipment costs and capital costs associated with City-owned facilities. The MAPS 4 Use Tax Fund is expected to collect $20.4 million in FY21.

The **Impact Fee Fund** was established in 2017 to collect fees from developers related to new construction. The fees are then used by the City for capital improvements to infrastructure to serve the same service area as the new construction. The FY21 budget is $33.8 million, which is an increase of 57% over the FY20 adopted budget. The increase is largely accumulated fund balance.

The **MAPS 3 Sales Tax Fund** is a non-operating fund and was created after voters passed the MAPS 3 initiative on December 8, 2009. The one percent sales tax went into effect on April 1, 2010 and expired December 31, 2017. The tax will fund eight distinct capital projects. The FY21 budget is $178 million and is primarily made up of fund balance and will be used for several of the capital projects that are in design or have begun construction, including the largest project, a new convention center that is expected to open later this year.

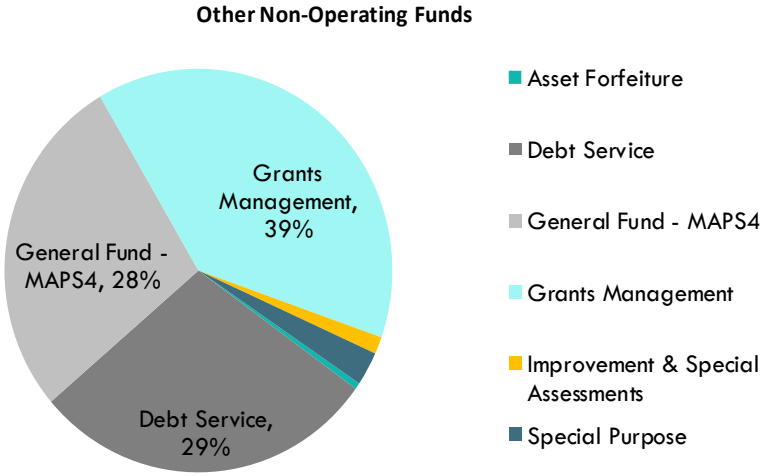
The **MAPS 3 Use Tax Non-Operating Fund** is used for capital replacement. The FY21 non-operating budget, comprised of fund balance and interest, is $5.8 million, a decline of 221% from the FY20 adopted budget. The remaining balance will be transferred to the MAPS 3 operating fund for operations or used for public safety capital. When the non-operating fund is exhausted, those public safety capital expenses will be transitioned to the Better Streets, Safer City Use Tax Fund.

The **Hotel/Motel Tax Fund** supports three distinct purposes: convention and tourism development, promotions for specific events, and capital improvements at the Fairgrounds. It is this last capital portion of the Hotel/Motel Tax that is classified as non-operating. Revenue in FY21 for the non-operating portion of the Hotel/Motel Tax matches the growth rate for the operating portion and is expected to grow at –42% in FY21 due to the COVID-19 pandemic, with a budget of $6.4M.

Several Funds have Fund Balance as their primary source of revenue and the projects they support are winding down or do not currently require major capital investment. They are the **City and Schools Capital Use Tax, MAPS Sales Tax Fund,** the **OCMAPS Sales Tax Fund,** the **Oklahoma City Sports Facilities Improvement Sales Tax,** the **Oklahoma City Sports Facilities Improvement Use Tax,** the **Police Sales Tax Capital Fund,** the **Police and Fire Capital Equipment Sales Tax Fund,** the **Street and Alley Fund,** and the **MAPS Operations Fund**. The revenue budgets for FY21 for each of these funds are based primarily on the level of projected fund balance remaining at the end of FY20.

OTHER NON-OPERATING FUNDS

The Other Non-Operating Funds are budgeted at $384.7 million in FY21, a 223% increase, largely due to a federal grant through the CARES act and the **General Fund—MAPS 4 Fund**. Most of the funds in this category are so limited in their purpose that they do not support daily operations and typically have a stream of revenue from an outside source or another fund in addition to a significant fund balance. In these cases, the non-operating fund is serving to accumulate revenue for a specific purpose. Funds that fall into this category include the **Debt Service Fund, Grants Management Fund, Asset Forfeiture Fund** and the **Special Purpose Fund**



The **Debt Service Fund** is the second largest fund in the Other Non-Operating category at $110.7 million and is supported directly by property taxes that will be in effect during FY20. Overall, the budget increased 4.5% in FY21 due to increased property tax and other revenue.

Although not technically supported by a tax, the **Oklahoma City Improvement and Special District Fund** operates much like a tax. This fund is comprised of six Business Improvement Districts (BID) (Downtown, Stockyards, Western Avenue, Capitol Hill, Uptown 23rd and Adventure District). Each of these districts has petitioned the City to enact assessments on property owners in the districts to support improvements and services above what is provided by the City. The City collects the assessments and contracts with an outside entity to provide the services or improvements. As such, the City acts as a conduit for these funds and they are characterized as non-operating funds. The anticipated revenue is based on the assessments which are reviewed each year and amended based on

needs. The FY21 budget of $5.2 million is a 29% increase due to a projected increase in spending of money collected within the districts and the creation of the new Uptown 23rd St BID.

Grant Funds are included in the budget book to provide a more accurate picture of the City's financial situation and to comply with the requirements of the Municipal Budget Act. The amounts shown as revenue in these funds are estimates of grant awards based on the best judgment of the departments that utilize grants funding. Grant Funds are classified as non-operating funds because the activities supported by grants would typically not be provided without the grant funding. The FY21 budget is increasing 436% at $149.3 million due to a $114 million grant from the Department of Treasury through the CARES act to provide economic relief from the COVID-19 pandemic.

The **Special Purpose Fund** is used primarily for donations to the City. The FY21 budget is $10.4 million, a decrease of 11% due to a reduction in budgeted fund balance.

The **General Fund—MAPS 4 Fund** is a non-operating fund that was established in the General Fund after voters passed the MAPS 4 Sales Tax in December 2019 and became effective on April 1, 2020. It is an 8-year one-cent sales tax that extended the current 4.125% sales tax rate after Better Streets, Safer City expired. Revenues will initially be deposited in the General Fund and then transferred to the MAPS Program Fund to be used for capital projects. The Fund is expected to generate $978M over the eight years and will be used for 16 capital projects such as a new family justice center, youth centers, senior wellness centers, a multi-purpose stadium, transit system improvements, a freedom center, among other projects. The fund has a FY21 budget of $107 million or 28% of Other Non-Operating Funds.

REVENUE DETAIL TABLE

	Actual FY19	Adopted FY20	Adopted FY21
General Operating Funds			
General Fund			
Taxes			
Sales Tax	$256,271,645	$262,266,708	$240,723,459
Use Tax	60,466,886	63,492,414	63,822,181
Other Taxes	4,132,977	4,234,821	4,402,571
Commercial Vehicle Tax	4,566,167	4,592,800	4,627,063
Motor Fuels Tax	1,182,163	1,215,957	1,195,629
Occupational Tax	1,318,770	1,218,000	1,346,651
Alcoholic Beverage Tax	1,280,790	1,155,144	1,539,747
Total Taxes	**$329,219,397**	**$338,175,844**	**$317,657,301**
Franchise/Utility Fees			
Oklahoma Natural Gas	$5,599,148	$5,597,915	$5,270,161
Oklahoma Gas & Electric	20,141,736	20,862,466	19,748,198
Caddo Electric Coop.	192,978	180,068	226,869
Oklahoma Electric Coop.	1,347,910	1,366,132	1,361,172
Tri-Gen	373,977	345,994	380,059
AT&T	252,055	220,980	195,191
AT&T Video	1,150,303	1,004,363	1,161,768
Cox Cable	5,996,387	5,801,786	5,734,824
Cox Fibernet	165,591	0	0
Other Telephone	86,470	114,103	107,395
Utility Fees - Water	2,640,109	3,011,554	2,599,001
Utility Fees - Wastewater	1,705,746	2,003,183	1,833,558
Utility Fee - Solid Waste	1,100,152	1,168,585	1,130,605
Total Franchise/Utility Fees	**$40,752,562**	**$41,677,129**	**$39,748,801**
Licenses, Permits, and Fees			
Abandoned Building Registration	$22,073	$34,352	$43,566
Fire Prevention Permits	189,895	322,407	207,099
Alarm Permits	616,852	751,378	590,546
Police Alarm Fees	534,598	828,067	284,146
Oil & Gas Well Inspections	332,750	359,240	287,247
General Licenses	551,369	436,555	1,137,910
Building Permits	5,805,712	5,747,150	5,809,224
Electrical Wiring Permits	1,404,246	1,394,146	1,450,833
Plumbing Permits	1,589,718	1,663,937	1,714,020
Boiler & Elevator Permits	241,497	266,710	249,848
Offsite Wagering Fee	34,191	27,646	30,695
Pre-Qualification Application Fee	162,095	217,305	269,825
Refrig. & Forced Air Permits	1,082,560	1,062,364	1,094,834
Sidewalk & Paving Fees	347,845	412,625	543,319
Work Zone Permits	28,400	27,156	31,996
Other Fees	103,713	40,290	44,259
Hunting and Fishing Permits	184,121	169,063	196,261

	Actual FY19	Adopted FY20	Adopted FY21
Vending Stamps	175,363	165,911	142,709
Garage Sale Permits	99,229	95,647	86,811
Total Licenses, Permits, & Fees	**$13,506,225**	**$14,021,949**	**$14,215,148**
Administrative Charges			
Airport Administrative Payments	$760,060	$965,588	$1,093,261
Airport Police Payments	3,270,618	3,603,108	3,486,887
Water/Wastewater Admin Payments	6,113,259	6,138,774	6,317,416
Drainage Utility Administrative Payment	1,056,128	1,107,959	1,174,964
Solid Waste Mgmt. Admin Payments	819,463	817,325	860,947
Convention & Tourism Admin Payments	337,095	429,713	473,578
Zoo Administrative Payments	266,200	292,820	300,000
Golf Administrative Payments	67,513	59,291	70,578
Other Administrative Payments	116,241	99,711	125,574
MAPS3 Administrative Payments	1,017,224	910,762	907,539
Better Streets Administrative Payments	0	276,032	430,223
Risk Management Administrative Payments	733,644	734,829	681,332
Public Transportation Administrative Pmts.	961,205	1,075,072	1,216,245
Parking Administrative Payments	155,728	408,537	198,712
IT Administrative Payments	1,501,171	1,435,064	1,517,618
Print Shop Administrative Payments	107,397	153,455	141,860
Fleet Services Admin Payments	64,361	64,966	60,594
Banking Fee Payments	203,111	140,000	140,000
Nuisance Abatement Payments	578,865	655,311	612,203
Econ Dev,TIF Engineering, Legal, Other Svcs	442,331	538,504	564,666
Civic Center Payments	41,380	0	0
Mowing, Liter, and Landscaping Adm Payments	1,709,366	3,700,000	1,361,740
Pavement Maintenance Payments	1,763,000	0	2,200,000
Total Administrative Charges	**$22,085,360**	**$23,606,821**	**$23,935,937**
Other Service Charges			
Bond Fund Engineering, Legal, Other Services	$7,680,233	$5,150,000	$6,219,072
Animal Shelter Fees	301,662	312,391	320,249
Engineering Fees	2,481,009	2,282,305	2,263,466
Planning Fees	734,088	701,594	831,345
Fire Service Recovery	28,000	28,000	28,000
Fire Wage Adjustment Reimbursement	12,113,760	12,312,425	12,249,416
Police Wage Adjustment Reimbursement	9,301,042	9,459,160	9,405,200
Police Fees	2,612,360	2,163,575	2,484,454
Parking Meters	1,423,445	1,473,491	1,473,491
Reimbursement - Grants	0	275,281	179,574
Refunds and Reimbursements - Operating	1,096,613	693,236	1,659,471
Mowing Services - OCRRA	60,393	0	0
Damage to City Property	67,597	110,127	125,839
Recreation Fees	1,317,476	1,848,472	1,312,892
Total Other Service Charges	**$39,217,678**	**$36,810,057**	**$38,552,469**

	Actual FY19	Adopted FY20	Adopted FY21
Fines			
Traffic Fines	$6,282,860	$6,163,596	$5,354,450
Parking Fines	1,511,905	1,660,413	1,299,594
Court Fees	9,412,125	9,253,034	8,705,448
Court of Record, Jury Division	1,048,883	976,420	781,101
Criminal Court	323,576	295,757	317,470
Jail Cost Recovery Program	259,056	258,187	175,184
Other Fines	14,800	17,222	9,502
Juvenile Fines	147,472	148,456	104,841
Total Fines	**$19,000,677**	**$18,773,085**	**$16,747,590**
Other Revenue			
Leases	$2,373,801	$2,907,368	$2,512,770
Sale of City Property	106,276	28,424	23,523
Check Service Charge	820	540	598
Royalties	109,759	106,192	124,645
Miscellaneous	1,589,820	1,307,352	1,294,362
Wrecker Service Payments	0	0	0
Operating Interest	2,223,885	2,531,700	1,639,560
Total Other Revenue	**$6,404,361**	**$6,881,576**	**$5,595,458**
Transfers			
Transfers from OCPPA - DAS	$150,000	$0	$0
Transfers - Miscellaneous	1,795,865	2,000,431	58,684
Total Transfers	**$1,945,865**	**$2,000,431**	**$58,684**
Fund Balance	**$0**	**$1,594,455**	**$0**
Total General Fund - Operating**	**$472,132,126**	**$483,541,347**	**$456,511,388**
Internal Service Funds**			
Interest	$283,374	$30,000	$56,204
Information Technology	25,733,968	28,061,366	27,905,330
Risk Management	14,607,542	13,145,295	12,942,188
Print Shop	824,213	1,012,012	933,288
Fleet Services	8,617,802	9,647,630	8,314,491
Other	325,131	519,595	390,795
Transfers	0	(185,000)	(228,500)
Fund Balance	0	1,863,069	1,537,617
Total Internal Service Funds	**$50,392,030**	**$54,093,967**	**$51,851,413**
Total General Operating Funds	**$522,524,155**	**$537,635,314**	**$508,362,801**

	Actual FY19	Adopted FY20	Adopted FY21
Special Revenue Funds			
Court Administration & Training Fund			
Fees	$177,635	$181,817	$185,765
Fines	1,202	0	471
Interest	1,713	2,660	2,032
Fund Balance	0	50,059	38,732
Total Court Administration & Training Fund	**$180,549**	**$234,536**	**$227,000**
Emergency Management Fund			
Tariffs	$5,926,996	$5,873,700	$6,113,890
Interest	27,844	29,602	35,084
Transfers	2,550,000	3,019,867	2,895,939
Fund Balance	0	273,961	200,000
Total Emergency Management Fund	**$8,504,840**	**$9,197,130**	**$9,244,913**
Fire Sales Tax Fund			
Sales Tax	$42,722,904	$43,711,118	$40,120,576
Interest	347,963	400,560	421,036
Other	154,312	13,677	13,677
Service Charges	23,660	0	0
Fund Balance	0	5,227,929	3,002,100
Total Fire Sales Tax Fund	**$43,248,839**	**$49,353,284**	**$43,557,389**
Hotel/Motel Tax Fund**			
Hotel/Motel Tax	$7,153,284	$7,098,430	$4,316,770
Interest	74,833	77,378	73,746
Transfers	5,687,113	5,667,027	3,453,416
Fund Balance	0	931,236	0
Total Hotel/Motel Tax Fund	**$12,915,229**	**$13,774,071**	**$7,843,932**
MAPS Operations Fund**			
Use Tax	$0	$0	$0
Interest	47,814	5,000	0
Other	58	0	0
Transfers	(547,986)	(2,032,165)	0
Fund Balance	0	2,146,758	0
Total MAPS Operations Fund	**($500,115)**	**$119,593**	**$0**
MAPS 3 Use Tax Fund**			
Use Tax	($773)	$0	$0
Interest	217,792	80,000	80,000
Service Charges	92,318	0	0
Transfers	0	0	0
Fund Balance	0	4,638,462	4,320,119
Total MAPS 3 Use Tax Fund	**$309,337**	**$4,718,462**	**$4,400,119**

	Actual FY19	Adopted FY20	Adopted FY21
MAPS 4 Use Tax Fund**			
Use Tax	$0	$0	$0
Interest	0	0	0
Service Charges	0	0	0
Transfers	0	0	1,500,000
Fund Balance	0	0	0
Total MAPS 4 Use Tax Fund	**$0**	**$0**	**$1,500,000**
Medical Service Program Fund			
Medical Service Program Fee	$6,904,002	$6,872,385	$7,098,377
Interest	158,716	173,477	100,000
Other	3,300	0	0
Fund Balance	0	0	1,527,983
Total Medical Service Program Fund	**$7,066,019**	**$7,045,862**	**$8,726,360**
OCMAPS Sales Tax Fund**			
City/Schools Sales Tax	$0	$0	$0
Interest	517	500	0
Other	9,986	0	0
Transfers	0	(26,431)	0
Fund Balance	0	25,931	0
Total OCMAPS Sales Tax Fund	**$10,503**	**$0**	**$0**
Police Sales Tax Fund**			
Sales Tax	$42,722,904	$43,711,118	$40,120,576
Interest	354,166	395,664	464,807
Other	3,944	0	0
Service Charges	141,041	0	0
Transfers	0	(2,520,000)	0
Fund Balance	0	3,871,459	1,821,457
Total Police Sales Tax Fund	**$43,222,055**	**$45,458,241**	**$42,406,840**
Zoo Sales Tax Fund			
Sales Tax	$14,240,968	$14,570,373	$13,346,522
Interest	3,829	0	3,829
Fund Balance	0	291,407	301,798
Total Zoo Sales Tax Fund	**$14,244,798**	**$14,861,780**	**$13,652,149**
Total Special Revenue Funds	**$129,202,055**	**$144,762,959**	**$131,558,702**

	Actual FY19	Adopted FY20	Adopted FY21
Enterprise Funds			
Airports Fund			
Transfer from Airport Trust (OCAT)	$17,848,123	$19,941,667	$20,090,873
Interest	20,593	19,077	28,830
Other	106,044	50,374	153,354
Fund Balance	0	457,557	0
Total Airports Fund	**$17,974,760**	**$20,468,675**	**$20,273,057**
Solid Waste Management Fund			
Interest	$38,522	$46,482	$50,862
Transfers	9,000,000	10,081,192	10,095,047
Fund Balance	0	1,001,021	1,000,000
Total Solid Waste Management Fund	**$9,038,522**	**$11,128,695**	**$11,145,909**
Stormwater Drainage Utility Fund**			
Fees	$17,818,772	$18,022,200	$18,953,204
Interest	342,497	384,498	298,768
Other	0	0	0
Permits	124,280	127,251	109,399
Reimbursements	255,766	255,766	255,766
Service Charges	45,143	43,975	47,312
Transfers	0	(4,000,001)	(4,000,000)
Fund Balance	0	4,537,136	3,399,186
Total Stormwater Drainage Utility Fund	**$18,586,458**	**$19,370,825**	**$19,063,635**
Transportation and Parking Fund			
Other	$14,898	$19,039	$13,494
Interest	10,228	0	0
Service Charges	462,214	631,605	347,753
Transfers	2,926,070	3,889,306	4,141,164
Fund Balance	0	52,878	0
Total Transportation and Parking Fund	**$3,413,410**	**$4,592,828**	**$4,502,411**
Water/Wastewater Fund			
Interest	$311,522	$367,085	$365,858
Transfers	80,800,000	95,475,866	95,255,941
Fund Balance	0	1,298,249	800,000
Total Water/Wastewater Fund	**$81,111,522**	**$97,141,200**	**$96,421,799**
Total Enterprise Funds	**$130,124,673**	**$152,702,223**	**$151,406,811**
Subtotal Operating Funds	**$781,850,882**	**$835,100,496**	**$791,328,314**
Less Operating Interfund Transfers (1)	(93,195,405)	(98,663,146)	(96,026,940)
Total Operating Funds	**$688,655,477**	**$736,437,350**	**$695,301,374**

	Actual FY19	Adopted FY20	Adopted FY21
Non-Operating Funds			
Non-Operating Capital Improvements			
Better Streets, Safer City Sales Tax Fund			
Sales Tax	$113,651,743	$104,028,439	$0
Interest	1,953,264	1,487,513	3,051,975
Fund Balance	0	102,048,569	197,082,947
Total Better Streets, Safer City Sales Tax Fund	**$115,605,007**	**$207,564,521**	**$200,134,922**
Better Streets, Safer City Use Tax Fund			
Use Tax	$19,350,227	$18,110,850	$0
Interest	336,196	187,500	294,172
Fund Balance	0	22,727,377	34,366,413
Total Better Streets, Safer City Use Tax Fund	**$19,686,423**	**$41,025,727**	**$34,660,585**
Capital Improvement Projects Fund			
Interest	$685,004	$318,000	$0
Other	367,025	0	0
Service Charges	189,395	0	0
Transfers	26,856,555	17,705,220	5,850,000
Fund Balance	0	31,706,333	44,358,915
Total Capital Improvement Projects Fund	**$28,097,979**	**$49,729,553**	**$50,208,915**
City and Schools Capital Projects Use Tax Fund			
Use Tax	$0	$0	$0
Interest	68,599	20,142	54,879
Other	211,936	0	0
Transfers	194,919	0	0
Fund Balance	0	3,307,925	3,831,697
Total City and Schools Cap. Projects Use Tax Fund	**$475,454**	**$3,328,067**	**$3,886,576**
Hotel/Motel Tax Fund**			
Hotel/Motel Tax	$8,583,522	$9,038,118	$5,180,123
Interest	84,593	96,289	104,496
Transfers	2,120,437	2,038,100	0
Fund Balance	0	0	1,100,000
Total Hotel/Motel Tax Fund	**$10,788,551**	**$11,172,507**	**$6,384,619**
Impact Fees Fund			
Impact Fees	$8,056,087	$7,843,663	$10,639,594
Interest	278,034	36,059	154,572
Fund Balance	0	13,551,748	23,031,898
Total Impact Fees Fund	**$8,334,122**	**$21,431,470**	**$33,826,064**

	Actual FY19	Adopted FY20	Adopted FY21
Internal Service Funds**			
Interest	$0	$0	$0
Transfers	0	185,000	228,500
Fund Balance	0	0	370,861
Total Internal Service Funds	**$0**	**$185,000**	**$599,361**
MAPS Operations Fund**			
Use Tax	$0	$0	$0
Interest	63,729	85,000	30,674
Transfers	732,986	2,032,165	0
Fund Balance	0	3,315,242	5,115,659
Total MAPS Operations Fund	**$796,715**	**$5,432,407**	**$5,146,333**
MAPS Sales Tax Fund			
Sales Tax	$0	$0	$0
Interest	5,029	1,738	5,029
Other	3,469	3,000	3,554
Fund Balance	0	247,139	186,022
Total MAPS Sales Tax Fund	**$8,498**	**$251,877**	**$194,605**
MAPS 3 Sales Tax Fund			
Sales Tax	$258,655	$0	$0
Interest	6,800,558	4,779,744	4,779,744
Service Charges	32,019	0	0
Fund Balance	0	305,206,006	178,682,900
Total MAPS 3 Sales Tax Fund	**$7,091,233**	**$309,985,750**	**$183,462,644**
MAPS 3 Use Tax Fund**			
Use Tax	$0	$0	$0
Interest	294,207	182,725	250,076
Other	2,303	0	0
Transfers	0	0	0
Fund Balance	0	12,839,365	5,628,180
Total MAPS 3 Use Tax Fund	**$296,510**	**$13,022,090**	**$5,878,256**
MAPS 4 Program Fund			
Interest	$0	$0	$36,000
Transfers	0	13,569,828	106,988,204
Fund Balance	0	0	13,569,828
Total MAPS 4 Program Fund	**$0**	**$13,569,828**	**$120,594,032**

	Actual FY19	Adopted FY20	Adopted FY21
MAPS 4 Use Tax Fund**			
Use Tax	$0	$2,323,246	$20,423,098
Interest	0	0	12,000
Other	0	0	0
Transfers	0	0	(1,500,000)
Fund Balance	0	0	2,323,246
Total MAPS 4 Use Tax Fund	**$0**	**$2,323,246**	**$21,258,344**
OCMAPS Sales Tax Fund**			
Interest	$135,301	$55,189	$0
Other	0	0	0
Transfers	0	26,431	0
Fund Balance	0	6,457,813	4,702,088
Total OCMAPS Sales Tax Fund	**$135,301**	**$6,539,433**	**$4,702,088**
Oklahoma City Sports Facilities Sales Tax Fund			
Sales Tax	$0	$0	$500
Interest	1,245	558	623
Other	609	0	0
Fund Balance	0	46,942	49,136
Total OKC Sports Facilities Sales Tax Fund	**$1,854**	**$47,500**	**$50,259**
Oklahoma City Sports Facilities Use Tax Fund			
Use Tax	$0	$0	$0
Interest	2,305	913	1,153
Other	(283)	0	0
Fund Balance	0	97,023	98,652
Total OKC Sports Facilities Use Tax Fund	**$2,022**	**$97,936**	**$99,805**
Oklahoma City Tax Increment Financing Fund			
Tax Increment Financing Match	($147,665)	$1,325,000	$850,000
Interest	1,030	0	0
Fund Balance	0	0	130,188
Total Oklahoma City TIF Fund	**($146,634)**	**$1,325,000**	**$980,188**
Police Sales Tax Fund**			
Sales Tax	$0	$0	$0
Interest	35,306	41,010	37,071
Other	300	0	0
Transfers	0	2,520,000	0
Fund Balance	0	1,508,990	2,588,854
Total Police Sales Tax Fund	**$35,606**	**$4,070,000**	**$2,625,925**

	Actual FY19	Adopted FY20	Adopted FY21
Police/Fire Capital Equipment Sales Tax Fund			
Police and Fire Equipment Sales Tax	$0	$0	$0
Interest	77,261	24,124	20,000
Other	83,194	0	0
Fund Balance	0	3,633,184	2,548,570
Total Police/Fire Equipment Sales Tax Fund	**$160,455**	**$3,657,308**	**$2,568,570**
Stormwater Drainage Utility Fund**			
Fees	$0	$0	$0
Interest	81,878	111,544	144,692
Transfers	0	4,000,001	4,000,000
Fund Balance	0	3,752,935	9,161,343
Total Storm Water Drainage Utility Fund	**$81,878**	**$7,864,480**	**$13,306,035**
Street & Alley Capital Fund			
Interest	$3,352	$0	$0
Other	(10,000)	0	0
Fund Balance	0	156,719	146,868
Total Street & Alley Capital Fund	**($6,648)**	**$156,719**	**$146,868**
Total Non-Operating Capital Improvements	**$191,444,325**	**$702,780,419**	**$690,714,994**
Other Non-Operating Funds			
Asset Forfeiture Fund			
Asset Seizure Revenues	$1,173,876	$987,905	$884,331
Other	12,332	3,000	3,000
Service Charges	15,410	0	0
Interest	68,632	79,491	65,232
Fund Balance	0	1,379,588	1,045,729
Total Asset Forfeiture Fund	**$1,270,250**	**$2,449,984**	**$1,998,292**
Debt Service Fund			
Ad Valorem (Property)	$93,737,616	$95,053,573	$98,838,747
Interest	2,961,960	1,000,000	1,000,000
Other	6,710,914	6,000,000	7,000,000
Fund Balance	0	3,911,844	3,911,844
Total Debt Service Fund	**$103,410,490**	**$105,965,417**	**$110,750,591**
General Fund - MAPS 4**			
Sales Tax	$0	$13,569,828	$106,988,204
Fund Balance	0	0	0
Total General Fund	**$0**	**$13,569,828**	**$106,988,204**

	Actual FY19	Adopted FY20	Adopted FY21
Grants Management Fund			
Grant Awards	$26,452,357	$34,259,919	$149,393,659
Total Grants Management Fund	**$26,452,357**	**$34,259,919**	**$149,393,659**
OKC Improvement & Special Assessment Dist.			
Assessments	$3,253,903	$4,043,341	$5,252,985
Interest	39,296	27,700	11,100
Service Charges	3,002	6,003	2,872
Transfers	0	0	0
Fund Balance	0	0	0
Total OKC Improv. & Spcl Assess. Districts Fund	**$3,296,201**	**$4,077,044**	**$5,266,957**
Special Purpose Fund			
Donations	$501,814	$263,481	$362,245
Fees	254,662	242,237	347,876
Interest	301,969	178,703	320,211
Other	1,024,918	1,500,000	556,247
Service Charges	61,830	47,270	320,562
Transfers	2,302,000	1,000,000	1,000,000
Fund Balance	0	8,372,153	7,493,646
Total Special Purpose Fund	**$4,447,194**	**$11,603,844**	**$10,400,787**
Total Other Non-Operating Funds	**$138,876,492**	**$171,926,036**	**$384,798,490**
Total Non-Operating Funds	**$330,320,816**	**$874,706,455**	**$1,075,513,484**
Subtotal All Funds	**$1,018,976,294**	**$1,611,143,805**	**$1,770,814,858**
Less Interfund Transfers (2)	(29,684,654)	(21,444,333)	(112,409,120)
Total All Funds	**$989,291,640**	**$1,589,699,472**	**$1,658,405,738**

**Includes transfers between the operating and non-operating portions of a fund.*

*** Fund contains both Operating and Non-Operating activities*

	Actual FY19	Adopted FY20	Adopted FY21
(1) Transfers between Operating Funds			
Gen Fund Transfer to Emerg Mgmt	$2,550,000	$3,019,867	$2,895,939
Gen Fund to Transit Fund via COTPA	2,861,879	3,416,847	3,557,538
Gen Fund to City and Schools Use Tax Fund	0	0	0
Various Funds to Internal Service Fund	49,783,525	51,866,303	50,095,297
Fire Sales Tax to General Fund	12,113,760	12,312,425	12,249,416
Police Sales Tax to General Fund	9,301,042	9,459,160	9,405,199
Grants to General Fund	0	275,281	179,574
Gen Fund to Parking Cash Fund	239,848	538,935	588,867
Special Purpose to MAPS 3 Fund	0	0	0
Various Non-Operating Pmts to Gen Fund	1,738,331	1,941,747	769,764
Various Funds Admin Pmts to Gen Fund	14,607,021	15,832,581	16,285,346
Total	**$93,195,405**	**$98,663,146**	**$96,026,940**
(2) Transfers to Non-Operating Funds			
Gen Fund Transfer to MAPS 4 Prog Fund	$0	$13,569,828	$107,365,950
Various to CIP Fund	27,626,803	7,416,850	4,910,000
Various Miscellaneous Transfers	2,000	0	0
Various Funds to Special Purpose	0	362	362
Various Funds to Grant Fund	2,055,852	457,293	132,808
Total	**$29,684,654**	**$21,444,333**	**$112,409,120**

EXPENDITURE SUMMARY

THE OKLAHOMA MUNICIPAL BUDGET ACT GUIDES MUNICIPALITIES IN THE PREPARATION OF THEIR BUDGETS AND MANDATES CERTAIN REQUIREMENTS IN PRESENTING THE BUDGET.

The City of Oklahoma City diligently follows these requirements. Some of the requirements seem commonplace because we have been following these guidelines for years. For example, the budget contains actual revenues and expenses for the prior fiscal year, the revenue and expenditure budget for the current year, and estimated revenue and expenditures for the coming year. Another requirement is that all expenditures be "departmentalized" within each fund.

The budget is also divided between operating and non-operating expenditures. This division helps take out the significant fluctuations in capital and non-operating expenses that occur as a result of projects such as the MAPS 3 program. Most of the discussions about the budget focus on the operating portion of the budget because it allows for better year-to-year comparisons. The operating budget totals $695,301,374.

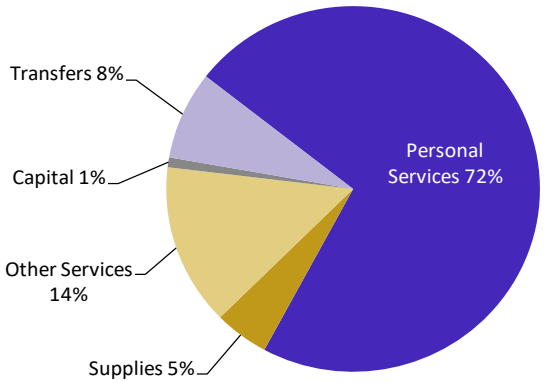
EXPENDITURE CATEGORIES

One requirement of the Municipal Budget Act that drives the organization of the budget is that expenditures be classified into the following categories: Personal Services, Supplies, Other Services, Capital, Debt Service, and Transfers.

As shown in the chart below, Personal Services is the largest portion of the City's operating expenditures accounting for 72% of the total operating budget. Expenses like salaries, taxes, retirement benefits, and insurance make up the majority of operating costs because City services are labor-intensive and closely tied to the employees who carry out the various functions of the City.

The second largest area of operating expenditures is Other Services at 14% of the operating budget. These expenses include contracts for service, utilities and chargebacks for internal services (Information Technology, Fleet Services, Print Shop, and Risk Management). Other Services is also the category where contingency is budgeted in each fund, as well as payments from City funds to City trusts such as the General Fund payment to the Central Oklahoma Transportation and Parking Authority. Supplies, at 5% of the operating budget, make up a relatively small percentage of the total and include items as varied as paper and pencils to asphalt and ammunition.

Operating Expenditures by Category



Capital outlay makes up an even smaller percentage of the operating budget at less than 1% of the total. Most of the capital expenses of the City are reflected in the

non-operating portion of the budget. For purposes of the graph, debt service expenses related to General Obligation (GO) bond issuance costs are included in the capital category. Within the operating expenditure budget, the only debt service expenses are the fees paid related to the issuance of GO bonds. The Transfers category makes up 8% of the budget and includes transfers from operating funds to non-operating funds and City Trusts. One significant transfer is from the General Fund to the Capital Improvement Fund. Although the Municipal Budget Act classifies this expenditure as a transfer, the end result is capital investment.

EXPENDITURES BY FUNCTION

Another way of looking at the City's budget is to consider the service or function being provided. There are four broad areas of service provided by the City. The first are the General Government functions. These include the City Manager's Office, the Office of Mayor and Council, the Municipal Counselor's Office, the City Auditor's Office, the City Clerk's Office, Finance, Human Resources, and General Services; and make up approximately 11% of the City's operating expenditures.

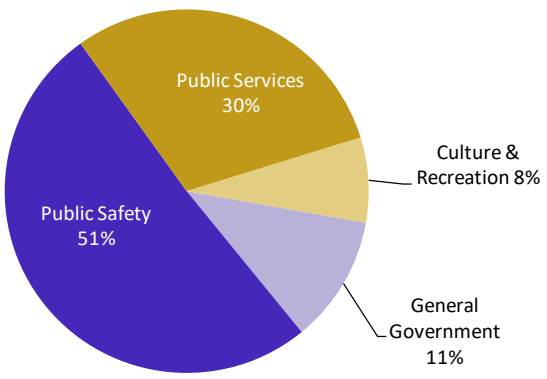
The next function of city government is Public Safety which includes Police, Fire, Animal Welfare and Municipal Courts. This function comprises 51% of the operating expenditure budget.

Public Services function includes Airports, Public Works, Development Services, Planning, Public Transportation and Parking, and Utilities. These departments total 30% of the operating expenditure budget.

The Culture and Recreation function includes Parks and Recreation, the Zoo Sales Tax Fund, OCMAPS, MAPS 3 and the Hotel/Motel Tax Special Revenue Fund; and makes up 8% of the operating expenditure budget.

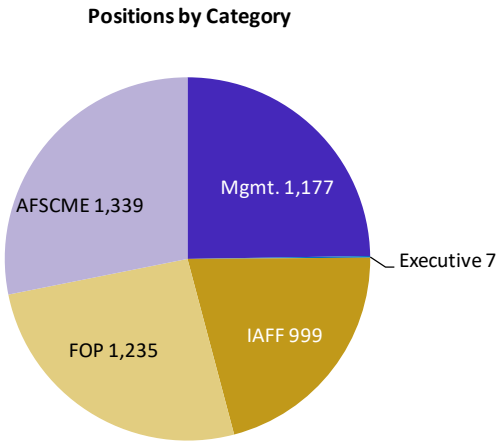
The General Fund contains the Non-Departmental function, which organizes various citywide expenses and certain transfers that do not fit within another City department. These expenses were included in each of the four categories where the expense could easily be categorized. For example, the funding for audits of the City's finances was classified as a General Government expense, while the subsidy for the Chesapeake Energy Arena and Cox Center operations was classified as a Cultural expense. The expenses in Non-Departmental that could not be directly attributed to a single category, such as the retiree health insurance subsidy, were allocated to each category proportionally so the full operating budget is allocated to specific functions.

Operating Expenditures by Function



BUDGETED POSITIONS

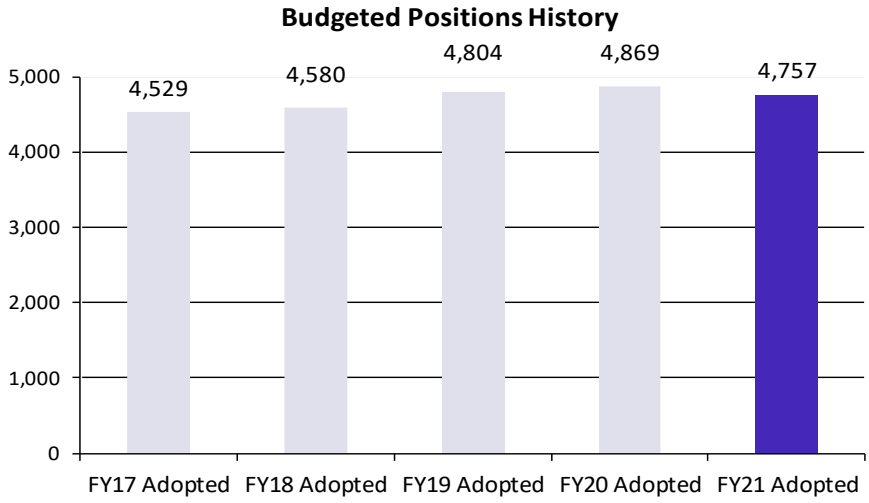
The FY21 Budget contains authorization for 4,757 positions throughout the City. This is a decrease of 112 positions from the FY20 adopted budget. In in addition to the decrease of 112 positions, 56 positions were frozen, meaning the positions still exist but funding is frozen for the FY21 budget year. The table on the following page shows the changes on a department-by-department basis.



The City's workforce is comprised of five basic groups. The American Federation of State, County, and Municipal Employees (AFSCME) represent the general pay plan or non-management employees of the City. This is the largest group at 1,338 positions. The Fraternal Order of Police (FOP) represents all sworn positions within the Police Department. The adopted budget includes 1,235 FOP positions.

The International Association of Firefighters (IAFF) represents all of the uniformed positions within the Fire Department. The adopted budget contains 999 uniformed Fire positions. Management includes employees on the Management, Auditors, and Legal pay plans. Each pay plan includes administrative support, professional, and managerial positions. In addition, those employees who report directly to the City Manager are included as Management. This group totals 1,178 positions in the adopted budget.

The executive category includes only positions that report directly to City Council: the City Manager, City Attorney, City Auditor and four Municipal Judges.



BUDGETED POSITIONS BY DEPARTMENT

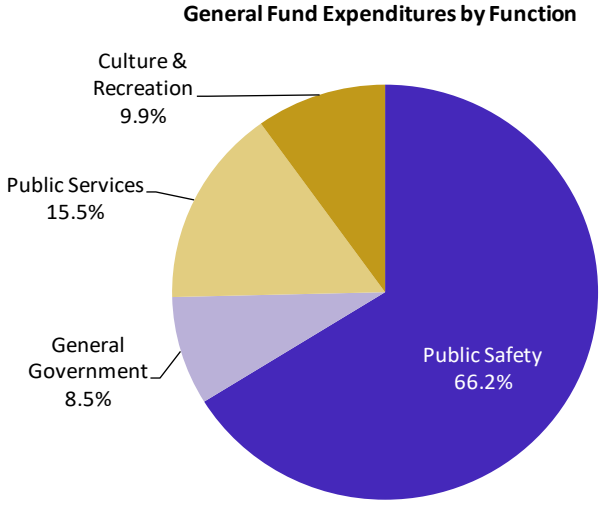
Department	FY19 Adopted	FY20 Adopted	FY21 Adopted	Change	%
Airports	127.00	130.00	130.00	0.00	0.0%
City Auditor	8.00	7.00	7.00	0.00	0.0%
City Clerk	9.00	9.00	9.00	0.00	0.0%
City Manager	50.00	52.00	45.40	(6.60)	(12.7%)
Development Services	192.00	197.00	177.00	(20.00)	(10.2%)
Finance	85.00	88.00	83.00	(5.00)	(5.7%)
Fire	1,000.14	1,015.15	1,032.45	17.30	1.7%
Fire Grants	28.86	18.85	4.55	(14.30)	(75.9%)
General Services	71.00	71.00	66.00	(5.00)	(7.0%)
Human Resources	27.00	29.00	29.00	0.00	0.0%
Information Technology	111.00	111.00	112.00	1.00	0.9%
Mayor and Council	6.00	7.00	6.60	(0.40)	(5.7%)
Municipal Counselor	55.00	56.00	54.00	(2.00)	(3.6%)
Municipal Court	67.00	67.00	58.00	(9.00)	(13.4%)
Parks and Recreation	165.00	178.00	165.00	(13.00)	(7.3%)
Planning	27.83	27.93	26.93	(1.00)	(3.6%)
Planning Grants	19.17	19.07	18.07	(1.00)	(5.2%)
Police	1,524.00	1,539.00	1,527.00	(12.00)	(0.8%)
Police Grants	0.00	0.00	0.00	0.00	N/A
Public Transportation and Parking	35.00	36.00	34.00	(2.00)	(5.6%)
Public Works	409.00	418.00	399.00	(19.00)	(4.5%)
Utilities	787.00	793.00	773.00	(20.00)	(2.5%)
Subtotal	**4,804.00**	**4,869.00**	**4,757.00**	**(112.00)**	**(2.3%)**
Positions Frozen in FY21					
City Manager	0.00	0.00	(1.00)	(1.00)	N/A
Fire	0.00	0.00	(21.00)	(21.00)	N/A
Police	0.00	0.00	(34.00)	(34.00)	N/A
Total Frozen Positions	**0.00**	**0.00**	**(56.00)**	**(56.00)**	**N/A**
Total	**4,804.00**	**4,869.00**	**4,701.00**	**(168.00)**	**(3.5%)**

THE GENERAL FUND

The General Fund is the largest fund within the City budget and makes up $456,511,388 of the City's total operating budget. The General Fund serves as the mechanism from which many of the core services of the City are primarily funded. The General Fund also has the most flexibility on how funds can be spent. The special revenue and enterprise funds, mostly operating funds, have specific purposes required for the expenditure of those funds. Within the General Fund, however, there is more latitude to direct the spending priorities of the City. Using the same functions that were defined before, the focus on Public Safety is even more pronounced in the General Fund as approximately 66.2% of the total budget is expended in this area.

Public Services is the second largest area of spending at 15.5%. However, its share of the General Fund is significantly smaller than in the operating budget because a large portion of Public Service funding comes from Enterprise Funds (such as Airports and Utilities).

General Government makes up 8.5% of the General Fund because general government functions, such as Finance and Human Resources, do not have a funding source outside the General Fund.



Culture and Recreation at 9.9% is a smaller portion of the General Fund than of the operating budget, as a whole, because major revenue sources for Culture and Recreation, such as MAPS 3, the Zoo Sales Tax and the Hotel/Motel Tax, are outside the General Fund.

A comparison of the General Fund Budget at the department level provides a useful comparison of how priorities are allocated and how the costs for providing services are changing relative to the other departments. The next page provides a breakdown of the General Fund budget by department.

GENERAL FUND BUDGET BY DEPARTMENT

	Actual FY19	Adopted FY20	Adopted FY21
General Fund Expenses			
City Auditor	$1,125,065	$1,254,507	$1,241,116
City Clerk	1,061,975	1,088,938	1,118,014
City Manager	3,779,749	3,666,576	3,079,447
Development Services	18,749,761	19,968,327	18,335,567
Finance	8,133,061	9,099,916	8,916,045
Fire	102,107,086	106,922,333	108,428,499
General Services	5,254,315	5,212,806	4,858,164
Human Resources	3,485,791	3,711,168	3,614,809
Mayor & Council	1,069,544	1,175,891	1,159,250
Municipal Counselor	7,470,493	7,514,930	7,089,258
Municipal Court	7,878,068	8,855,152	8,022,534
Non-Departmental Operating	62,657,685	68,172,907	59,784,174
Parks & Recreation	26,054,789	29,036,043	27,805,941
Planning	3,946,810	4,500,543	3,897,050
Police	148,446,811	154,800,485	152,262,308
Public Transportation and Parking	22,124,121	23,665,143	14,308,586
Public Works	29,521,876	34,895,682	32,590,626
Total Expenses	**$452,866,998**	**$483,541,347**	**$456,511,388**

EXPENDITURE SUMMARY TABLE

	Actual FY19	Adopted FY20	Adopted FY21
Operating Funds			
General Operating Funds			
General Fund*	$452,866,998	$483,541,347	$456,511,388
Internal Service Fund*	50,483,839	54,093,967	51,851,413
Total General Operating Funds	**$503,350,837**	**$537,635,314**	**$508,362,801**
Special Revenue Funds			
Court Admin. and Training Fund	$188,433	$234,536	$227,000
Emergency Management Fund	8,347,722	9,197,130	9,244,913
Fire Sales Tax Fund	41,202,984	49,353,284	43,557,389
Hotel/Motel Tax Fund*	13,279,023	13,774,071	7,843,932
MAPS Operations Fund*	274,894	119,593	0
MAPS 3 Use Tax Fund*	3,421,087	4,718,462	4,400,119
MAPS 4 Use Tax Fund*	0	0	1,500,000
Medical Service Program Fund	4,736,177	7,045,862	8,726,360
Police Sales Tax Fund*	41,357,386	45,458,241	42,406,840
Zoo Sales Tax Fund	14,244,798	14,861,780	13,652,149
Total Special Revenue Funds	**$127,052,503**	**$144,762,959**	**$131,558,702**
Enterprise Funds			
Airports Fund	$17,339,871	$20,468,675	$20,273,057
Solid Waste Management Fund	9,230,758	11,128,695	11,145,909
Stormwater Drainage Utility Fund*	15,370,982	19,370,825	19,063,635
Public Trans. and Parking Fund	3,670,337	4,592,828	4,502,411
Water/Wastewater Fund	80,894,261	97,141,200	96,421,799
Total Enterprise Funds	**$126,506,209**	**$152,702,223**	**$151,406,811**
Subtotal Operating Funds	**$756,909,549**	**$835,100,496**	**$791,328,314**
Less Interfund Transfers (1)	(93,195,405)	(98,663,146)	(96,026,940)
Total Operating Funds	**$663,714,145**	**$736,437,350**	**$695,301,374**

	Actual FY19	Adopted FY20	Adopted FY21
Non-Operating Funds			
Capital Improvement Funds			
Better Streets, Safer City Sales Tax Fund	$32,325,426	$207,564,521	$200,134,922
Better Streets, Safer City Use Tax Fund	2,253,236	41,025,727	34,660,585
Capital Improvement Projects Fund	22,764,768	49,729,553	50,208,915
City and Sch Cap Proj Use Tax Fund	4,116	3,328,067	3,886,576
Hotel/Motel Tax Fund*	10,739,175	11,172,507	6,384,619
Impact Fees Fund	1,422,589	21,431,470	33,826,064
Internal Service Funds*	0	185,000	599,361
MAPS Operations Fund*	79,408	5,432,407	5,146,333
MAPS Sales Tax Fund	30,955	251,877	194,605
MAPS 3 Sales Tax Fund	144,809,990	309,985,750	183,462,644
MAPS 3 Use Tax Fund*	5,645,689	13,022,090	5,878,256
MAPS 4 Program Fund	0	13,569,828	120,594,032
MAPS 4 Use Tax Fund*	0	2,323,246	21,258,344
OCMAPS Sales Tax Fund	1,370,170	6,539,433	4,702,088
OKC Sports Facilities Sales Tax Fund	20,578	47,500	50,259
OKC Sports Facilities Use Tax Fund	78,496	97,936	99,805
OKC Tax Increment Financing Fund	0	1,325,000	980,188
Police Sales Tax Fund*	337,077	4,070,000	2,625,925
Police/Fire Cap Equip Sales Tax Fund	435,272	3,657,308	2,568,570
Stormwater Drainage Utility Fund*	480,389	7,864,480	13,306,035
Street and Alley Fund	16,255	156,719	146,868
Total Capital Improvement Funds	**$222,813,589**	**$702,780,419**	**$690,714,994**
Other Non-Operating Funds			
Asset Forfeiture Fund	$1,422,751	$2,449,984	$1,998,292
Debt Service Fund	98,624,181	105,965,417	110,750,591
General Fund - MAPS 4*	0	13,569,828	106,988,204
Grants Management Fund	26,368,965	34,259,919	149,393,659
OKC Improv. and Special Assess Dist.	2,839,843	4,077,044	5,266,957
Special Purpose Fund	1,716,562	11,603,844	10,400,787
Total Other Non-Operating Funds	**$130,972,302**	**$171,926,036**	**$384,798,490**
Total Non-Operating Funds	**$353,785,891**	**$874,706,455**	**$1,075,513,484**
Subtotal All Funds	**$1,017,500,036**	**$1,611,143,805**	**$1,770,814,858**
Less Interfund Transfers (2)	(29,684,654)	(21,444,333)	(112,409,120)
Total All Funds	**$987,815,381**	**$1,589,699,472**	**$1,658,405,738**

** Indicates the Fund has both an Operating and Non-Operating component*

	Actual FY19	Adopted FY20	Adopted FY21
(1) Transfers between Operating Funds			
Gen Fund Transfer to Emerg Mgmt	$2,550,000	$3,019,867	$2,895,939
Gen Fund to Transit Fund via COTPA	2,861,879	3,416,847	3,557,538
Various Funds to Internal Service Fund	49,783,525	51,866,303	50,095,297
Fire Sales Tax to General Fund	12,113,760	12,312,425	12,249,416
Grants Funds to General Fund	0	275,281	179,574
General Fund to Parking Cash Fund	239,848	538,935	588,867
Various Funds Pmts to Gen Fund	1,738,331	1,941,747	769,764
Police Sales Tax to General Fund	9,301,042	9,459,160	9,405,199
Various Funds Admin Pmts to Gen Fund	14,607,021	15,832,581	16,285,346
Total	**$93,195,405**	**$98,663,146**	**$96,026,940**
(2) Transfers to Non-Operating Funds			
Gen Fund Transfer to MAPS 4 Prog Fund	$0	$13,569,828	$107,365,950
Various to CIP Fund	27,626,803	7,416,850	4,910,000
Various Miscellaneous Transfers	2,000	0	0
Various Funds to Special Purpose	0	362	362
Various Funds to Grant Funds	2,055,852	457,293	132,808
Total	**$29,684,654**	**$21,444,333**	**$112,409,120**



The City of
OKLAHOMA CITY

READER'S GUIDE TO DEPARTMENT BUDGETS

The **READER'S GUIDE TO DEPARTMENT BUDGETS** on the following pages offers a step-by-step guide for understanding the **BUDGET PRESENTATION**. All departments follow the Leading For Results budget model. The graphics and text in this section are designed to assist the reader in understanding the department budget format.

DEPARTMENT NAME

ORGANIZATIONAL CHART

1 This graphic represents the department's structure with Lines of Business being identified by boxes. Programs within the Line of Business are listed below the box and bulleted for easy identification.

2 Within each department is an Administrative Line of Business represented by the box containing the department name. The Executive Leadership Program within the Administrative Line of Business is standard across all City departments. The departments have the option of adding additional programs to the Administrative Line of Business such as Human Resources, Public Information, and Safety and Risk Management. Occasionally, a department will remove a non-applicable Program from the Administrative Line of Business or add a Program unique to their department.

MISSION STATEMENT

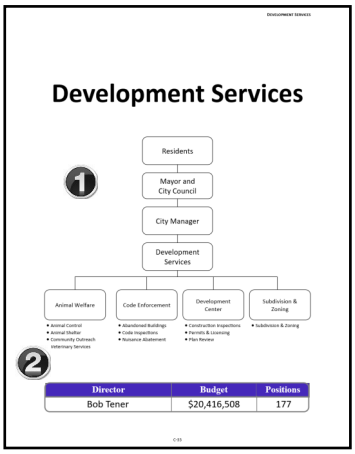
3 Each department develops a Mission Statement to clearly communicate the purpose of the department. The Mission Statement includes the results the department will achieve for its customers, the future direction of the department, and its commitment to public service.

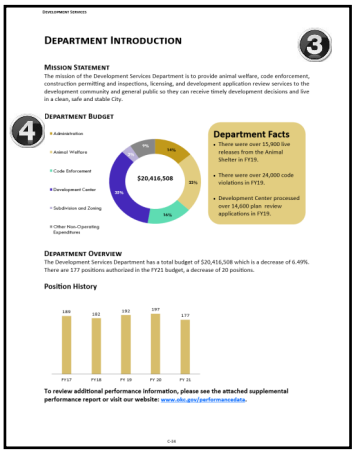
DEPARTMENT BUDGET, OVERVIEW AND POSITION HISTORY

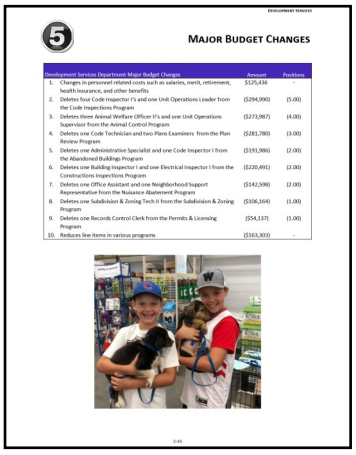
4 The Department Budget shows the budget by Line of Business to include any non-operating components of the budget, such as capital spending. The Department Overview is a quick snap shot of the current budget, how it changed since last fiscal year and any significant changes. The Position History is a five-year look at the number of positions in this department.

MAJOR BUDGET CHANGES

5 This is a summary of the department's major budget changes such as position changes, equipment purchases, or significant increases in fuel or utilities.







6 DEPARTMENT EXPENDITURES

The first table lists the department's expenditures by Line of Business or purpose and the second table lists the expenditures by funding source.

7 DEPARTMENT POSITIONS

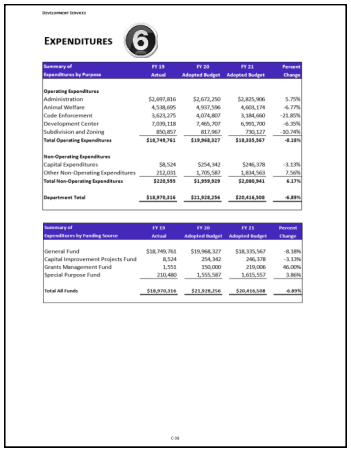
The first table lists the department's positions by Line of Business or purpose and the second table lists the positions by funding source.

8 LINES OF BUSINESS

The detail for each Line of Business is included in the department's budget with the Purpose Statement for that particular Line of Business. Purpose Statements follow the same guideline as the department's Mission Statement and are designed to clearly communicate the purpose of the Line of Business including the results that will be achieved for customers.

9 PROGRAM POSITIONS AND BUDGET

Program Positions and Budget shown in the last table provides the number of positions and operating budget by Program for each department's Line of Business section.

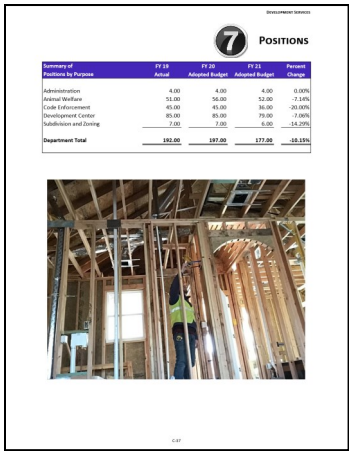

DEVELOPMENT SERVICES

EXPENDITURES 6

Summary of Expenditures by Purpose	FY 19 Actual	FY 20 Adopted Budget	FY 21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$2,697,816	$2,672,250	$2,825,906	5.75%
Animal Welfare	4,538,695	4,937,596	4,603,174	-6.77%
Code Enforcement	3,621,275	4,074,807	3,184,660	-21.85%
Development Center	7,039,118	7,465,707	6,991,700	-6.35%
Subdivision and Zoning	850,857	817,967	710,127	-10.74%
Total Operating Expenditures	**$18,749,761**	**$19,968,327**	**$18,315,567**	**-8.18%**
Non-Operating Expenditures				
Capital Expenditures	$8,524	$254,342	$246,378	-3.13%
Other Non-Operating Expenditures	212,031	1,705,587	1,834,563	7.56%
Total Non-Operating Expenditures	**$220,555**	**$1,959,929**	**$2,080,941**	**6.17%**
Department Total	**$18,970,316**	**$21,928,256**	**$20,416,508**	**-6.89%**

Summary of Expenditures by Funding Source	FY 19 Actual	FY 20 Adopted Budget	FY 21 Adopted Budget	Percent Change
General Fund	$16,749,761	$19,968,327	$16,335,567	-8.18%
Capital Improvement Projects Fund	8,524	254,342	246,378	-3.13%
Grants Management Fund	1,551	150,000	219,006	46.00%
Special Purpose Fund	210,480	1,555,587	1,615,557	3.86%
Total All Funds	**$18,970,316**	**$21,928,256**	**$20,416,508**	**-6.89%**

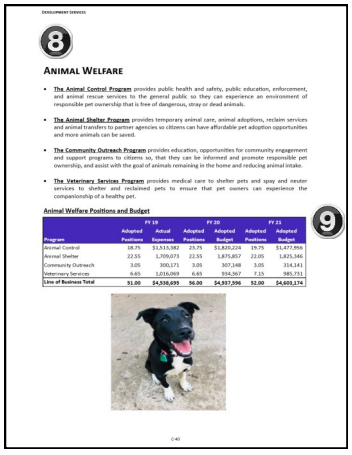
C-06


DEVELOPMENT SERVICES

7 POSITIONS

Summary of Positions by Purpose	FY 19 Actual	FY 20 Adopted Budget	FY 21 Adopted Budget	Percent Change
Administration	4.00	4.00	4.00	0.00%
Animal Welfare	51.00	56.00	52.00	-7.14%
Code Enforcement	45.00	45.00	36.00	-20.00%
Development Center	85.00	85.00	79.00	-7.06%
Subdivision and Zoning	7.00	7.00	6.00	-14.29%
Department Total	**192.00**	**197.00**	**177.00**	**-10.15%**

C-07


DEVELOPMENT SERVICES

8

ANIMAL WELFARE

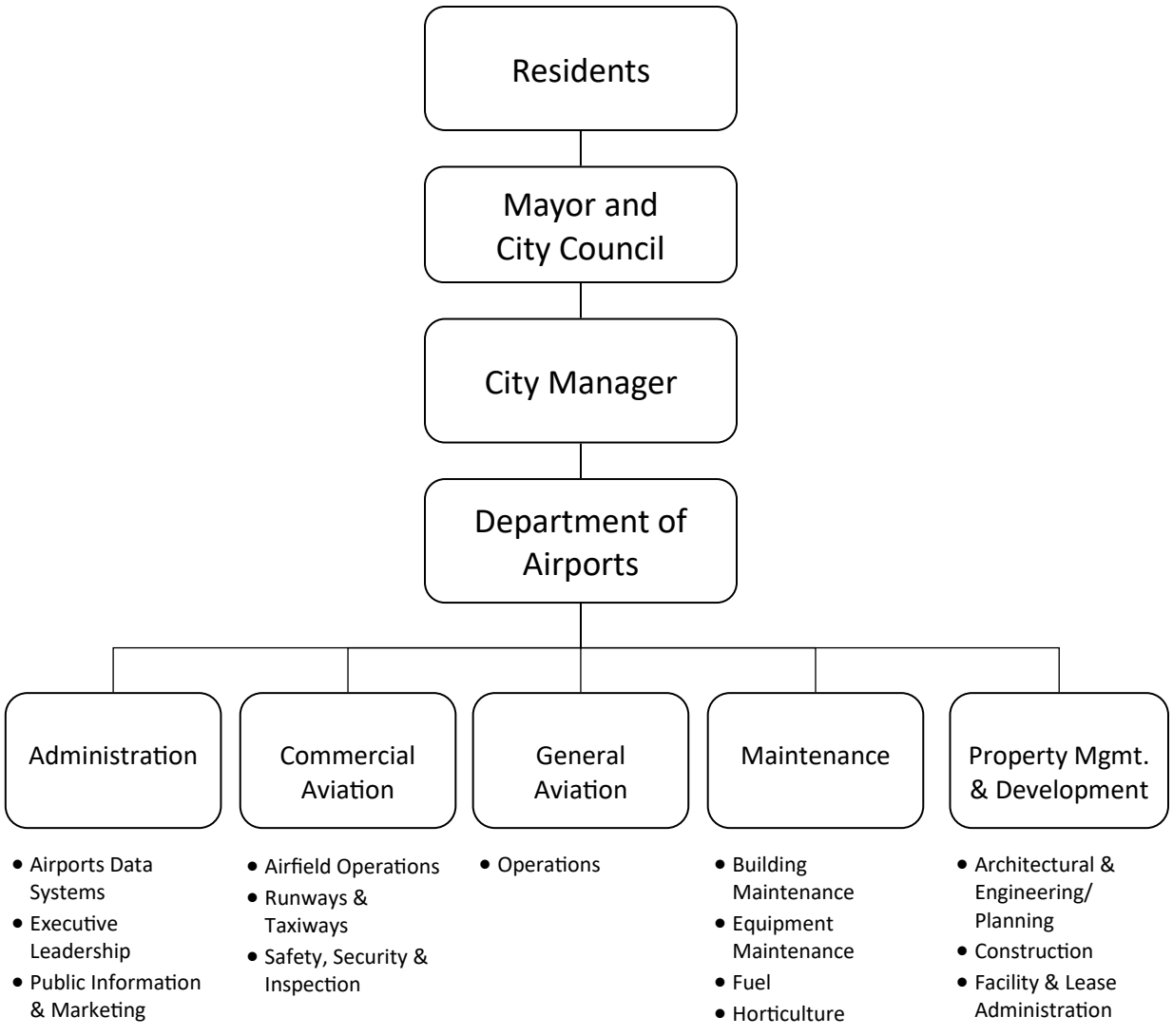
- **The Animal Control Program** provides public health and safety, public education, enforcement, and animal rescue services to the general public so they can experience an environment of responsible pet ownership that is free of dangerous, stray or dead animals.
- **The Animal Shelter Program** provides 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.
- **The Community Outreach Program** provides 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.
- **The Veterinary Services Program** provides 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.

Animal Welfare Positions and Budget 9

Program	FY 19 Adopted Positions	FY 19 Actual Expenses	FY 20 Adopted Positions	FY 20 Adopted Budget	FY 21 Adopted Positions	FY 21 Adopted Budget
Animal Control	18.75	$1,513,382	23.75	$1,820,224	19.75	$1,477,956
Animal Shelter	22.55	1,709,073	22.55	1,873,857	22.05	1,825,346
Community Outreach	3.05	300,171	3.05	307,148	3.05	314,141
Veterinary Services	6.65	1,016,069	6.65	934,367	7.15	985,731
Line of Business Total	**51.00**	**$4,538,695**	**56.00**	**$4,937,596**	**52.00**	**$4,603,174**

C-40

Airports



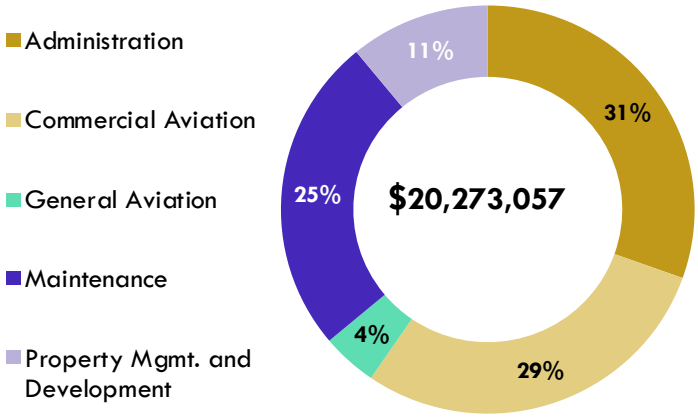
Director	Budget	Positions
Mark Kranenburg	$20,273,057	130

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Airports Department is to provide management, operations, and development of the City's three airports to tenants, users, and the general public so they can have a safe and efficient air transportation system.

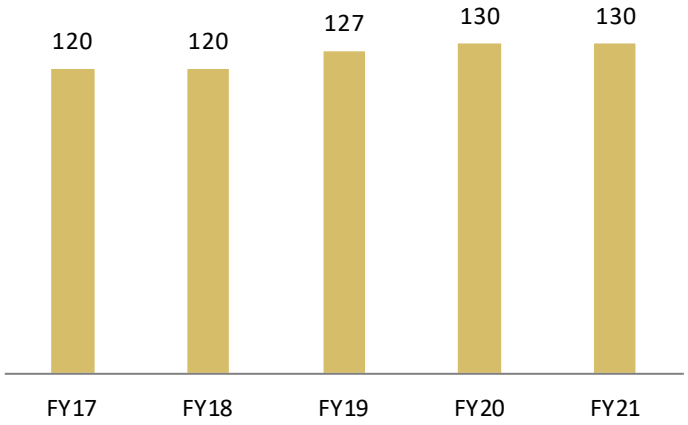
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Airports Department has a total budget of $20,273,057, which is an increase of 1.31%. There are 130 positions authorized in the FY21 budget, which is the same number of positions as of FY20.

POSITION HISTORY



Department Facts

- The Department operates three airports: Will Rogers World Airport (WRWA), Wiley Post Airport (WPA), and Clarence E. Page Airport (CEP).
- In 2018 WRWA provided service to a record breaking 4.34 million passengers.
- WRWA's two longest runways are 9,800 feet each, each runway is the equivalent of 27 football fields end-to-end.
- About 170 flights per day arrive and depart from WPA, the vast majority of which are local and transient

To review performance information, please see the performance data report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

Department of Airports Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	$189,060	-



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$5,190,594	$5,996,516	$6,172,374	2.93%
Commercial Aviation	5,333,775	6,009,423	5,900,861	-1.81%
General Aviation	760,118	860,950	880,000	2.21%
Maintenance	4,073,382	5,439,170	5,097,990	-6.27%
Property Mgmt. and Development	1,982,002	2,162,616	2,221,832	2.74%
Total Operating Expenditures	**$17,339,871**	**$20,468,675**	**$20,273,057**	**-0.96%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Airport Cash Fund	$17,339,871	$20,468,675	$20,273,057	-0.96%
Total All Funds	**$17,339,871**	**$20,468,675**	**$20,273,057**	**-0.96%**



POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	24.00	25.00	25.00	0.00%
Commercial Aviation	24.00	25.00	25.00	0.00%
General Aviation	10.00	10.00	10.00	0.00%
Maintenance	49.00	50.00	50.00	0.00%
Property Mgmt. and Development	20.00	20.00	20.00	0.00%
Department Total	**127.00**	**130.00**	**130.00**	**0.00%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Airport Cash Fund	127.00	130.00	130.00	0.00%
Department Total	**127.00**	**130.00**	**130.00**	**0.00%**



AIRPORTS LINES OF BUSINESS

ADMINISTRATION

- **The Airport Data Systems Program** provides technology services to department employees, airport tenants, and the general public so they can have a safe reliable and informed airport experience.

- **The Executive Leadership Program** provides planning, management, administrative, and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

- **The Public Information and Marketing Program** provides the users, tenants and employees of the airport effective communication, promotions, advertising, and air service development so they can have the best overall airport experience.

Administration Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Airport Data Systems	0.00	$0	0.00	$0	0.00	$0
Executive Leadership	21.95	4,955,689	22.95	5,759,745	22.95	5,928,731
Public Information and Marketing	2.05	234,905	2.05	236,771	2.05	243,643
Line of Business Total	**24.00**	**$5,190,594**	**25.00**	**$5,996,516**	**25.00**	**$6,172,374**

*The Airport Data Systems Program was added during the FY20 Strategic Business Plan Update

COMMERCIAL AVIATION

- **The Airfield Operations Program** provides airfield inspections and emergency response services to the flying public, airport users and tenants so they can have a safe and secure airfield environment that meets or exceeds federal requirements.

- **The Runways and Taxiways Program** at Will Rogers World Airport provides runway and taxiway maintenance services to aircraft operators so they can have safe ground movement.

- **The Safety, Security and Inspection Program** provides secured area management, security oversight and information dissemination services to airport employees, tenants, contractors, vendors, and the traveling public so they can have access to a secure airport environment.

Commercial Aviation Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Airfield Operations	8.00	$741,443	8.00	$769,731	8.00	$757,497
Runways and Taxiways	13.00	1,071,274	14.00	1,389,992	14.00	1,401,837
Safety, Security, and Inspections	3.00	3,521,059	3.00	3,849,700	3.00	3,741,527
Line of Business Total	**24.00**	**$5,333,775**	**25.00**	**$6,009,423**	**25.00**	**$5,900,861**

GENERAL AVIATION

- **The Operations Program** at Wiley Post Airport and Clarence E. Page Airport provides maintenance, safety inspections, and reporting services to tenants, users and the general public so they can have a safe airport operating environment.

General Aviation Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Operations	10.00	$760,118	10.00	$860,950	10.00	$880,000
Line of Business Total	**10.00**	**$760,118**	**10.00**	**$860,950**	**10.00**	**$880,000**

MAINTENANCE

- **The Building Maintenance Program** provides maintenance on airport buildings and facility maintenance on leased facilities to airport tenants and users so they can experience a clean, safe, comfortable and operational work and travel environment.

- **The Equipment Maintenance Program** provides vehicle and equipment preventive maintenance and repair services to airport contractors, and airport employees so they can have operable equipment needed to perform their duties in a timely manner.

- **The Fuel Program** provides fuel storage services to aircraft refueling tenants, and City and contractor personnel so they can have quality fuel and fuel services.

- **The Horticulture Program** at Will Rogers World Airport provides maintenance of grounds, landscaping, center medians, and right-of-ways to citizens and visitors so they can experience a safe, clean, aesthetically pleasing environment.

Maintenance Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Building Maintenance	18.00	$1,477,414	19.00	$1,752,214	19.00	$1,820,825
Equipment Maintenance	8.00	882,128	8.00	1,829,244	8.00	1,393,735
Fuel	7.00	777,320	7.00	734,946	7.00	729,792
Horticulture	16.00	936,520	16.00	1,122,766	16.00	1,153,638
Line of Business Total	**49.00**	**$4,073,382**	**50.00**	**$5,439,170**	**50.00**	**$5,097,990**

PROPERTY MANAGEMENT AND DEVELOPMENT

- **The Architectural and Engineering/Planning Program** provides technical analysis, space planning, long-term capital planning, project management, and maintenance support to other airport divisions so they can have the engineering and planning resources that they need within the specified time frame.

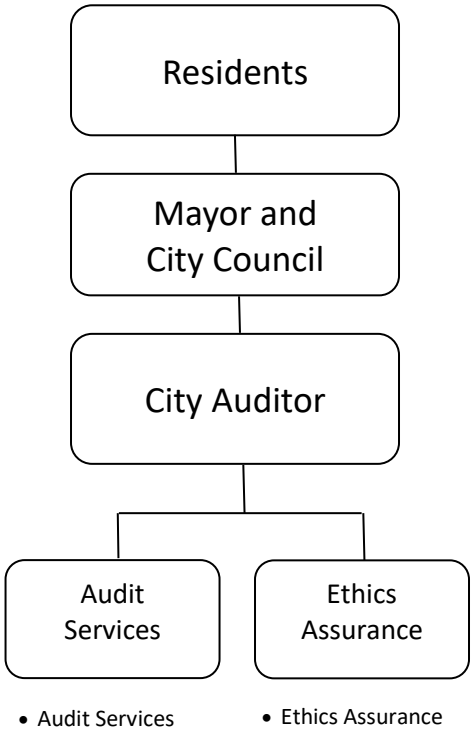
- **The Construction Program** provides capital improvement construction services to tenants and other Airport divisions so they can have the buildings, facilities and infrastructure necessary to meet their needs within budget and time constraints.

- **The Facility and Lease Administration Program** provides facility accommodations, economic development support, leasing and permitting services to tenants and other users so the airport can generate revenue for operations and users can have the facilities necessary to meet their needs.

Property Management and Development Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Architectural and Engineering/Planning	6.00	$651,645	6.00	$701,194	6.00	$723,344
Construction	8.00	781,667	8.00	884,950	8.00	906,666
Facility and Lease Administration	6.00	548,690	6.00	576,472	6.00	591,822
Line of Business Total	**20.00**	**$1,982,002**	**20.00**	**$2,162,616**	**20.00**	**$2,221,832**

City Auditor



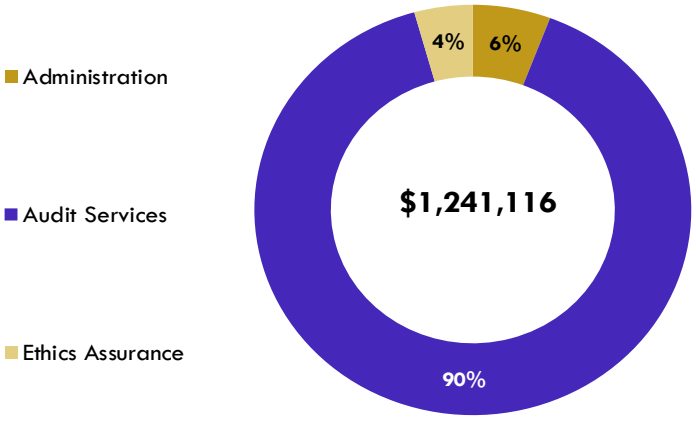
Director	Budget	Positions
Jim Williamson	$1,241,116	7

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Office of the City Auditor is to provide independent audit, investigative and advisory services to City Council, appointed officials and executive managers so they can make better-informed policy and operational decisions on behalf of residents.

DEPARTMENT BUDGET



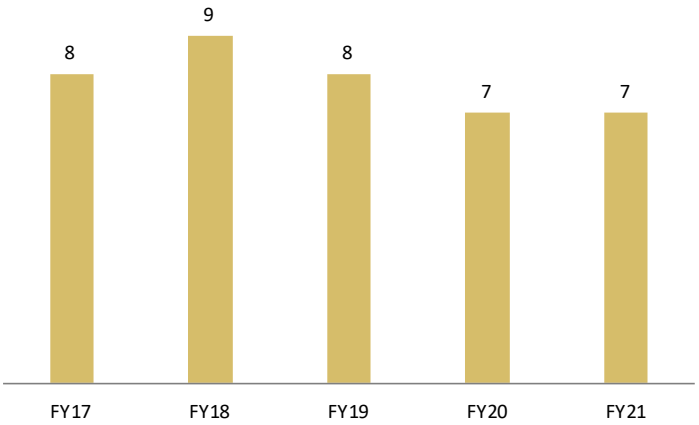
DEPARTMENT OVERVIEW

The Office of the City Auditor (OCA) has a FY21 budget of $1,241,116, a decrease of 1.07%. Seven positions are authorized in the FY21 budget. There has been no change in positions from FY20 to FY21.

Department Facts

- The OCA is audited every three years to ensure compliance with Generally Accepted Government Auditing Standards.
- The OCA develops and operates by a triennial Audit Plan based on a citywide risk assessment.
- So far in FY20, the OCA has completed four audit reports, and completed eight reports in FY19. All reports are available on the Department's official City website

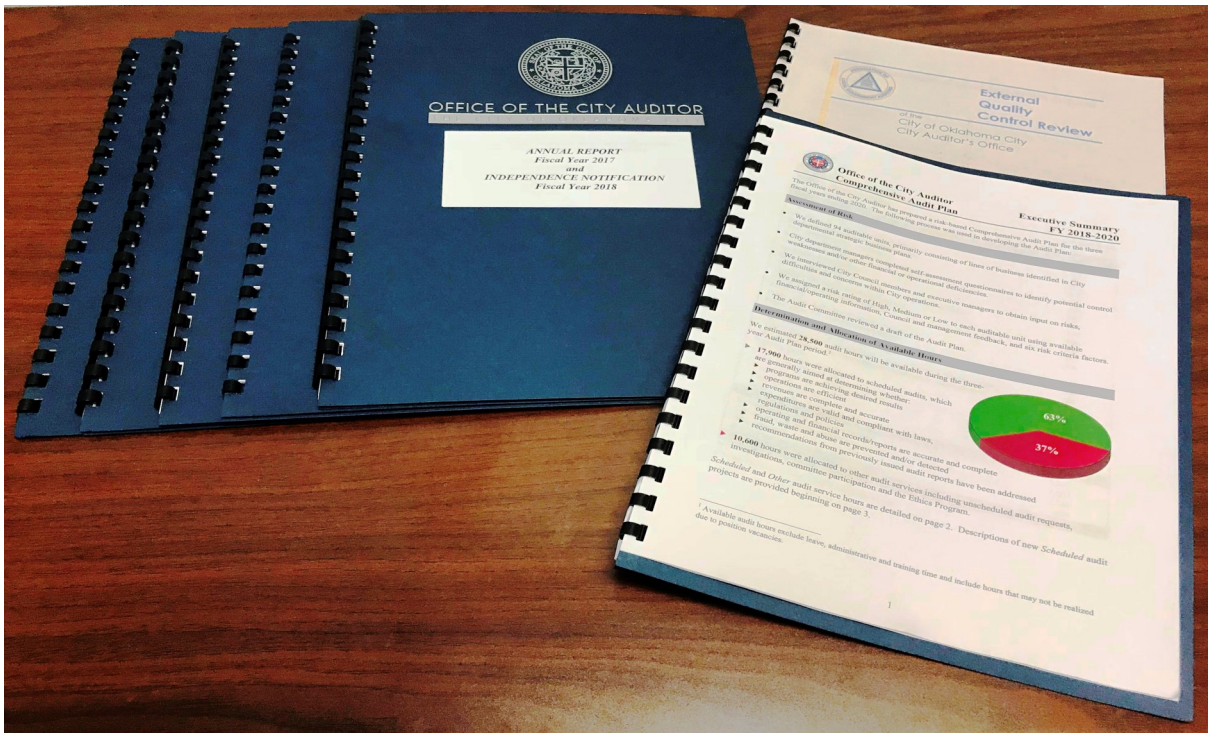
POSITION HISTORY



To review performance information, please see the attached supplemental performance report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

City Auditor Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$22,224	-



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$78,099	$76,655	$71,477	-6.75%
Audit Services	992,287	1,125,641	1,116,010	-0.86%
Ethics Assurance	54,679	52,211	53,629	2.72%
Total Operating Expenditures	**$1,125,065**	**$1,254,507**	**$1,241,116**	**-1.07%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$1,125,065	$1,254,507	$1,241,116	-1.07%
Total All Funds	**$1,125,065**	**$1,254,507**	**$1,241,116**	**-1.07%**



POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	0.20	0.20	0.20	0.00%
Audit Services	7.35	6.45	6.45	0.00%
Ethics Assurance	0.45	0.35	0.35	0.00%
Department Total	**8.00**	**7.00**	**7.00**	**0.00%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	8.00	7.00	7.00	0.00%
Department Total	**8.00**	**7.00**	**7.00**	**0.00%**



CITY AUDITOR LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Administration Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Executive Leadership	0.20	$78,099	0.20	$76,655	0.20	$71,477
Line of Business Total	**0.20**	**$78,099**	**0.20**	**$76,655**	**0.20**	**$71,477**

AUDIT SERVICES

- **The Audit Services Program** provides scheduled (proactive) and unscheduled (responsive) audit, investigative, and advisory services to City Council and other City decision makers so they can have timely and useful information to address policy and operational opportunities and/or deficiencies.

Audit Services Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Audit Services	7.35	$992,287	6.45	$1,125,641	6.45	$1,116,010
Line of Business Total	**7.35**	**$992,287**	**6.45**	**$1,125,641**	**6.45**	**$1,116,010**

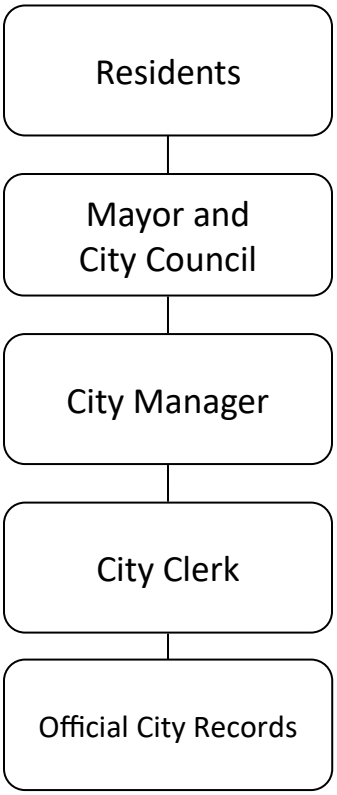
ETHICS ASSURANCE

- **The Ethics Assurance Program** provides ethics reporting and advisory services to City decision makers so they can detect and quickly address all reported cases of fraud, waste, abuse and significant policy violations.

Ethics Assurance Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Ethics Assurance	0.45	$54,679	0.35	$52,211	0.35	$53,629
Line of Business Total	**0.45**	**$54,679**	**0.35**	**$52,211**	**0.35**	**$53,629**

City Clerk



- Bid Management
- City Clerk's Information
- Council Agenda Management
- Election Management
- Records Management

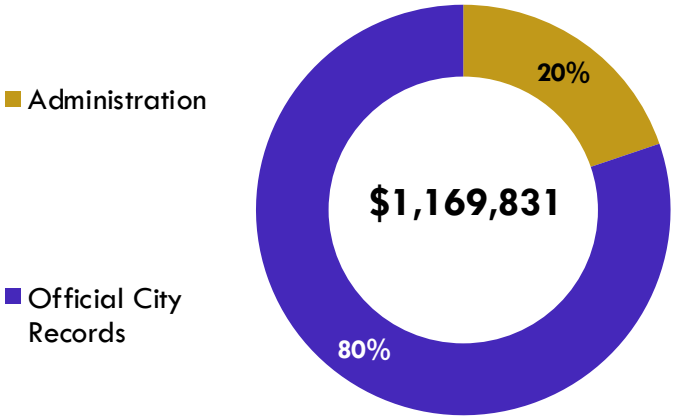
Director	Budget	Positions
Frances Kersey	$1,169,831	9

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Office of the City Clerk is to provide management of Council and Trust agendas, official records, and coordination of bidding and election services to City officials, departments and the public so they can receive information to successfully accomplish their goals.

DEPARTMENT BUDGET



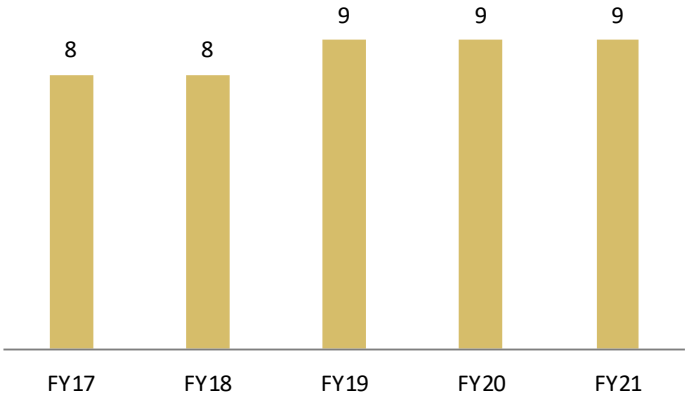
Department Facts

- The Office of the City Clerk is responsible for preserving and maintaining over 435,807 records dating as far back as 1890.
- The Office of the City Clerk received an estimated 4,000 record requests in FY19.

DEPARTMENT OVERVIEW

The Office of the City Clerk has a total budget of $1,169,831, which is an increase of 0.78%. There are nine positions authorized in the FY21 budget, an increase of zero positions over the FY20 budget.

POSITION HISTORY



To review performance information, please see the performance data report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

The Office of the City Clerk Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits.	$28,444	



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$229,334	$209,416	$221,013	5.54%
Official City Records	832,642	879,522	897,001	1.99%
Total Operating Expenditures	**$1,061,976**	**$1,088,938**	**$1,118,014**	**2.67%**
Non-Operating Expenditures	$71,163	$71,819	$51,817	-27.85%
Department Total	**$1,133,139**	**$1,160,757**	**$1,169,831**	**0.78%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$1,061,976	$1,088,938	$1,118,014	2.67%
Capital Improvement Projects	0	71,819	51,817	-27.85%
Special Purpose Fund	71,163	0	0	N/A
Total All Funds	**$1,133,139**	**$1,160,757**	**$1,169,831**	**0.78%**



POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	0.78	0.68	0.68	0.00%
Official City Records	8.22	8.32	8.32	0.00%
Department Total	**9.00**	**9.00**	**9.00**	**0.00%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	9.00	9.00	9.00	0.00%
Department Total	**9.00**	**9.00**	**9.00**	**0.00%**



CITY CLERK LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Administration Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Executive Leadership	0.78	$229,334	0.68	$209,416	0.68	$221,013
Line of Business Total	**0.78**	**$229,334**	**0.68**	**$209,416**	**0.68**	**$221,013**



OFFICIAL CITY RECORDS

- **The Bid Management Program** provides bid information, receipt, verification and training services to the City and its Trusts so they receive qualified bids to award contracts for City programs and projects.

- **City Clerk's Information Program** manages receipt of official notices, processes legal documents, provides open records request responses, publication and notification services to The City of Oklahoma City, City departments and the public so they can receive and access official information requested in a timely manner.

- **Council Agenda Management Program** provides agenda oversight and coordination services to The City and its Trusts so they can conduct official business and ensure the confidence and trust of the residents of Oklahoma City.

- **Election Management Program** increases governmental transparency by providing public access to information on election reporting and provide education to candidates and City Officials so they can comply with City and State election laws.

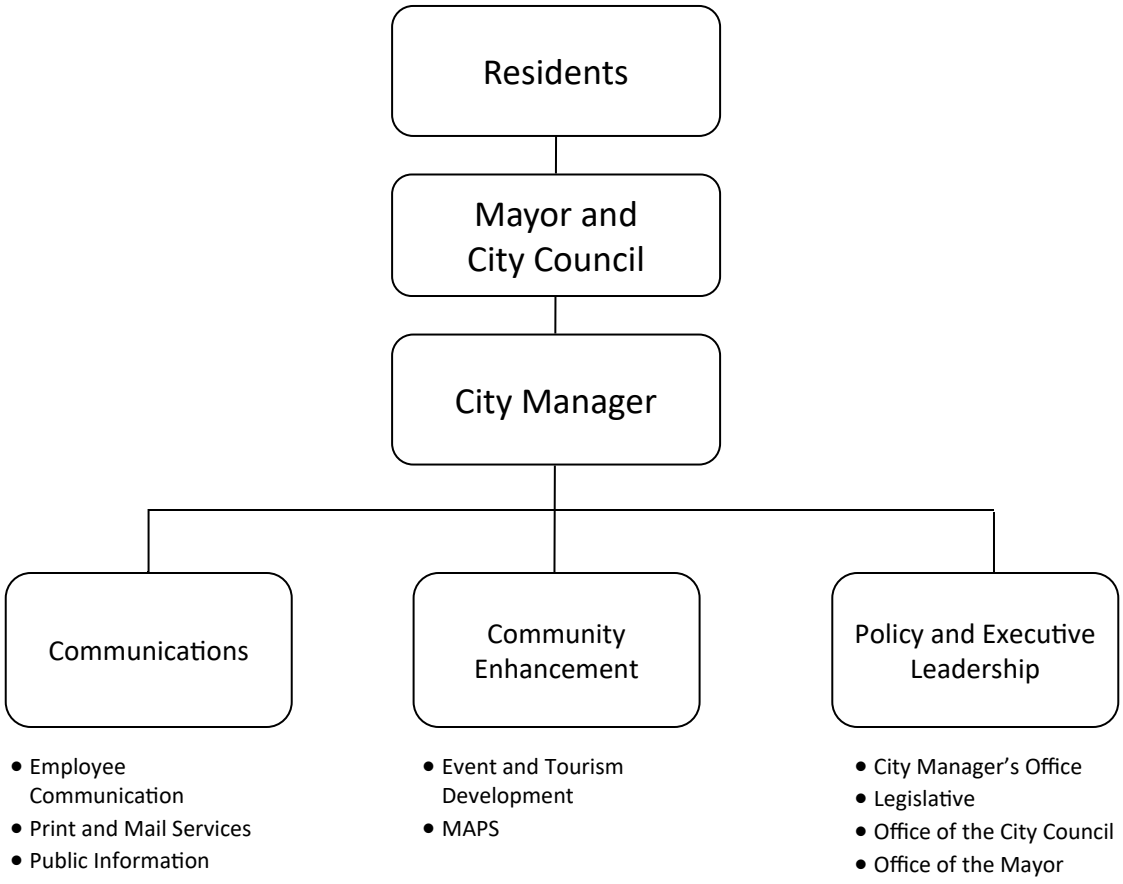
- **Records Management Program** provides public record preservation and storage, advisory and regulatory compliance services to City departments, Trusts and the public so they have convenient access to records.

Official City Records Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bid Management	1.57	$107,137	1.49	$120,280	1.49	$123,036
City Clerk's Information	3.23	372,008	3.38	384,439	3.38	392,877
Council Agenda Management	1.97	202,013	2.00	225,368	2.00	231,569
Election Management	0.00	785	0.00	212	0.00	212
Records Management	1.45	150,699	1.45	149,223	1.45	149,307
Line of Business Total	**8.22**	**$832,642**	**8.32**	**$879,522**	**8.32**	**$897,001**

The City of
OKLAHOMA CITY

City Manager



Director	Budget	Positions
Craig Freeman	$325,482,071	45.4

DEPARTMENT INTRODUCTION

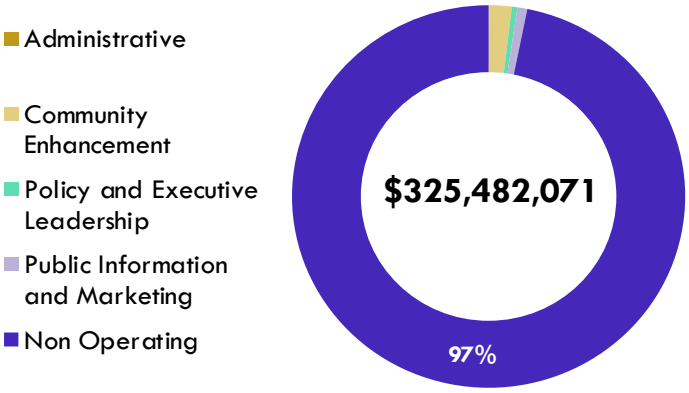
MISSION STATEMENT

The mission of the City Manager's Office* is to provide leadership, management, information, and policy implementation to:

- Elected officials so they can make informed decisions;
- City departments so they can efficiently and effectively deliver services; and
- Residents so they can live, work, and play in a community known for its high quality of life.

*For functional purposes, the Mayor, City Council, and City Manager Offices share a strategic plan. For budget purposes, they will remain separate entities.

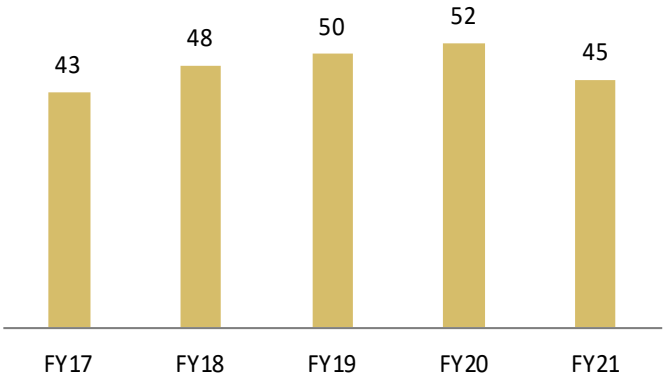
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The City Manager's Office has a total FY21 budget of $325,482,071, a decrease of 7.35% from FY20. There are 45.4 authorized positions, an increase of 6.6 positions from FY20. On December 10, 2019, the voters of Oklahoma City approved a general purpose temporary sales tax in support of the MAPS 4 Program.

POSITION HISTORY



Department Facts

- The City adopted a Council-Manager form of city government in 1927.
- The City Manager serves as the Chief Administrative Officer of the City and supervises nearly all branches of its government.
- The final MAPS 3 projects are scheduled to be completed in FY23.
- Nearly 60% of citizens are satisfied with the availability of information about City programs and services.

To review performance information, please see the performance data report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

City Manager Department Major Budget Changes	Amount	Positions
1. Removes two Construction Project Manager positions in MAPS to meet budget target	($159,432)	(2.00)
2. Removes an Engineering Projects Manager position in MAPS to meet budget target	($152,158)	(1.00)
3. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	($139,885)	-
4. Moves the Economic Development Program and associated personnel to the Finance Department	($138,607)	(2.00)
5. Freezes the Chief Innovation Officer position in the City Manager's Office to meet budget target	($138,607)	-
6. Removes a vacant Executive Assistant to the City Manager position in Executive Leadership to meet budget target	($75,205)	(1.00)
7. Removes a Production Technician position in the Print Shop to meet budget target	($57,981)	(1.00)



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administrative	$164,271	$228,182	$141,830	-37.84%
Community Enhancement	4,103,979	5,376,026	6,026,033	12.09%
Policy and Executive Leadership	1,661,214	1,435,810	1,468,521	2.28%
Communications	2,077,888	2,542,032	2,647,331	4.14%
Total Operating Expenditures	**$8,007,353**	**$9,582,050**	**$10,283,715**	**7.32%**
Non-Operating Expenditures				
Capital Expenditures	147,468,017	341,712,460	315,198,356	-7.76%
Total Non-Operating Expenditures	**$147,468,017**	**$341,712,460**	**$315,198,356**	**-7.76%**
Department Total	**$155,475,370**	**$351,294,510**	**$325,482,071**	**-7.35%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$3,779,749	$3,666,576	$3,079,447	-16.01%
Capital Improvement Projects Fund	622,556	4,986,831	2,537,982	-49.11%
MAPS 4 Use Tax Fund - Operating	0	0	1,500,000	N/A
MAPS 4 Use Tax Fund - Non-Operating	0	2,323,246	0	-100.00%
MAPS 4 Program Fund	0	13,569,828	120,594,032	788.69%
MAPS 3 Sales Tax Fund	144,809,990	309,985,750	183,462,644	-40.82%
MAPS 3 Use Tax Fund	3,421,087	4,718,462	4,400,119	-6.75%
MAPS Sales Tax Fund	30,955	251,877	194,605	-22.74%
OCMAPS Sales Tax Fund - Non-Operating	1,370,170	6,539,433	4,702,088	-28.10%
OKC Tax Increment Financing Fund	0	1,325,000	980,188	-26.02%
Police & Fire Capital Sales Tax Fund	435,272	2,466,543	2,388,773	-3.15%
Print Shop Internal Service Fund - Operating	806,517	1,012,012	933,288	-7.78%
Print Shop Internal Service Fund - Capital	0	185,000	370,861	100.47%
Special Purpose Fund	100,000	118,516	187,980	58.61%
Sports Facilities Sales Tax Fund	20,578	47,500	50,259	5.81%
Sports Facilities Use Tax Fund	78,496	97,936	99,805	1.91%
Total All Funds	**$155,475,370**	**$351,294,510**	**$325,482,071**	**-7.35%**

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administrative	1.30	1.30	0.70	-46.15%
Community Enhancement	28.70	28.70	22.70	-20.91%
Policy and Executive Leadership	6.00	7.00	8.00	14.29%
Communications	14.00	15.00	14.00	-6.67%
Department Total	**50.00**	**52.00**	**45.40**	**-12.69%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	21.55	23.55	20.95	-11.04%
Print Shop Internal Service Fund	3.45	3.45	2.45	-28.99%
OCMAPS Sales Tax Fund - Operating	0.00	0.00	0.00	N/A
MAPS 3 Use Tax Fund	25.00	25.00	22.00	-12.00%
Department Total	**50.00**	**52.00**	**45.40**	**-12.69%**



Artist rendering of the new MAPS 3 Downtown Convention Center, scheduled to open in fall 2020

CITY MANAGER LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Administration Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Executive Leadership	1.30	$164,271	1.30	$228,182	0.70	$141,830
Line of Business Total	**1.30**	**$164,271**	**1.30**	**$228,182**	**0.70**	**$141,830**

COMMUNITY ENHANCEMENT

- **The Event and Tourism Development Program** provides diverse opportunities for conventions, sports, tourism, and entertainment in City-owned facilities so the local economy can prosper and residents and visitors can experience an improved quality of life.

- **The MAPS Program** provides community enhancement projects to residents and visitors so they can enjoy an improved quality of life.

Community Enhancement Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Community Development#	1.30	$191,301	1.30	$197,987	0.00	$0
Economic Development*	1.60	340,595	1.60	313,580	0.00	0
Event and Tourism Development	0.80	150,996	0.80	145,997	0.70	125,914
MAPS	25.00	3,421,087	25.00	4,718,462	22.00	5,900,119
Line of Business Total	**28.70**	**$4,103,979**	**28.70**	**$5,376,026**	**22.70**	**$6,026,033**

#Incorporated in Event and Tourism Development

*Program moved to Finance Department

POLICY AND EXECUTIVE LEADERSHIP

- **The City Manager's Office Program** provides leadership, management, and information services to the community so they can experience a high degree of satisfaction with City services, to the Mayor and Council so they can make informed decisions, and to City staff so they can achieve strategic results.

- **The Legislative Program** provides information and recommendations to Mayor and Council so they can make informed decisions to influence federal and state legislation, and rules and regulations that affect Oklahoma City.

Policy and Executive Leadership Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
City Manager's Office	5.40	$1,510,882	6.40	$1,318,544	7.40	$1,359,537
Legislative	0.60	150,333	0.60	117,266	0.60	108,984
Line of Business Total	**6.00**	**$1,661,214**	**7.00**	**$1,435,810**	**8.00**	**$1,468,521**

COMMUNICATIONS

The Employee Communication Program provides information and recognition services to employees so they can be informed, understand expected performance, and feel valued by the organization.

The Print and Mail Services Program provides printing and mail distribution services to City departments so they can print and distribute documents in a cost effective manner that meets expectations for accuracy, quality, and timeliness.

The Public Information Program provides information services, in partnership with City departments, to the public so they can access, understand, and use City services.

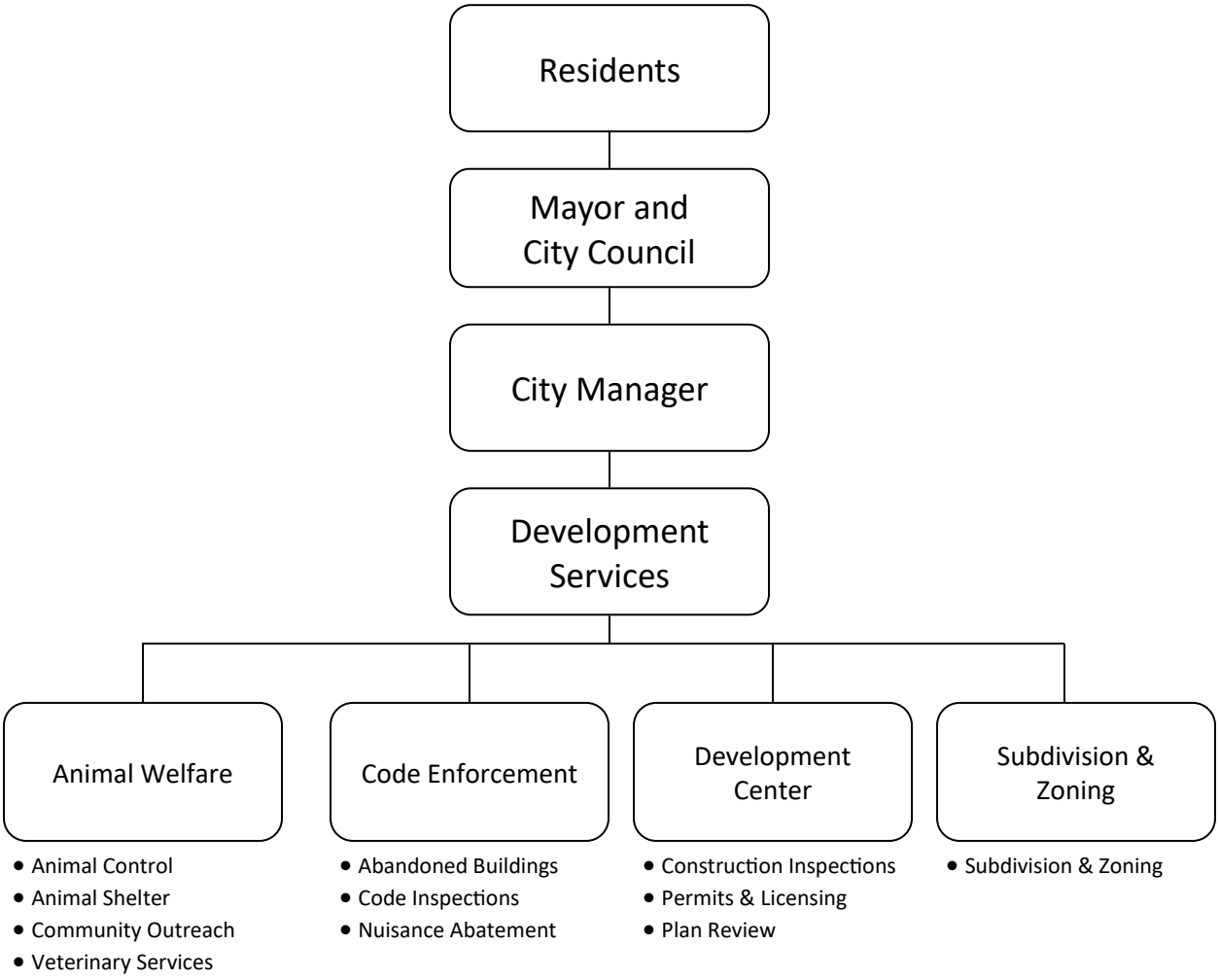
Communications Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Employee Communication	1.10	$184,881	1.10	$178,125	1.10	$173,700
Print and Mail Services	3.45	806,517	3.45	1,197,012	2.45	1,304,149
Public Information	9.45	1,086,491	10.45	1,166,895	10.45	1,169,482
Line of Business Total	**14.00**	**$2,077,889**	**15.00**	**$2,542,032**	**14.00**	**$2,647,331**



The City of
OKLAHOMA CITY

Development Services



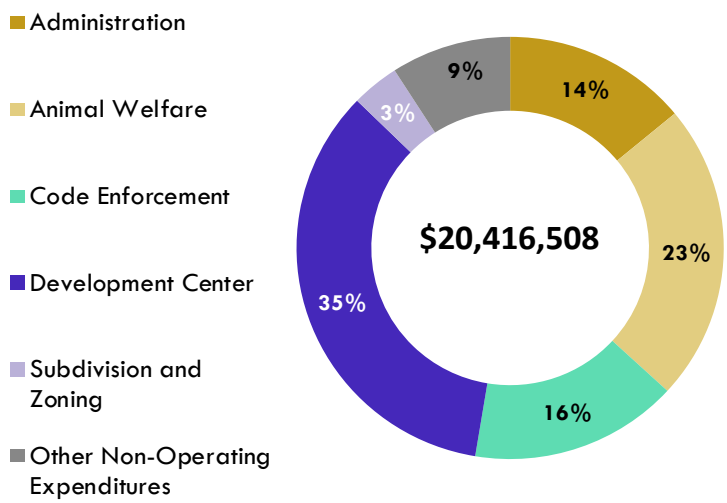
Director	Budget	Positions
Bob Tener	$20,416,508	177

DEPARTMENT INTRODUCTION

MISSION STATEMENT

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.

DEPARTMENT BUDGET



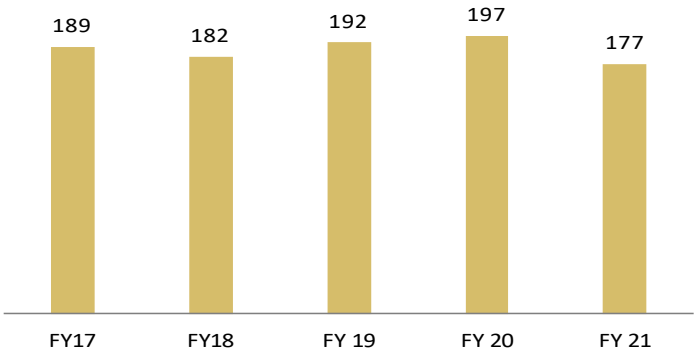
Department Facts

- There were over 15,900 live releases from the Animal Shelter in FY19.
- There were over 24,000 code violations in FY19.
- Development Center processed over 14,600 plan review applications in FY19.

DEPARTMENT OVERVIEW

The Development Services Department has a total budget of $20,416,508 which is a decrease of 6.49%. There are 177 positions authorized in the FY21 budget, a decrease of 20 positions.

Position History



To review additional performance information, please see the attached supplemental performance report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

	Development Services Department Major Budget Changes	Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$125,436	-
2.	Deletes four Code Inspector I's and one Unit Operations Leader from the Code Inspections Program	($294,990)	(5.00)
3.	Deletes three Animal Welfare Officer II's and one Unit Operations Supervisor from the Animal Control Program	($273,987)	(4.00)
4.	Deletes one Code Technician and two Plans Examiners from the Plan Review Program	($281,780)	(3.00)
5.	Deletes one Administrative Specialist and one Code Inspector I from the Abandoned Buildings Program	($191,986)	(2.00)
6.	Deletes one Building Inspector I and one Electrical Inspector I from the Constructions Inspections Program	($220,491)	(2.00)
7.	Deletes one Office Assistant and one Neighborhood Support Representative from the Nuisance Abatement Program	($142,598)	(2.00)
8.	Deletes one Subdivision & Zoning Tech II from the Subdivision & Zoning Program	($106,164)	(1.00)
9.	Deletes one Records Control Clerk from the Permits & Licensing Program	($54,137)	(1.00)
10.	Reduces line items in various programs	($163,303)	-



EXPENDITURES

Summary of Expenditures by Purpose	FY 19 Actual	FY 20 Adopted Budget	FY 21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$2,697,816	$2,672,250	$2,825,906	5.75%
Animal Welfare	4,538,695	4,937,596	4,603,174	-6.77%
Code Enforcement	3,623,275	4,074,807	3,184,660	-21.85%
Development Center	7,039,118	7,465,707	6,991,700	-6.35%
Subdivision and Zoning	850,857	817,967	730,127	-10.74%
Total Operating Expenditures	**$18,749,761**	**$19,968,327**	**$18,335,567**	**-8.18%**
Non-Operating Expenditures				
Capital Expenditures	$8,524	$254,342	$246,378	-3.13%
Other Non-Operating Expenditures	212,031	1,705,587	1,834,563	7.56%
Total Non-Operating Expenditures	**$220,555**	**$1,959,929**	**$2,080,941**	**6.17%**
Department Total	**$18,970,316**	**$21,928,256**	**$20,416,508**	**-6.89%**

Summary of Expenditures by Funding Source	FY 19 Actual	FY 20 Adopted Budget	FY 21 Adopted Budget	Percent Change
General Fund	$18,749,761	$19,968,327	$18,335,567	-8.18%
Capital Improvement Projects Fund	8,524	254,342	246,378	-3.13%
Grants Management Fund	1,551	150,000	219,006	46.00%
Special Purpose Fund	210,480	1,555,587	1,615,557	3.86%
Total All Funds	**$18,970,316**	**$21,928,256**	**$20,416,508**	**-6.89%**

POSITIONS

Summary of Positions by Purpose	FY 19 Actual	FY 20 Adopted Budget	FY 21 Adopted Budget	Percent Change
Administration	4.00	4.00	4.00	0.00%
Animal Welfare	51.00	56.00	52.00	-7.14%
Code Enforcement	45.00	45.00	36.00	-20.00%
Development Center	85.00	85.00	79.00	-7.06%
Subdivision and Zoning	7.00	7.00	6.00	-14.29%
Department Total	**192.00**	**197.00**	**177.00**	**-10.15%**



Summary of Positions by Funding Source	FY 19 Actual	FY 20 Adopted Budget	FY 21 Adopted Budget	Percent Change
General Fund	192.00	197.00	177.00	-10.15%
Department Total	**192.00**	**197.00**	**177.00**	**-10.15%**



DEVELOPMENT SERVICES LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Administration Positions and Budget

Program	FY 19 Adopted Positions	FY 19 Actual Expenses	FY 20 Adopted Positions	FY 20 Adopted Budget	FY 21 Adopted Positions	FY 21 Adopted Budget
Executive Leadership	4.00	$2,697,816	4.00	$2,672,250	4.00	$2,825,906
Line of Business Total	**4.00**	**$2,697,816**	**4.00**	**$2,672,250**	**4.00**	**$2,825,906**



ANIMAL WELFARE

- **The Animal Control Program** provides 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.

- **The Animal Shelter Program** provides 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.

- **The Community Outreach Program** provides 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.

- **The Veterinary Services Program** provides 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.

Animal Welfare Positions and Budget

	FY 19		FY 20		FY 21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Animal Control	18.75	$1,513,382	23.75	$1,820,224	19.75	$1,477,956
Animal Shelter	22.55	1,709,073	22.55	1,875,857	22.05	1,825,346
Community Outreach	3.05	300,171	3.05	307,148	3.05	314,141
Veterinary Services	6.65	1,016,069	6.65	934,367	7.15	985,731
Line of Business Total	**51.00**	**$4,538,695**	**56.00**	**$4,937,596**	**52.00**	**$4,603,174**



CODE ENFORCEMENT

- **The Abandoned Buildings Program** provides exterior property maintenance inspections and abandoned building reviews for the community and property owners so they can live in more attractive and safe neighborhoods.

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

- **The Nuisance Abatement Program** provides nuisance abatement services to the community and property owners so they can live in cleaner and safe neighborhoods.

Code Enforcement Positions and Budget

	FY 19		FY 20		FY 21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Abandoned Buildings	12.00	$850,404	12.00	$989,175	9.00	$706,745
Code Inspections	24.50	1,980,845	24.50	2,219,843	20.50	1,864,301
Nuisance Abatement	8.50	792,026	8.50	865,789	6.50	613,614
Line of Business Total	**45.00**	**$3,623,275**	**45.00**	**$4,074,807**	**36.00**	**$3,184,660**



DEVELOPMENT CENTER

- **The Construction Inspections Program** provides construction related code inspections to the development community and the public so they can build safe commercial and residential structures in a timely manner.

- **The Permits and Licensing Program** provides 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.

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

Development Center Positions and Budget

	FY 19		FY 20		FY 21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspections	46.50	$3,737,193	46.50	$4,041,874	44.50	$3,973,660
Permits and Licensing	18.50	1,306,551	18.50	1,450,624	17.50	1,359,332
Plan Review	20.00	1,995,374	20.00	1,973,209	17.00	1,658,708
Line of Business Total	**85.00**	**$7,039,118**	**85.00**	**$7,465,707**	**79.00**	**$6,991,700**

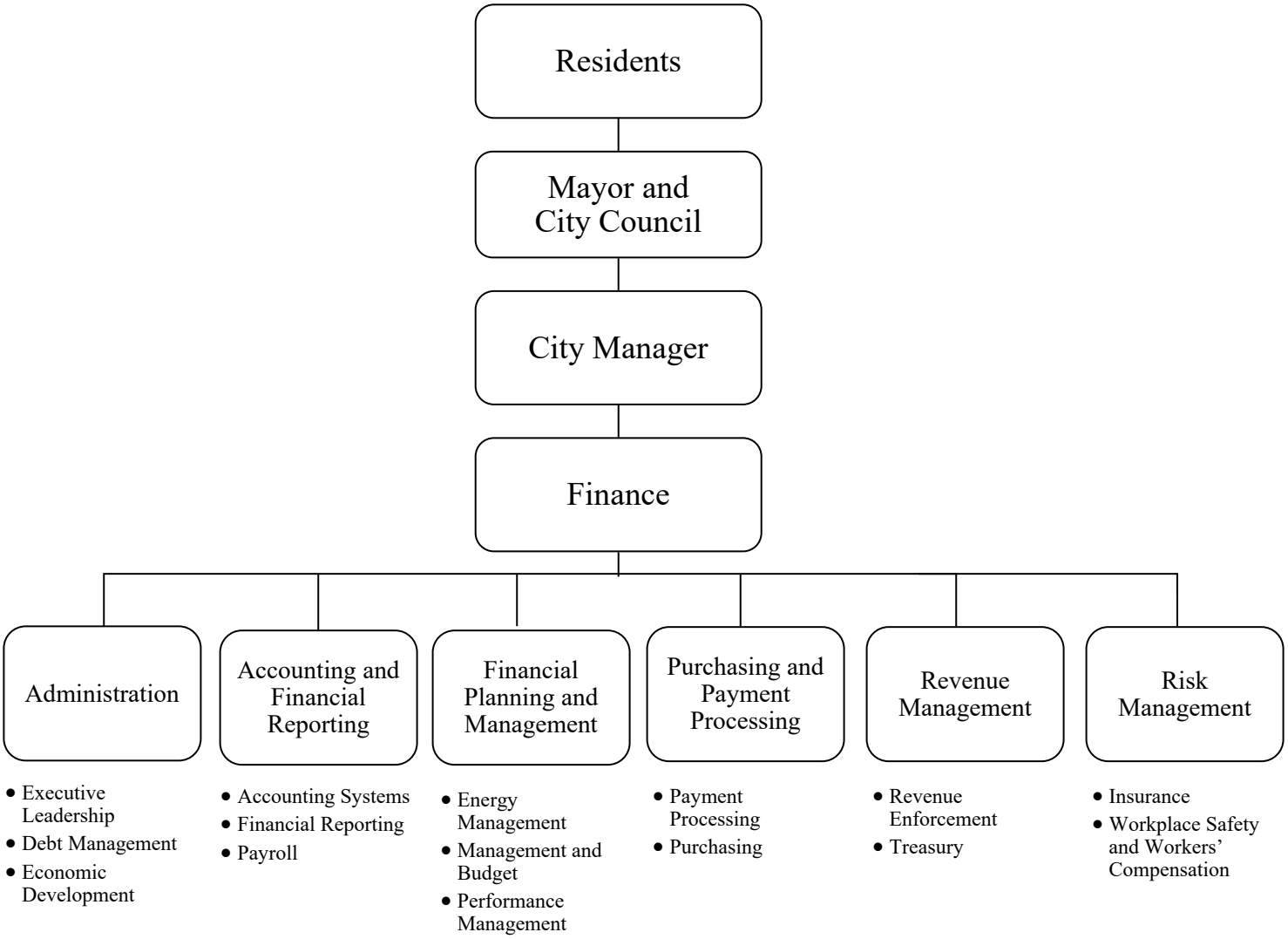
SUBDIVISION AND ZONING

- **The Subdivision and Zoning Program** processes development applications and provides consultation to developers, applicants, and residents so they can receive timely zoning and subdivision approvals and information.

Subdivision and Zoning Positions and Budget

	FY 19		FY 20		FY 21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Subdivision and Zoning	7.00	$850,857	7.00	$817,967	6.00	$730,127
Line of Business Total	**7.00**	**$850,857**	**7.00**	**$817,967**	**6.00**	**$730,127**

Finance



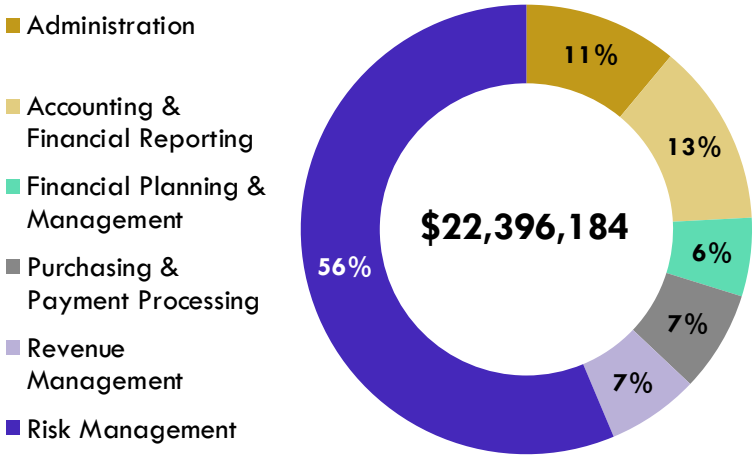
Director	Budget	Positions
Brent Bryant	$22,396,184	83

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Finance Department is to provide financial planning, management, and information services to City departments, elected officials and the public so they can make informed decisions and have confidence in the City's financial stewardship.

DEPARTMENT BUDGET



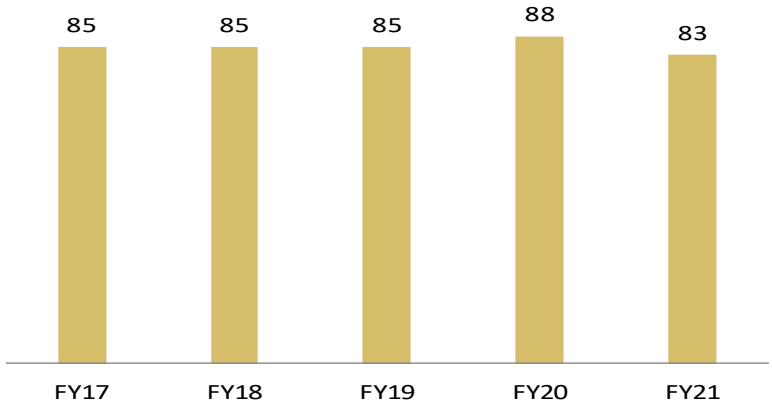
DEPARTMENT OVERVIEW

The Finance Department has a total budget of $22,396,184, which is a decrease of 1.12% from prior year. There are 83 positions authorized in the FY21 budget, which is a decrease of five positions from the FY20 budget.

Department Facts

- The City of Oklahoma City earned AAA ratings, the highest rating to receive from both S&P and Moody's, for the seventh year in a row.
- The Finance Department conducts financial management, budgeting, expending, investing, and reporting for a budget over $1.66 billion.
- On average, over 7,500 vendor payments are processed per month.

POSITION HISTORY



To review performance information, please see the performance data report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

Finance Major Budget Changes		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$102,198	-
2.	Moves the Economic Development Program and associated staff from the City Manager's Office	$246,784	2.00
3.	Deletes one Controller and two Municipal Accountant II's in the Accounting Services Program	($340,643)	(3.00)
4.	Deletes one Management Specialist in the Treasury Program	($112,809)	(1.00)
5.	Deletes one Administrative Support Technician in the Procurement Program	($80,288)	(1.00)
6.	Deletes one Management and Budget Analyst in the Management and Budget Program	($78,696)	(1.00)
7.	Deletes one Claims Analyst from the Workers Compensation Program	($76,703)	(1.00)

EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$1,716,277	$1,926,451	$2,422,127	25.73%
Accounting & Financial Reporting	2,702,444	3,209,269	2,887,141	-10.04%
Financial Planning & Management	1,488,712	1,574,199	1,242,170	-21.09%
Purchasing & Payment Processing	1,508,709	1,598,205	1,593,119	-0.32%
Revenue Management	1,450,563	1,526,621	1,452,820	-4.83%
Risk Management	13,629,854	12,499,147	12,375,741	-0.99%
Total Operating Expenditures	**$22,496,559**	**$22,333,892**	**$21,973,118**	**-1.62%**
Non-Operating Expenditures				
Grants Management Fund	($144)	$0	$0	N/A
Capital Expenditures	31,003	316,224	423,066	33.79%
Total Non-Operating Expenditures	**$30,858**	**$316,224**	**$423,066**	**33.79%**
Department Total	**$22,527,417**	**$22,650,116**	**$22,396,184**	**-1.12%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$8,133,060	$9,099,916	$8,916,045	-2.02%
Capital Improvement Projects Fund	31,003	316,224	423,066	33.79%
Grants Management Fund	(144)	0	0	N/A
Risk Mgmt. Internal Service Fund	14,363,498	13,233,976	13,057,073	-1.34%
Total All Funds	**$22,527,417**	**$22,650,116**	**$22,396,184**	**-1.12%**

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	2.50	2.50	7.00	180.00%
Accounting & Financial Reporting	29.00	30.00	27.00	-10.00%
Financial Planning & Management	13.50	14.50	11.00	-24.14%
Purchasing and Payment Processing	17.00	18.00	17.00	-5.56%
Revenue Management	11.00	11.00	10.00	-9.09%
Risk Management	12.00	12.00	11.00	-8.33%
Department Total	**85.00**	**88.00**	**83.00**	**-5.68%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	73.00	76.00	72.00	-5.26%
Risk Mgmt. Internal Service Fund	12.00	12.00	11.00	-8.33%
Department Total	**85.00**	**88.00**	**83.00**	**-5.68%**

FINANCE LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

- **The Debt Management Program** provides financing and debt compliance services to City departments, City leadership, and the public so they can effectively and efficiently fund capital projects.

- **The Economic Development Program** provides business attraction and expansion services to the business community so the residents can benefit from the creation of jobs paying the Oklahoma City Metropolitan Statistical Area (MSA) average wage or greater.

Administration Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	2.50	$1,716,277	2.50	$1,926,451	2.50	$1,893,959
Debt Management*	0.00	0	0.00	0	2.50	281,384
Economic Development**	0.00	0	0.00	0	2.00	246,784
Line of Business Total	**2.50**	**$1,716,277**	**2.50**	**$1,926,451**	**7.00**	**$2,422,127**

*Moved from the Financial Planning & Management Line of Business in FY21.

**Moved from the City Manager's Office in FY21.

ACCOUNTING AND FINANCIAL REPORTING

- **The Accounting Systems Program** provides systems infrastructure to City departments and public trusts so they can accurately record transactions and access reliable information.

- **The Financial Reporting Program** provides timely and accurate accounting, reporting and financial guidance services to City departments, City leadership, public trusts, investors and regulatory agencies, and the public so they can make well informed decisions.

- **The Payroll Program** provides payroll services to employees, vendors and City departments so they can receive timely and accurate compensation and information.

Accounting and Financial Reporting Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Accounting Systems	4.25	$451,434	4.75	$471,529	3.50	$365,752
Financial Reporting	18.75	1,842,483	19.75	2,276,928	18.00	2,052,521
Payroll	6.00	408,527	5.50	460,812	5.50	468,868
Line of Business Total	**29.00**	**$2,702,444**	**30.00**	**$3,209,269**	**27.00**	**$2,887,141**

FINANCIAL PLANNING AND MANAGEMENT

- **The Energy Management Program** provides comprehensive utility bill management services and technical and financial support for energy efficiency projects to City departments and City leadership so they can effectively manage their resources, reduce energy consumption and implement practices that are sustainable.

- **The Management and Budget Program** provides financial planning, reporting and management services to City departments, City leadership, and the public so they can make informed decisions that promote financial stability.

- **The Performance Management Program** provides strategic business planning and reporting services to City departments, City leadership, and the public so they can make informed decisions about City operations.

Financial Planning and Management Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Debt Management*	1.50	$208,924	2.50	$295,336	0.00	$0
Energy Management	2.00	216,261	2.00	232,520	2.00	256,110
Management and Budget	6.60	743,544	6.60	694,991	6.20	678,900
Performance Management	3.40	319,983	3.40	351,352	2.80	307,160
Line of Business Total	**13.50**	**$1,488,712**	**14.50**	**$1,574,199**	**11.00**	**$1,242,170**

*Moved to the Administration Line of Business in FY21.

PURCHASING AND PAYMENT PROCESSING

- **The Payment Processing Program** provides payments to vendors so they can receive timely and accurate compensation for goods and services in compliance with applicable laws and regulations.

- **The Purchasing Program** manages and provides responsive and efficient purchasing, contracting, and surplus services to City departments and public trusts so they can receive timely approvals to efficiently purchase the goods and services they need in compliance with applicable laws and regulations.

Purchasing and Payment Processing Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Payment Processing	9.40	$819,122	10.40	$861,290	9.40	$811,624
Purchasing	7.60	689,587	7.60	736,915	7.60	781,495
Line of Business Total	**17.00**	**$1,508,709**	**18.00**	**$1,598,205**	**17.00**	**$1,593,119**

REVENUE MANAGEMENT

- **The Revenue Enforcement Program** provides revenue enforcement and reporting services to the City, public trusts and outside agencies so they can have the revenues due to them in a timely manner.

- **The Treasury Program** provides secure and convenient banking, investment, billing, and revenue recording services to City departments, assessment districts, and public trusts so they can provide convenient financial transaction services to their customers and obtain a market rate of return on invested funds.

Revenue Management Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Revenue Enforcement	6.60	$719,940	6.60	$734,415	5.60	$635,573
Treasury	4.40	730,623	4.40	792,206	4.40	817,247
Line of Business Total	**11.00**	**$1,450,563**	**11.00**	**$1,526,621**	**10.00**	**$1,452,820**

RISK MANAGEMENT

- **The Insurance Program** provides property and casualty insurance administration services to City departments and public trusts so they can be protected against extreme financial and operational losses.

- **The Workplace Safety and Workers' Compensation Program** provides incident/injury prevention and claims management services to City departments, public trusts and their employees so they can reduce workplace injuries and related costs.

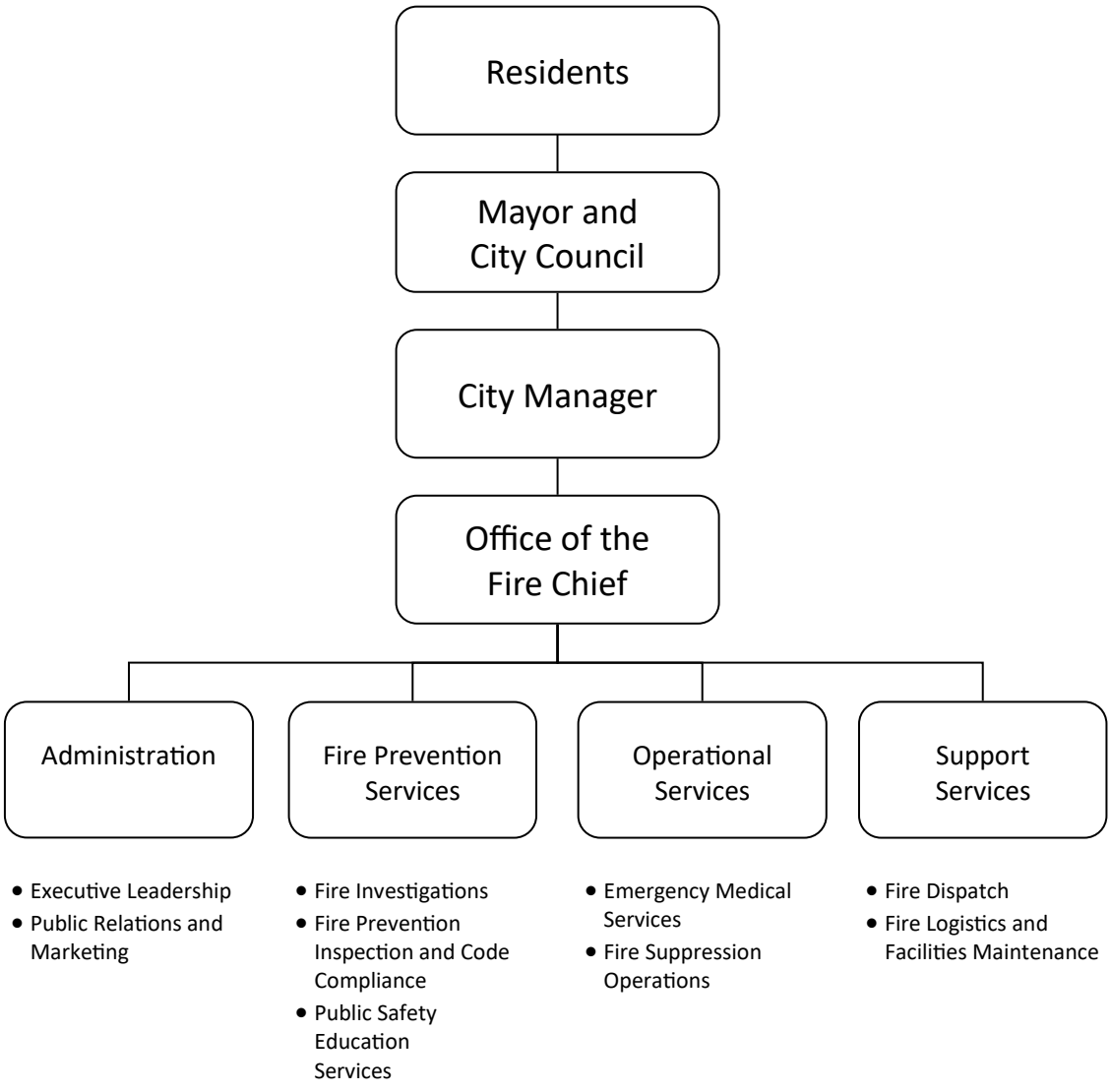
Risk Management Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Insurance	1.40	$2,792,846	1.40	$3,331,183	0.40	$3,290,439
Workplace Safety and Workers' Compensation	10.60	10,837,009	10.60	9,167,964	10.60	9,085,302
Line of Business Total	**12.00**	**$13,629,854**	**12.00**	**$12,499,147**	**11.00**	**$12,375,741**



The City of
OKLAHOMA CITY

Fire



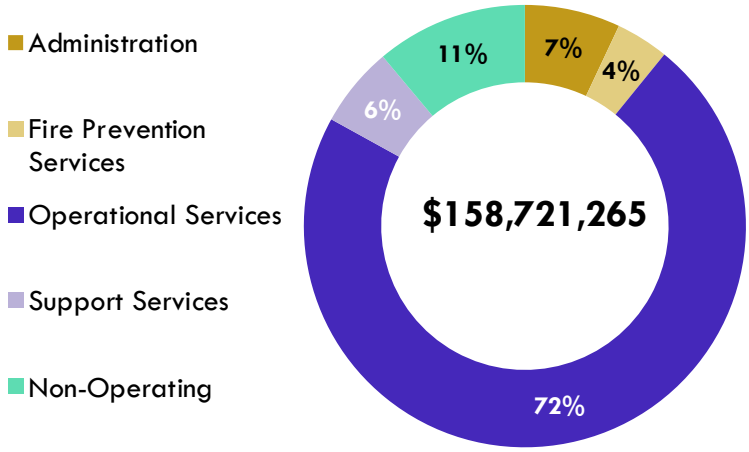
Fire Chief	Budget	Positions
Richard Kelley	$158,721,265	1,037

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the City of Oklahoma City Fire Department is to provide emergency response, fire prevention, and public education services to the Oklahoma City community so they can have their lives and property protected. — Respond Quickly, Safely, Courteously — Meet the Need!

DEPARTMENT BUDGET



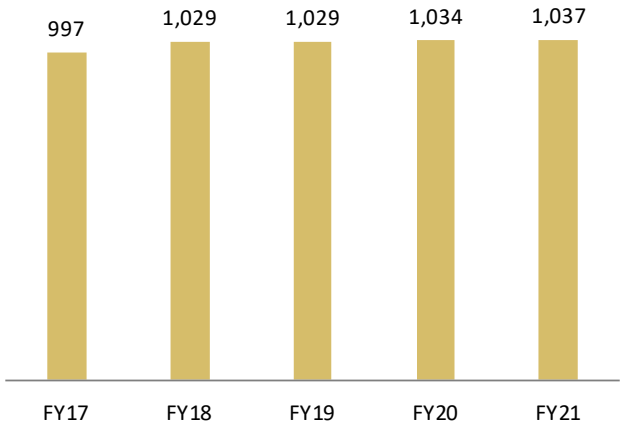
DEPARTMENT OVERVIEW

The Fire Department (OKCFD) has a total FY21 budget of $158,721,265, which is a decrease of 3.78%. There are 1,037 authorized positions, a net increase of three positions from FY20. These newly added positions will allow OKCFD to bring the personal protective equipment (PPE) cleaning, inspection and maintenance in house, replacing a third-party vendor.

Department Facts

- OKCFD was first formed in 1889 when it operated a single horse-drawn wagon
- The Department operates 37 stations covering 620 square miles and protects over 650,000 people
- As of April 2020, OKCFD has installed 3,951 fire alarms for OKC residents to ensure they are alerted in case of an emergency
- As of April 2020, OKCFD has contained 76% of structure fires to the room of origin

Position History



To review performance information, please see the performance data report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

Fire Department Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$2,574,331	-
2. Reduces PPE cleaning funding by replacing the current third-party vendor with two new Equipment Technicians and one new Equipment Technician II and necessary equipment	($9,636)	3.00
3. Reduces salary expense to freeze 21 budgeted positions due to Fire Station 38 construction delays	($1,853,575)	-
5. Reduces Construction in Progress in the Fire Sales Tax Fund, resulting in less support for bond projects	($1,500,000)	-
6. Reduces Contingency budget in the Fire Sales Tax Fund	($1,500,000)	-
7. Reduces Equipment expenses in the Fire Sales Tax Fund because of reduced need for defibrillator replacement next year	($620,000)	-
8. Reduces overtime costs through reduced call back overtime by taking some apparatus out of service during lower risk times	($984,560)	-



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$12,786,832	$11,500,607	$11,957,586	3.97%
Fire Prevention Services	6,020,241	6,391,298	6,619,080	3.56%
Operational Services	115,003,532	123,193,370	123,358,319	0.13%
Support Services	9,499,465	15,190,342	10,050,903	-33.83%
Total Operating Expenditures	**$143,310,070**	**$156,275,617**	**$151,985,888**	**-2.74%**
Non-Operating Expenditures				
Capital Expenditures	$514,164	$19,284,277	$18,454,868	-4.30%
Grant Expenditures	3,027,549	1,672,228	491,052	-70.63%
Other Non-Operating Expenditures	0	32,658	38,873	19.03%
Total Non-Operating Expenditures	**$3,541,712**	**$20,989,163**	**$18,984,793**	**-55.91%**
Department Total	**$146,851,782**	**$177,264,780**	**$170,970,681**	**-3.55%**
Less Interfund Transfers	(12,113,760)	(12,312,425)	(12,249,416)	-0.51%
Department Total	**$134,738,023**	**$164,952,355**	**$158,721,265**	**-3.78%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$102,107,086	$106,922,333	$108,428,499	1.41%
Fire Sales Tax Fund	41,202,984	49,353,284	43,557,389	-11.74%
MAPS 3 Use Tax Fund	514,164	8,133,000	2,090,341	-74.30%
MAPS 4 Use Tax Fund	0	0	5,111,291	N/A
Grants Management Fund	3,027,549	1,672,228	491,052	-70.63%
Police & Fire Cap. Equip. Sales Tax Fund	0	8,948	8,948	0.00%
City/Schools Capital Projects Use Tax Fund	0	67,129	0	-100.00%
Better Streets Safer City Use Tax	0	11,075,200	11,244,288	1.53%
Special Purpose Fund	0	32,658	38,873	19.03%
Department Total	**$146,851,782**	**$177,264,780**	**$170,970,681**	**-3.55%**
Less Interfund Transfers	(12,113,760)	(12,312,425)	(12,249,416)	-0.51%
Total All Funds	**$134,738,023**	**$164,952,355**	**$158,721,265**	**-3.78%**

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	43.05	36.05	36.05	0.00%
Fire Prevention Services	41.20	44.20	44.20	0.00%
Operational Services	911.85	920.85	920.85	0.00%
Support Services	32.90	32.90	35.90	9.12%
Department Total	**1,029.00**	**1,034.00**	**1,037.00**	**0.29%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	792.14	806.15	820.45	1.77%
Grants Management Fund	28.86	18.85	4.55	-75.86%
Fire Sales Tax Fund	208.00	209.00	212.00	1.44%
Department Total	**1,029.00**	**1,034.00**	**1,037.00**	**0.29%**



FIRE LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders, so they can achieve strategic goals and key results.

- **The Public Relations and Marketing Program** provides informational, educational and promotional services to residents, the media, the business community and departmental personnel, so they will be aware of Fire Department programs, activities, and emergency service delivery.

Administration Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Executive Leadership	43.05	$12,786,832	36.05	$11,490,607	36.05	$11,947,586
Public Relations and Marketing	0.00	0	0.00	10,000	0.00	10,000
Line of Business Total	**43.05**	**$12,786,832**	**36.05**	**$11,500,607**	**36.05**	**$11,957,586**



FIRE PREVENTION SERVICES

- **The Fire Investigations Program** provides investigation services to prosecutors, property owners, and property insurers so they can receive fire cause determinations that allow them to receive (or provide) appropriate compensation and prosecute alleged arsonists.

- **The Fire Code Compliance Program** provides specialized inspections, testing and consultation services to the residents of Oklahoma City, property and business owners, and industry professionals so they can be compliant with safety codes and ordinances.

- **The Public Safety Education Services Program** provides community risk reduction activities to the community of Oklahoma City so they can prevent and better prepare for emergencies to have a reduced risk of loss from fire, injury, or illness.

Fire Prevention Services Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fire Investigations	13.75	$2,056,991	14.15	$2,208,846	14.15	$2,249,400
Fire Code Compliance	17.55	2,551,473	19.75	2,676,789	19.75	2,844,148
Public Safety Education Services	9.90	1,411,778	10.30	1,505,663	10.30	1,525,532
Line of Business Total	**41.20**	**$6,020,241**	**44.20**	**$6,391,298**	**44.20**	**$6,619,080**



OPERATIONAL SERVICES

- **The Emergency Medical Services Program** provides response to life threatening emergencies and medical assistance services to residents and visitors of Oklahoma City, so they can receive immediate medical assessment and treatment that will improve, resolve, or stabilize their condition.

- **The Fire Suppression Operations Program** provides fire protection and emergency response services to our residents, so they can realize minimized property loss, reduced injuries and fatalities.

Operational Services Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Emergency Medical Services	627.46	$78,362,362	635.50	$84,902,320	635.50	$85,391,848
Fire Suppression Operations	284.39	36,478,841	285.35	38,290,700	285.35	37,966,471
Operations Training *	0.00	162,329	0.00	350	0.00	0
Line of Business Total	**911.85**	**$115,003,532**	**920.85**	**$123,193,370**	**920.85**	**$123,358,319**

* Removed by Department in FY19 Strategic Business Plan update, budget reallocated to other programs.



SUPPORT SERVICES

- **The Fire Dispatch Program** provides coordinated response services to residents and visitors in need, so they can receive immediate and appropriate emergency and non-emergency assistance.

- **The Fire Logistics and Facilities Maintenance Program** provides fleet, equipment and facilities services to the Oklahoma City Fire Department, so it can have safe and reliable facilities and equipment to respond.

Support Services Positions and Budget

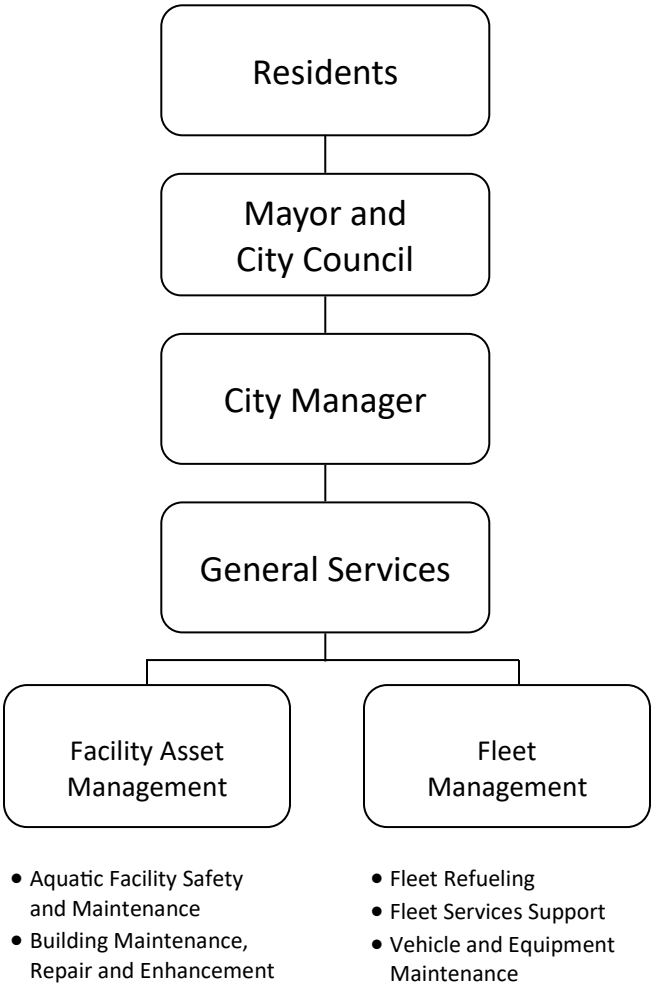
	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fire Dispatch	15.65	$2,183,178	15.65	$2,279,492	15.65	$2,441,655
Fire Logistics and Facilities Maintenance	17.25	7,316,287	17.25	12,910,850	20.25	7,609,248
Line of Business Total	**32.90**	**$9,499,465**	**32.90**	**$15,190,342**	**35.90**	**$10,050,903**





The City of
OKLAHOMA CITY

General Services



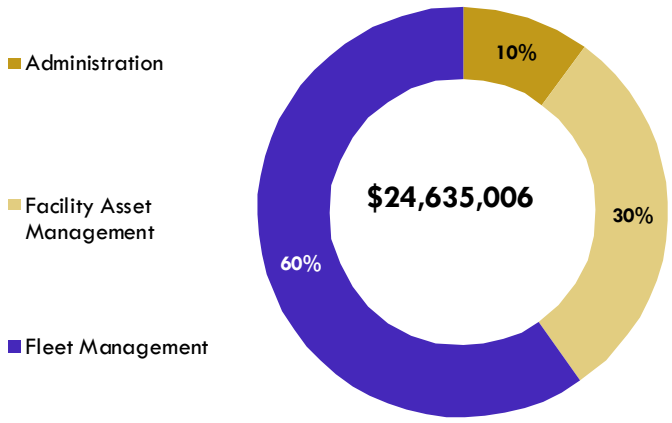
Director	Budget	Positions
Paul Bronson	$24,635,006	66

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the General Services Department is to provide fleet and facility asset management services to all City departments so they can successfully accomplish their missions.

DEPARTMENT BUDGET



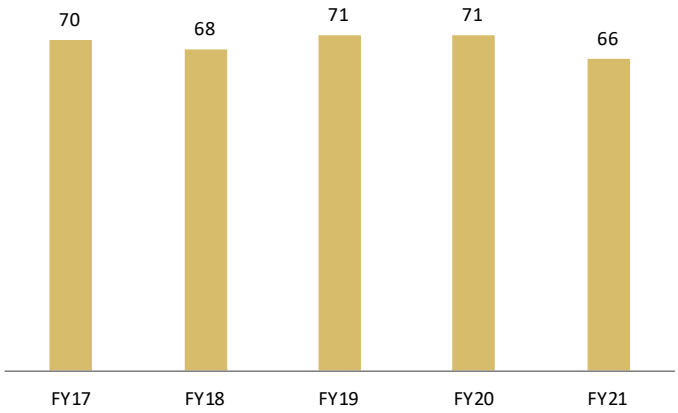
Department Facts

- The General Services Department performs approximately 9,200 vehicle workorders per year consisting of over 25,000 individual jobs performed .
- The General Services Department performs over 2,700 preventative maintenance jobs at city facilities.

DEPARTMENT OVERVIEW

The General Services Department has a total budget of $24,635,006, which is a decrease of 15.06%. There are 66 positions authorized in the FY21 budget. The pie chart above provides a breakdown of the FY21 budget by Line of Business. The Department is the City's point of contact for all American with Disabilities Act (ADA) guidance, inquiries, and compliance questions. Since FY 2017 the ADA Coordinator has responded to over 550 ADA-related inquiries and complaints annually.

POSITION HISTORY



To review additional performance information, please see the attached supplemental performance report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

General Services Department Major Budget Changes	Amount	Positions
1. Deletes one Plumber in the Building Maintenance, Repair and Enhancement Program	(69,570)	(1.00)
2. Deletes one Building Maint Mech II in the Building Maintenance, Repair and Enhancement Program	(61,447)	(1.00)
3. Deletes one Plumber in the Building Maintenance, Repair and Enhancement Program	(85,908)	(1.00)
4. Deletes one Building Heat & Air Tech in the Building Maintenance, Repair and Enhancement Program	(79,268)	(1.00)
5. Deletes a Master Mechanic in the Vehicle and Equipment Maintenance Program	(63,430)	(1.00)



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$1,919,931	$2,130,673	$1,336,505	-37.27%
Facility Asset Management	4,491,264	4,469,284	3,978,517	-10.98%
Fleet Management	7,835,709	9,195,287	7,857,633	-14.55%
Total Operating Expenditures	**$14,246,904**	**$15,795,244**	**$13,172,655**	**-16.60%**
Non-Operating Expenditures				
Capital Expenditures	$4,410,464	$13,134,355	$11,390,358	-13.28%
Other Non-Operating Expenditures	32,516	71,993	71,993	0.00%
Total Non-Operating Expenditures	**$4,442,980**	**$13,206,348**	**$11,462,351**	**-13.21%**
Department Total	**$18,689,883**	**$29,001,592**	**$24,635,006**	**-15.06%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$5,254,315	$5,212,806	$4,858,164	-6.80%
Fleet Services Internal Services Fund	8,992,590	10,582,438	8,314,491	-21.43%
Capital Improvement Projects Fund	4,410,464	13,134,355	11,390,358	-13.28%
Grants Management Fund	32,516	71,993	71,993	0.00%
Total All Funds	**$18,689,885**	**$29,001,592**	**$24,635,006**	**-15.06%**

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	3.40	3.40	4.77	40.29%
Facility Asset Management	36.40	36.40	32.33	-11.18%
Fleet Management	31.20	31.20	28.90	-7.37%
Department Total	**71.00**	**71.00**	**66.00**	**-7.04%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	39.00	39.00	36.27	-7.00%
Fleet Services Internal Services Fund	32.00	32.00	29.73	-7.09%
Department Total	**71.00**	**71.00**	**66.00**	**-7.04%**

GENERAL SERVICES LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Administration Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Executive Leadership	3.40	$1,919,931	3.40	$2,130,673	4.77	$1,336,505
Line of Business Total	**3.40**	**$1,919,931**	**3.40**	**$2,130,673**	**4.77**	**$1,336,505**



FACILITY ASSET MANAGEMENT

- **The Aquatic Facility Safety and Maintenance Program** provides aquatic facility maintenance and repair services to the Parks and Recreation Department so their customers can enjoy a safe place to play.

- **The Building Maintenance, Repair and Enhancement Program** provides code compliant facility maintenance and enhancements services to City departments so they can work in well-maintained facilities.

Facility Asset Management Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Aquatic Facility Safety and Maintenance	4.55	$394,832	4.55	$416,372	4.28	$394,408
Building Maintenance, Repair and Enhancement	31.85	4,096,433	31.85	4,052,912	28.05	3,584,109
Line of Business Total	**36.40**	**$4,491,264**	**36.40**	**$4,469,284**	**32.33**	**$3,978,517**



FLEET MANAGEMENT

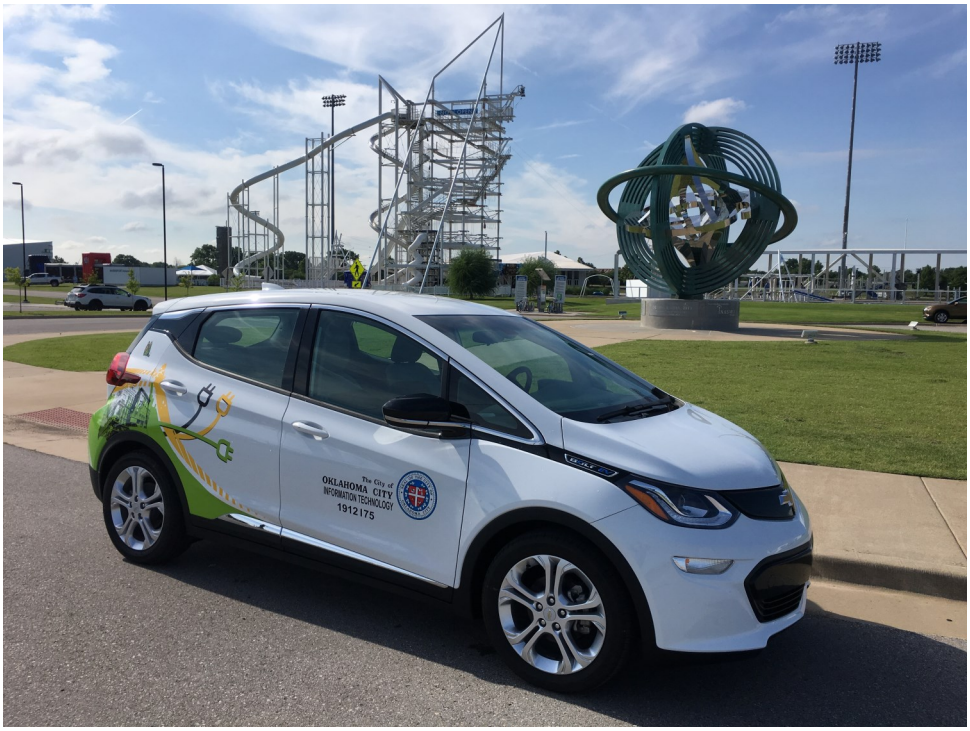
- **The Fleet Refueling Program** provides fuel, fueling sites, and fueling services to City departments so they have fuel resources needed to operate their vehicles and equipment.

- **The Fleet Services Support Program** provides vehicle and equipment advice, replacement, rentals, and disposal services to City departments so transportation needs are fully met.

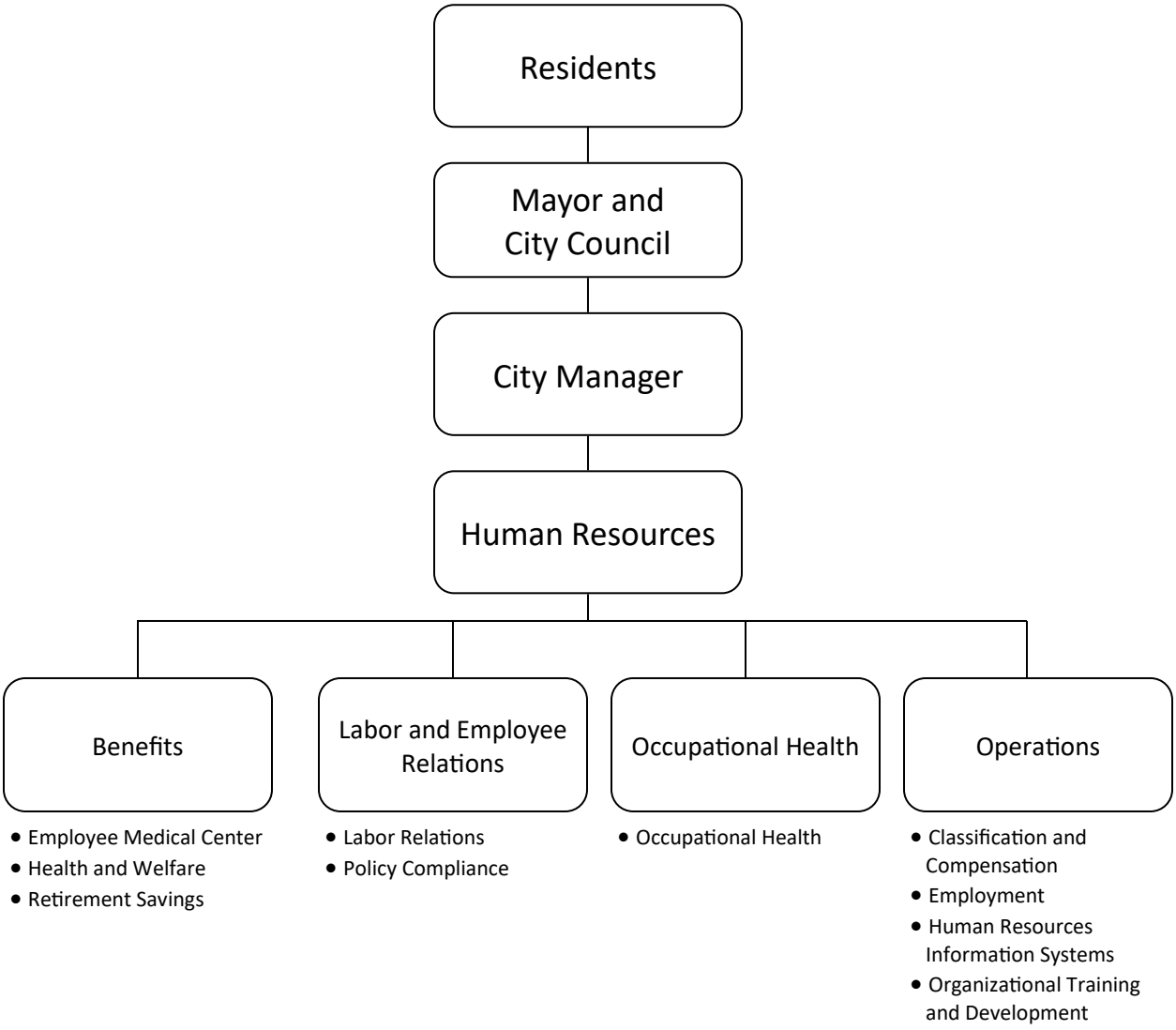
- **The Vehicle and Equipment Maintenance Program** provides vehicle and equipment preventive maintenance and repair services to City departments so they can have the vehicles and equipment they need to do their job.

Fleet Management Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fleet Refueling	4.70	$3,648,601	4.70	$4,781,635	4.60	$3,731,068
Fleet Services Support	2.80	467,821	2.80	480,176	2.70	451,175
Vehicle and Equipment Maintenance	23.70	3,719,287	23.70	3,933,476	21.60	3,675,390
Line of Business Total	**31.20**	**$7,835,709**	**31.20**	**$9,195,287**	**28.90**	**$7,857,633**



Human Resources



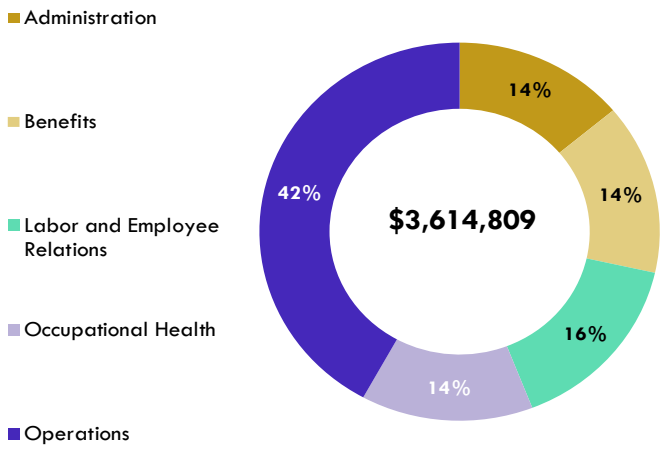
Director	Budget	Positions
Aimee Maddera	$3,614,809	29

Department Introduction

Mission Statement

The mission of the Personnel Services Department is to provide employment, health and welfare, and employee relations and development services to the City and its employees so they can have the resources needed to successfully deliver services and accomplish their professional goals.

Department Budget



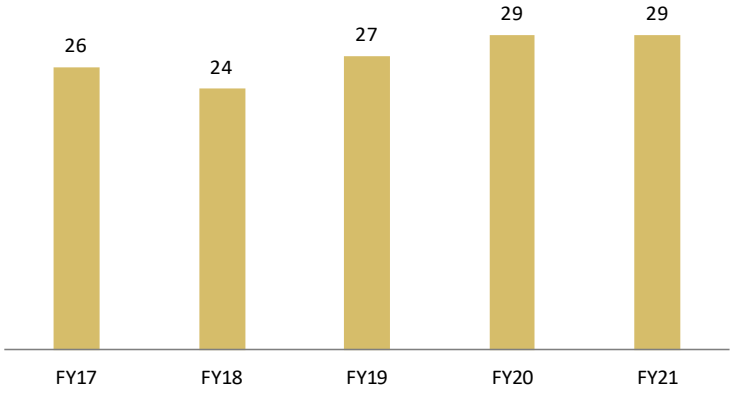
Department Facts

- An average of 17,142 applications are processed and 362 selection processes are conducted per year.
- An average of 32,682 personnel transactions are processed per year.
- There are over 11,959 active employees, retirees and dependents who participate in the City's health and welfare plans.
- OKC Occupational Health Center performed 4,108 physical examinations last year.

Department Overview

The Personnel Department has a total budget of $3,614,809 which is a decrease of 10.99%. There are 29 positions authorized in the FY21 budget, no change in positions from the FY20 budget.

Position History



To review additional performance information, please see the attached supplemental performance report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

Human Resources Major Budget Changes	Amount	Positions
1. Changes in personnel related costs, such as salaries, merit, retirement, health insurance other benefits	($95,589)	-
2. Adds an enhancement to the NeoGov system to streamline the onboarding process for new hires	$42,178	-
3. Adds an Electronic Records Management system for the Occupational Health Clinic to begin digitizing records	$20,000	-



Aimee Maddera was hired as the new Human Resources Director in March 2020

EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$686,572	$595,940	$502,871	-15.62%
Benefits	422,524	470,087	527,092	12.13%
Labor and Employee Relations	546,999	487,313	563,632	15.66%
Occupational Health	485,921	479,665	502,872	4.84%
Operations	1,343,774	1,678,163	1,518,342	-9.52%
Total Operating Expenditures	**$3,485,791**	**$3,711,168**	**$3,614,809**	**-2.60%**
Non-Operating Expenditures				
Capital Expenditures	0	350,000	0	-100.00%
Total Non-Operating Expenditures	**$0**	**$350,000**	**$0**	**-100.00%**
Department Total	**$3,485,791**	**$4,061,168**	**$3,614,809**	**-10.99%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$3,485,791	$3,711,168	$3,614,809	-2.60%
Capital Improvement Projects Fund	0	350,000	0	-100.00%
Total All Funds	**$3,485,791**	**$4,061,168**	**$3,614,809**	**-10.99%**

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	2.10	2.35	2.35	0.00%
Benefits	4.95	4.95	4.95	0.00%
Labor and Employee Relations	4.25	4.25	5.25	23.53%
Occupational Health	1.95	1.95	1.95	0.00%
Operations	13.75	15.50	14.50	-6.45%
Department Total	**27.00**	**29.00**	**29.00**	**0.00%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	27.00	29.00	29.00	0.00%
Department Total	**27.00**	**29.00**	**29.00**	**0.00%**



HUMAN RESOURCES LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Administration Positions and Budget

Program	FY19 Adopted Position	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Executive Leadership	2.10	$686,572	2.35	$595,940	2.35	$502,871
Line of Business Total	**2.10**	**$686,572**	**2.35**	**$595,940**	**2.35**	**$502,871**

BENEFITS

- **The Employee Medical Center Program** reduces health plan costs and provides quality health and wellness services to eligible employees, eligible retirees, and their eligible dependents so they can experience overall improved health.

- **The Health and Welfare Benefits Program** provides insurance and benefit-related services to employees and retirees so they can have access to comprehensive health and welfare services.

- **The Retirement Savings Program** provides retirement planning and investment education services to active and retired City employees so they can plan for their financial future beyond employment.

Benefits Positions and Budget

Program	FY19 Adopted Position	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Employee Medical Center *	0.00	$0	0.00	$0	0.00	$0
Health and Welfare Benefits	4.90	416,601	4.90	460,906	4.90	516,515
Retirement Savings	0.05	5,923	0.05	9,181	0.05	10,577
Line of Business Total	**4.95**	**$422,524**	**4.95**	**$470,087**	**4.95**	**$527,092**

* Cost associated with the Employee Medical Center is budgeted in Oklahoma City Municipal Facilities Authority.

LABOR AND EMPLOYEE RELATIONS

- **The Labor Relations Program** provides union contract administration, negotiation services, and consultations to City departments and employees so they can maintain positive working relationships.

- **The Policy Compliance Program** provides policy development, interpretation and compliance services to City departments so they can conduct business in a fair and consistent manner and within the scope of established City policies.

Labor and Employee Relations Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Relations	2.90	$331,733	2.90	$293,921	3.40	$333,076
Policy Compliance	1.35	215,266	1.35	193,392	1.85	230,556
Line of Business Total	**4.25**	**$546,999**	**4.25**	**$487,313**	**5.25**	**$563,632**

OCCUPATIONAL HEALTH

- **The Occupational Health Program** provides post job-offer and incumbent medical evaluations for City departments so they can employ and maintain a safe and healthy workforce.

Occupational Health Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Occupational Health	1.95	$485,921	1.95	$479,665	1.95	$502,872
Line of Business Total	**1.95**	**$485,921**	**1.95**	**$479,665**	**1.95**	**$502,872**

OPERATIONS

- **The Classification and Compensation Program** provides job analysis and salary administration services to City departments so they can have accurate job classifications and descriptions, and organizational and pay structure for recruiting and retaining a qualified workforce.

- **The Employment Program** provides recruitment, screening, selection, placement, and consulting services to applicants, employees and City departments so a qualified and diverse workforce can be hired and retained.

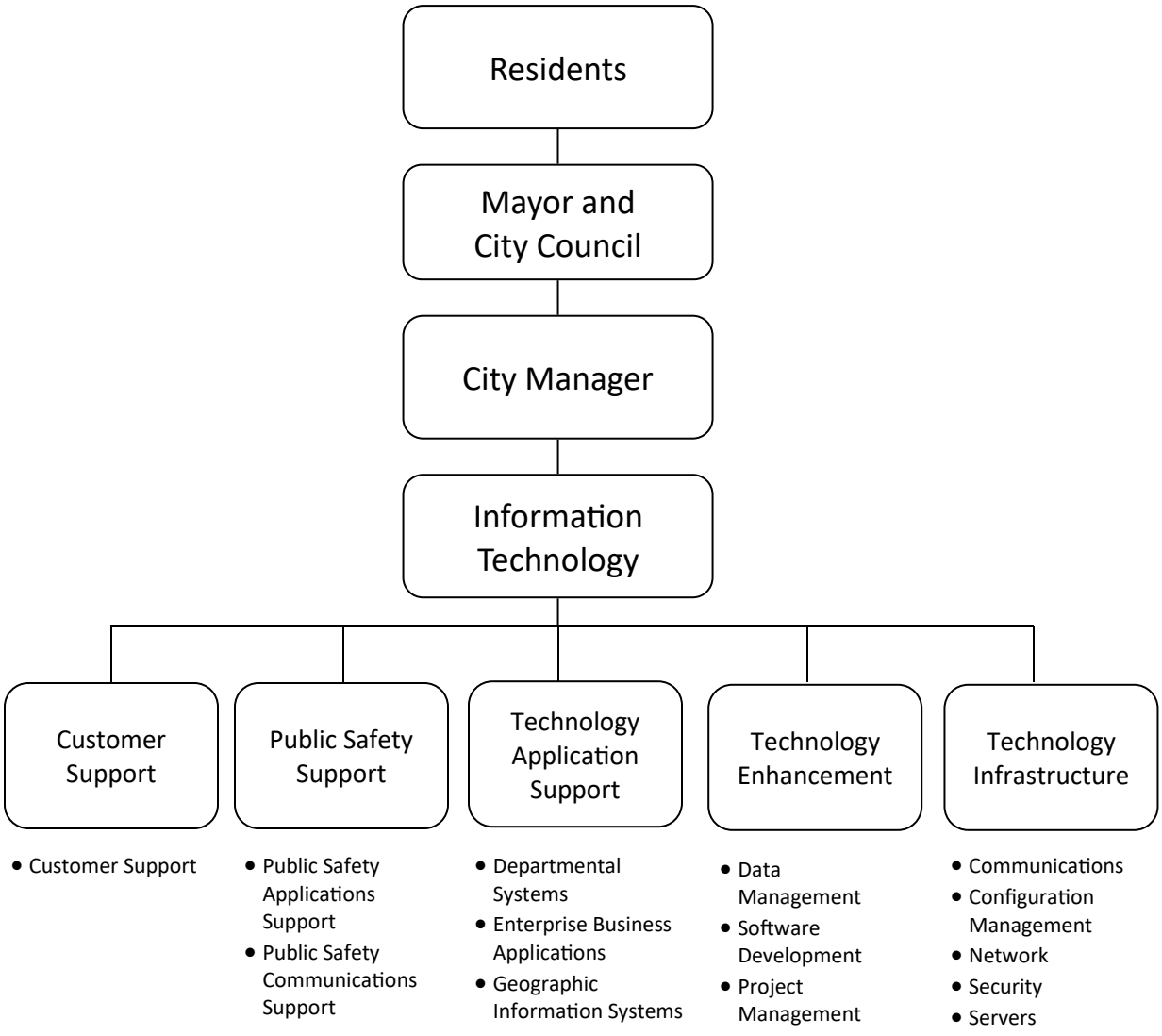
- **The Human Resources Information Systems Program** provides personnel records management, systems administration, information and reporting services to City departments so they can have accurate and timely information needed to make personnel-related decisions.

- **Organizational Training and Development Program** promotes a culture of excellence and improve employee engagement and productivity by providing quality training programs to City employees so they can be effective in their current positions and prepared for future advancement.

Operations Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Classification and Compensation	4.30	$484,869	4.40	$461,038	4.40	$409,543
Employment	5.15	481,295	5.55	660,975	4.80	525,250
HR Information Services	4.30	377,610	4.30	417,819	4.30	432,758
Organizational Training and Development	0.00	0	1.25	138,331	1.00	150,791
Line of Business Total	**13.75**	**$1,343,774**	**15.50**	**$1,678,163**	**14.50**	**$1,518,342**

Information Technology



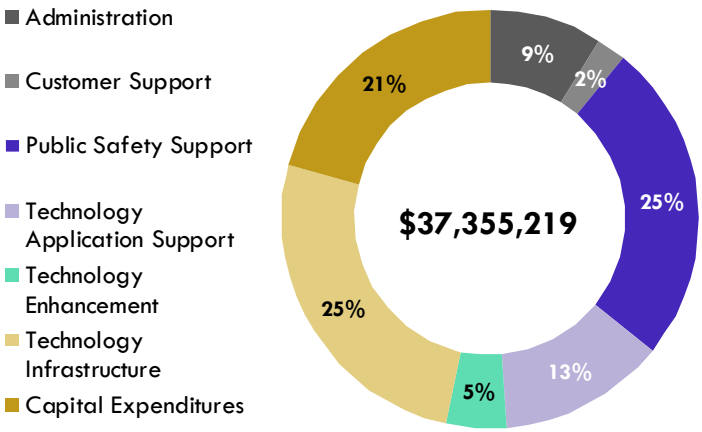
Director	Budget	Positions
Schad Meldrum	$37,355,219	112

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Information Technology (IT) Department is to provide business solutions and technological services to City Departments so they can better serve the Oklahoma City community.

DEPARTMENT BUDGET



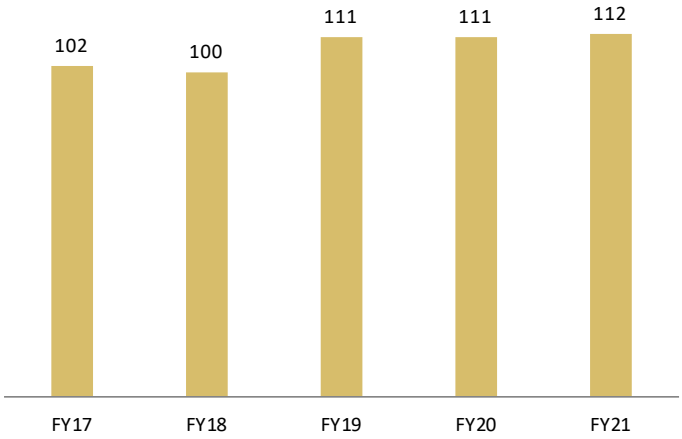
Department Facts

- The IT Department supports nearly 12,000 network connections and 7,000 telephones.
- The Department has developed and supports 165 custom IT applications.
- The IT Department receives about 35,000 total Work Requests annually

DEPARTMENT OVERVIEW

The Information Technology Department has a total budget of $37,355,219, which is a decrease of 0.95%. There are 112 positions authorized in the FY21 budget, an increase of 1 position from the FY20 budget.

POSITIONS HISTORY



To review additional performance information, please see the attached supplemental performance report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

Information Technology Department Major Budget Changes	Amount	Positions
1. Increases to contracts and agreements for software and services used Citywide	$967,135	-
2. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$186,689	-
3. Reductions to services, supplies and transfer budget line items to meet budget target	($733,372)	-
4. Deletes Programmer/Analyst position in GIS	($110,555)	(1.00)
5. Adds Management Specialist position in Executive Leadership	$84,415	1.00
6. Adds Information Security Specialist position in Technology Infrastructure	$99,013	1.00
7. Deletes Applications Support Tech I position in Technology Customer Support	($78,800)	(1.00)
8. Adds Systems Analyst I position in the Technology Applications	$84,415	1.00

EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$3,507,643	$3,478,480	$3,280,991	-5.68%
Customer Support	845,108	910,846	839,646	-7.82%
Public Safety Support	7,733,416	8,936,207	9,268,681	3.72%
Technology Application Support	4,407,380	4,609,163	4,797,374	4.08%
Technology Enhancement	1,473,689	1,890,044	1,771,449	-6.27%
Technology Infrastructure	8,353,998	9,602,801	9,588,420	-0.15%
Total Operating Expenditures	**$26,321,234**	**$29,427,541**	**$29,546,561**	**0.40%**
Non-Operating Expenditures				
Capital Expenditures	$1,409,687	$8,284,629	$7,808,658	-5.75%
Total Non-Operating Expenditures	**$1,409,687**	**$8,284,629**	**$7,808,658**	**-5.75%**
Department Total	**$27,730,921**	**$37,712,170**	**$37,355,219**	**-0.95%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
IT Internal Service Fund - Operating	$26,321,236	$29,265,541	$29,546,561	0.96%
IT Internal Service Fund - Capital	0	0	228,500	N/A
Better Streets Safer City Use Tax Fun	0	4,740,000	272,029	-94.26%
Capital Improvement Projects Fund	885,061	3,543,048	2,503,705	-29.33%
City/Schools Cap Proj. Use Tax Fund	4,116	581	2,816,700	484702.07%
Police/Fire Sales Tax Fund	0	162,000	0	-100.00%
MAPS 3 Use Tax Fund	520,509	1,000	0	-100.00%
MAPS 4 Use Tax Fund	0	0	1,987,724	N/A
Total All Funds	**$27,730,923**	**$37,712,170**	**$37,355,219**	**-0.95%**

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	7.00	7.00	9.00	28.57%
Customer Support	6.25	6.25	5.25	-16.00%
Public Safety Support	28.00	30.00	30.00	0.00%
Technology Application Support	21.50	22.00	22.00	0.00%
Technology Enhancement	14.25	14.95	13.95	-6.69%
Technology Infrastructure	34.00	30.80	31.80	3.25%
Department Total	**111.00**	**111.00**	**112.00**	**0.90%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
IT Internal Service Fund	111.00	111.00	112.00	0.90%
Department Total	**111.00**	**111.00**	**112.00**	**0.90%**

INFORMATION TECHNOLOGY LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Administration Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	7.00	$3,507,643	7.00	$3,478,480	9.00	$3,280,991
Line of Business Total	**7.00**	**$3,507,643**	**7.00**	**$3,478,480**	**9.00**	**$3,280,991**



CUSTOMER SUPPORT

- **The Customer Support Program** provides centralized technology support services to City employees so they can have a single point of contact for their service needs and receive rapid restoration of normal services.

Customer Support Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Customer Support	6.25	$845,108	6.25	$910,846	5.25	$839,646
Line of Business Total	**6.25**	**$845,108**	**6.25**	**$910,846**	**5.25**	**$839,646**



PUBLIC SAFETY SUPPORT

- **The Public Safety Applications Support Program** provides technology-based support and emergency planning services to City public safety providers so they can have the systems and information required to successfully perform their job.

- **The Public Safety Communications Support Program** provides radio, voice, and mobile computing system services and Public Safety Communication Center facility support services to City and regional users so they can reliably communicate with others.

Public Safety Support Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Public Safety Applications Support	8.25	$1,985,003	7.80	$1,941,995	7.80	$2,313,041
Public Safety Communications Support	19.75	5,748,413	22.20	6,994,212	22.20	6,955,640
Line of Business Total	**28.00**	**$7,733,416**	**30.00**	**$8,936,207**	**30.00**	**$9,268,681**



TECHNOLOGY APPLICATION SUPPORT

- **The Departmental Systems Program** provides system analysis, implementation and support services to City departments so they can utilize technology to deliver services to their customers.

- **The Enterprise Business Applications Program** provides analysis, support, security, and system maintenance services to financial, personnel, and utility billing application users so they can effectively perform their business activities and receive accurate and timely information.

- **The Geographic Information Systems (GIS) Program** provides spatial data, analysis, and technology services to City departments so they can receive the spatial information needed to make informed decisions to meet their business goals.

Technology Application Support Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Departmental Systems	7.25	$1,411,547	7.25	$1,697,516	7.25	$1,819,297
Enterprise Business Applications	10.25	1,810,130	9.25	2,210,346	9.25	2,292,479
Geographic Information Systems	4.00	1,185,703	5.50	701,301	5.50	685,598
Line of Business Total	**21.50**	**$4,407,380**	**22.00**	**$4,609,163**	**22.00**	**$4,797,374**

TECHNOLOGY ENHANCEMENT

- **The Data Management Program** provides data storage, analysis, reporting, training, and support to City departments so they can conveniently access the information they need to make informed and timely decisions.

- **The Software Development Program** provides application integration and custom applications to users so they can have software solutions that meet their unique business goals.

- **The Project Management Program** provides technology needs analysis and project administration services to City executives, project sponsors, and stakeholders so they can complete technology projects that meet their business goals.

Technology Enhancement Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Data Management	5.00	$611,735	6.20	$817,663	6.20	$780,340
Software Development	6.00	408,328	4.50	462,464	4.50	521,130
Project Management	3.25	453,626	4.25	609,917	3.25	469,979
Line of Business Total	**14.25**	**$1,473,689**	**14.95**	**$1,890,044**	**13.95**	**$1,771,449**



TECHNOLOGY INFRASTRUCTURE

- **Communications Program** provides telecommunications and e-mail services to City employees so they can have secure and reliable communication tools to provide services to citizens and other City departments.

- **The Configuration Management Program** provides centralized management systems and standard configuration services to City employees so they can most efficiently support and maintain information technology applications and systems.

- **The Network Program** provides device connectivity to City employees and users of the City's systems so they can have secure and reliable communications.

- **The Security Program** provides technology risk management, access governance, compliance review, and operational security services to City employees and users of City systems so they can conduct their business with confidentiality, integrity, and availability of technology systems.

- **The Server Program** provides enterprise-level infrastructure that is redundant and secure to City departments so they can reliably store, process, and retrieve information through City applications.

Technology Infrastructure Positions and Budget

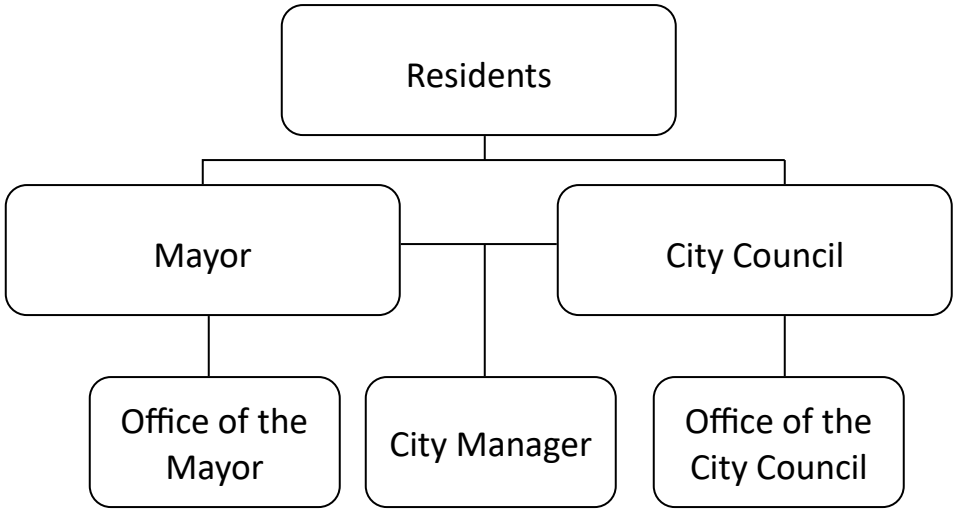
	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Communications	5.30	$2,275,028	4.70	$2,142,216	4.70	$1,988,266
Configuration Management	3.25	1,898,709	3.70	2,808,365	3.70	2,864,517
Network	9.35	1,729,641	8.20	1,923,339	9.20	2,005,386
Security	7.35	1,226,524	6.00	1,381,760	6.00	1,207,730
Servers	8.75	1,224,097	8.20	1,347,121	8.20	1,522,521
Line of Business Total	**34.00**	**$8,353,998**	**30.80**	**$9,602,801**	**31.80**	**$9,588,420**



The City of
OKLAHOMA CITY

Mayor and City Council

David Holt, Mayor
James Greiner, City Council Ward 1
James Cooper, City Council Ward 2
Larry McAtee, City Council Ward 3
Todd Stone, City Council Ward 4
David Greenwell, City Council Ward 5
JoBeth Hamon, City Council Ward 6
Nikki Nice, City Council Ward 7
Mark K. Stonecipher, City Council Ward 8



COUNCIL STRATEGIC PRIORITIES

City Council has established Strategic Priorities for addressing critical issues facing the City over the next two to five years. These priorities provide guidance for the organization as the budget is developed. Every other year these priorities are reviewed and previously established Council Priorities and the progress indicators or key results that the City should achieve to address the identified issues are updated. The following are the Council Priorities adopted by the City Council in 2016; more detail can be found beginning on page A-10.

Our priorities are grounded in the lessons of the City's history and the values of inclusiveness, mutual respect and self-reliance that are the hallmarks of our future. We will be responsive to our residents' needs as we address these priorities and continue to deliver what we promise. Our focus is to improve the quality of life for every Oklahoma City resident.



Promote safe, secure, and thriving neighborhoods



Develop a transportation system that works for all residents



Maintain Strong Financial Management



Enhance recreation opportunities and community wellness



Encourage a robust local economy



Uphold high standards for all City services



Continue to pursue social and criminal justice initiatives

MAJOR BUDGET CHANGES

Office of the Mayor and City Council Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$67,143	-



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Office of the Mayor	$392,105	$434,106	$389,653	-10.24%
Office of the City Council	677,439	741,785	769,597	3.75%
Total Operating Expenditures	**$1,069,544**	**$1,175,891**	**$1,159,250**	**-1.42%**
Non-Operating Expenditures				
Capital Expenditures	$0	$10,500	$10,500	0.00%
Total Non-Operating Expenditures	**$0**	**$10,500**	**$10,500**	**0.00%**
Department Total	**$1,069,544**	**$1,186,391**	**$1,169,750**	**-1.40%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$1,069,544	$1,175,891	$1,159,250	-1.42%
Capital Improvement Projects Fund	0	10,500	10,500	0.00%
Total All Funds	**$1,069,544**	**$1,186,391**	**$1,169,750**	**-1.40%**



POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Office of the Mayor	2.00	3.00	2.60	-13.33%
Office of the City Council	4.00	4.00	4.00	0.00%
Department Total	**6.00**	**7.00**	**6.60**	**-5.71%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	6.00	7.00	6.60	-5.71%
Department Total	**6.00**	**7.00**	**6.60**	**-5.71%**



MAYOR AND CITY COUNCIL LINES OF BUSINESS

OFFICE OF THE MAYOR

- **The Office of the Mayor Program** provides information and support to the Mayor so he can sustain public support for Mayor and Council priorities, guide policymaking for the Mayor and Council, provide oversight to City services on behalf of the people of Oklahoma City, make appointments to City boards and commissions, enhance the external perception of Oklahoma City and provide outreach services to the community so they can experience a high degree of satisfaction with City services.

Office of the Mayor Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the Mayor	2.00	$392,105	3.00	$434,106	2.60	$389,653
Line of Business Total	**2.00**	**$392,105**	**3.00**	**$434,106**	**2.60**	**$389,653**

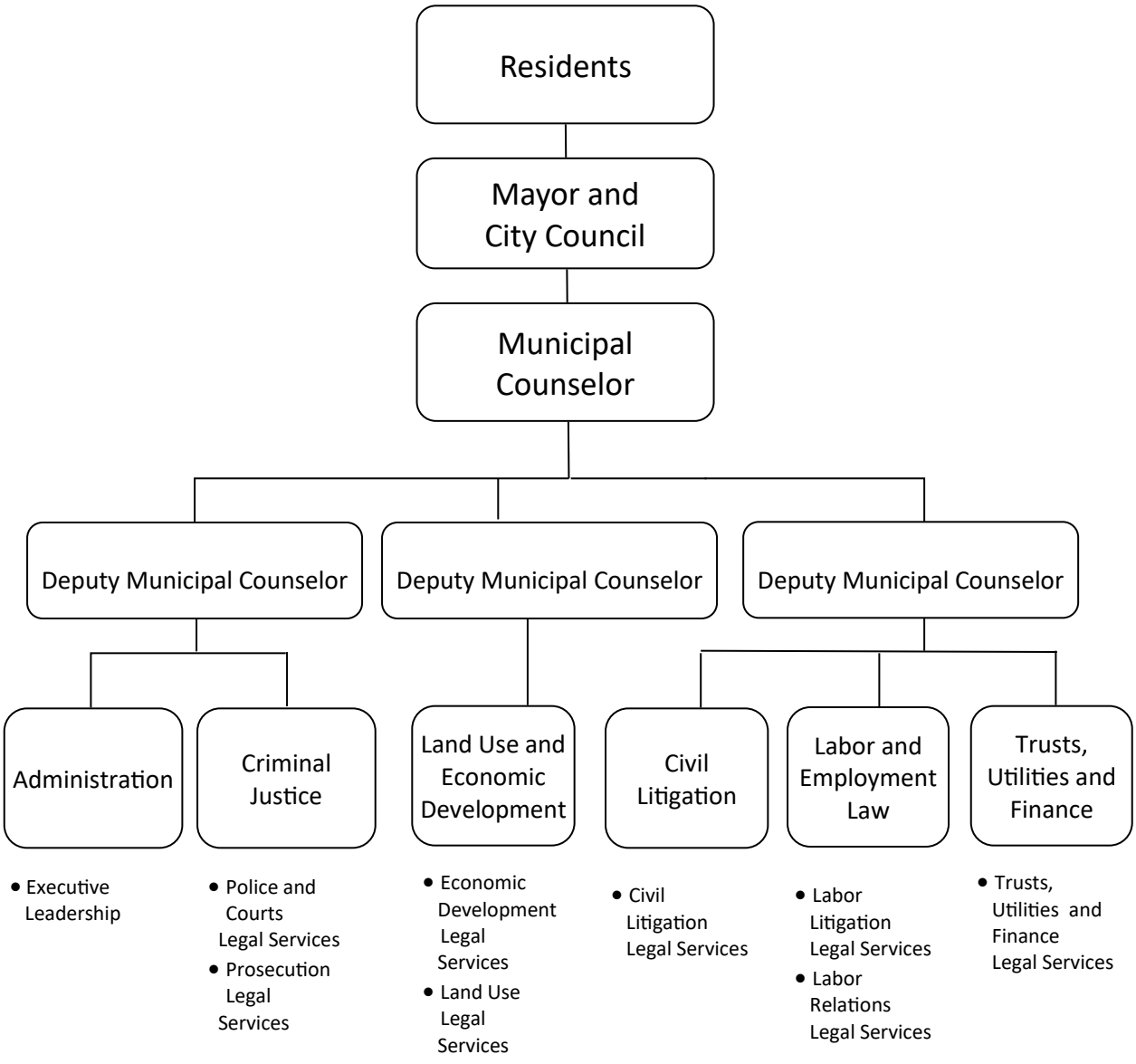
OFFICE OF THE CITY COUNCIL

- **The Office of the City Council Program** provides accurate and timely information to Council for the adoption of City policies, and provides coordination, research, and administrative/constituency services to Council, and supports the development and implementation of Council priorities, and community programs that enhance the quality of life for residents.

Office of the City Council Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the City Council	4.00	$677,439	4.00	$741,785	4.00	$769,597
Line of Business Total	**4.00**	**$677,439**	**4.00**	**$741,785**	**4.00**	**$769,597**

Municipal Counselor



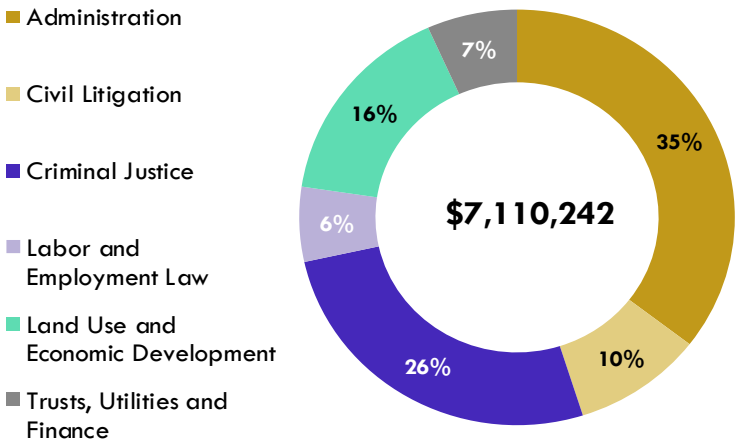
Municipal Counselor	Budget	Positions
Kenneth Jordan	$7,110,242	54

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Municipal Counselor is to provide legal consultations, representations, and document services to the City, its public trusts, and their officers, appointees, and employees so they can lawfully and effectively conduct business and implement policies.

DEPARTMENT BUDGET



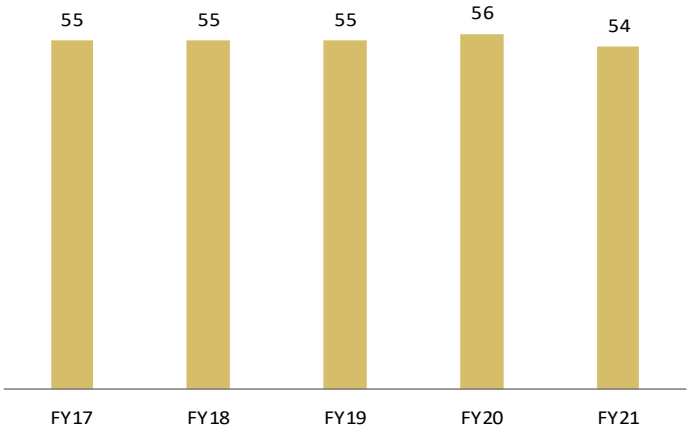
DEPARTMENT OVERVIEW

The Office of the Municipal Counselor has a total budget of $7,110,242 which is a decrease of 5.52%. There are 54 positions authorized in the FY21 budget, a decrease of 2 positions.

Department Facts

- Each year the Municipal Counselor's Office handles approximately 370 civil cases, 150,000+ criminal citations, 600 claims, 190 collections and multiple other department requested projects, such as drafting contracts or legal opinions.
- The Municipal Counselor's Office serves as legal counsel to all departments and trusts in the City and consistently maintains positive satisfaction responses when conducting monthly client satisfaction reviews.

POSITIONS HISTORY



To review additional performance information, please see the attached supplemental performance report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

Municipal Counselor Department Major Budget Changes	Amount	Positions
1. Deletes an Assistant Municipal Counselor III in the Executive Leadership Program	($195,194)	(1.00)
2. Deletes a Legal Secretary II in the Executive Leadership Program	($105,006)	(1.00)



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$2,506,085	$2,463,208	$2,517,070	2.19%
Civil Litigation	1,072,933	1,122,707	686,396	-38.86%
Criminal Justice	1,758,274	1,799,373	1,877,716	4.35%
Labor and Employment Law	514,003	505,953	412,880	-18.40%
Land Use and Economic Development	934,497	937,636	1,131,833	20.71%
Trusts, Utilities and Finance	690,841	696,053	475,363	-31.71%
Total Operating Expenditures	**$7,476,634**	**$7,524,930**	**$7,101,258**	**-5.63%**
Non-Operating Expenditures				
Capital Expenditures	$0	$525	$8,984	1611.24%
Total Non-Operating Expenditures	**$0**	**$525**	**$8,984**	**1611.24%**
Department Total	**$7,476,634**	**$7,525,455**	**$7,110,242**	**-5.52%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$7,340,305	$7,387,898	$6,962,689	-5.76%
Capital Improvement Projects Fund	0	525	8,984	1611.24%
Court Administration & Training Fund	6,141	10,000	12,000	20.00%
Juvenile Justice Fund	130,188	127,032	126,569	-0.36%
Total All Funds	**$7,476,634**	**$7,525,455**	**$7,110,242**	**-5.52%**

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	14.03	14.16	16.36	15.54%
Civil Litigation	7.90	8.90	5.80	-34.83%
Criminal Justice	16.62	15.49	15.49	0.00%
Labor and Employment Law	3.45	3.45	2.45	-28.99%
Land Use and Economic Development	5.51	5.51	6.90	25.23%
Trusts, Utilities, and Finance	7.49	8.49	7.00	-17.55%
Department Total	**55.00**	**56.00**	**54.00**	**-3.57%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	50.05	50.05	48.05	-4.00%
Airports Cash Fund	2.00	3.00	3.00	0.00%
Juvenile Justice Fund	0.75	0.75	0.75	0.00%
Police Sales Tax Fund	1.20	1.20	1.20	0.00%
Water and Wastewater Funds	1.00	1.00	1.00	0.00%
Department Total	**55.00**	**56.00**	**54.00**	**-3.57%**

MUNICIPAL COUNSELOR LINES OF BUSINESS

Administration

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Administration Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Executive Leadership	14.03	$2,506,085	14.16	$2,463,208	16.36	$2,517,070
Line of Business Total	**14.03**	**$2,506,085**	**14.16**	**$2,463,208**	**16.36**	**$2,517,070**

CIVIL LITIGATION

- **The Civil Litigation Legal Services Program** provides advice, consultations and legal representation services to the City, its public trusts, and their officials and employees so they can avoid or limit liability.

Civil Litigation Positions and Budget

Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Civil Litigation Legal Services	7.90	$1,072,933	8.90	$1,122,707	5.80	$686,396
Line of Business Total	**7.90**	**$1,072,933**	**8.90**	**$1,122,707**	**5.80**	**$686,396**

CRIMINAL JUSTICE

- **The Police and Courts Legal Services Program** provides legal consultations, representations and document services to the police and court administration departments so they can receive prompt, clear and direct legal guidance in order to lawfully conduct their business.

- **The Prosecution Legal Services Program** provides municipal ordinance prosecution services to the City of Oklahoma City so it can have a just and efficient resolution of criminal complaints.

Criminal Justice Positions and Budget

Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Police and Courts Legal Services	1.45	$2,969	1.20	$1,717	1.20	$1,717
Prosecution Legal Services	15.17	1,755,305	14.29	1,797,656	14.29	1,875,999
Line of Business Total	**16.62**	**$1,758,274**	**15.49**	**$1,799,373**	**15.49**	**$1,877,716**

LABOR AND EMPLOYMENT LAW

- **The Labor Litigation Legal Services Program** provides civil representation services to City Council members and City supervisors so they can resolve disputes and reduce legal liability associated with labor management issues.

- **The Labor Relations Legal Services Program** provides general counsel, legal consultations, administrative representations and document services to City Council members and City management so they can increase their awareness and understanding of labor issues to better plan and better manage their employees in a timely manner.

Labor and Employment Law Positions and Budget

Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Litigation Legal Services	1.55	$233,205	1.55	$228,859	1.15	$192,836
Labor Relations Legal Services	1.90	280,798	1.90	277,094	1.30	220,044
Line of Business Total	**3.45**	**$514,003**	**3.45**	**$505,953**	**2.45**	**$412,880**

LAND USE AND ECONOMIC DEVELOPMENT

- **The Economic Development Legal Services Program** provides consultations, document review and drafting, and client representation services to the City and its officers, trusts and authorities so they can receive timely and effective legal services to help them promote economic development.

- **The Land Use Legal Services Program** provides legal consultations, representations and documents to Mayor and Council, City departments and City boards, commissions and trusts so they can obtain the services requested to implement and develop effective land use policies and objectives.

Land Use and Economic Development Positions and Budget

Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Economic Development Legal Services	2.29	$423,759	2.29	$408,350	3.43	$555,403
Land Use Legal Services	3.22	510,738	3.22	529,286	3.47	576,430
Line of Business Total	**5.51**	**$934,497**	**5.51**	**$937,636**	**6.90**	**$1,131,833**

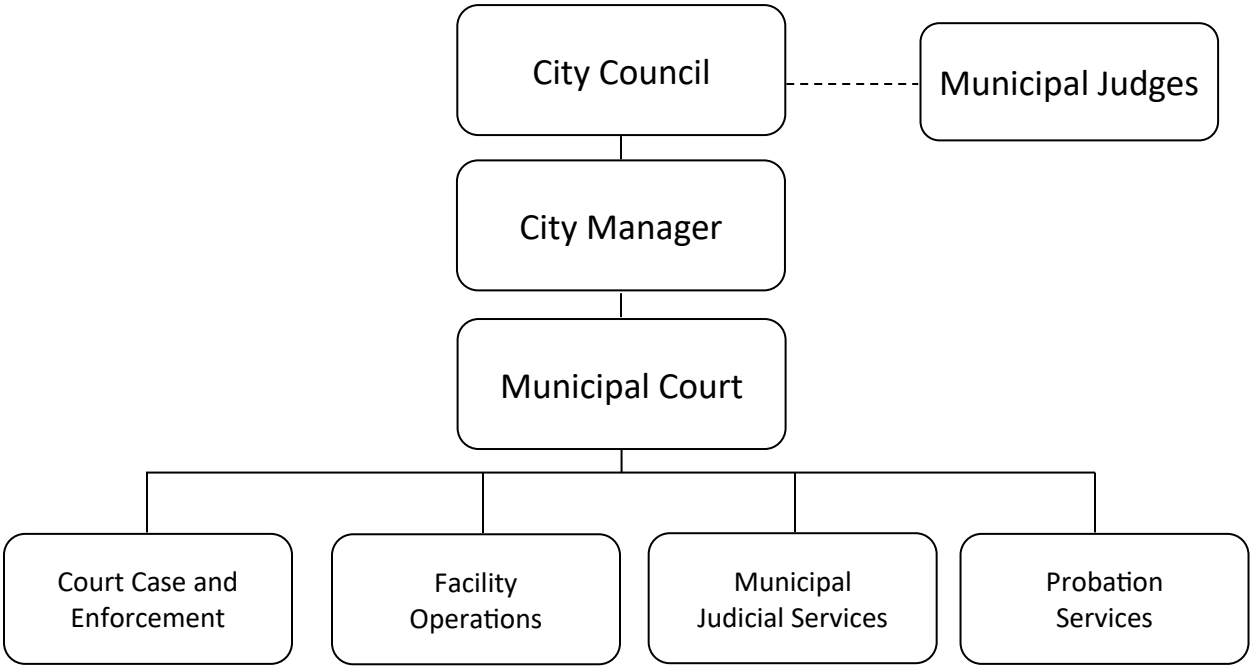
TRUSTS, UTILITIES AND FINANCE

- **The Trusts, Utilities and Finance Legal Services Program** provides consultations, representation and document review and drafting services to City Council, appointees, trustees and City management so they can make legally informed, timely decisions, implement policies and spend money legally and efficiently.

Trust, Utilities and Finance Positions and Budget

Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Trusts, Utilities and Finance Legal Services	7.49	$690,841	8.49	$696,053	7.00	$475,363
Line of Business Total	**7.49**	**$690,841**	**8.49**	**$696,053**	**7.00**	**$475,363**

Municipal Court



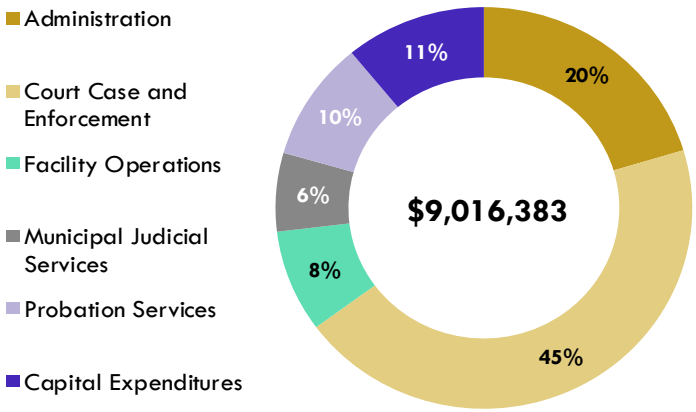
Director	Budget	Positions
LaShawn Thompson	$9,016,383	58

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Municipal Court is to ensure procedural justice to court patrons affected by a violation of Oklahoma City ordinances, so they can be assured of fairness, transparency, and impartiality in the timely disposition of all cases.

DEPARTMENT BUDGET



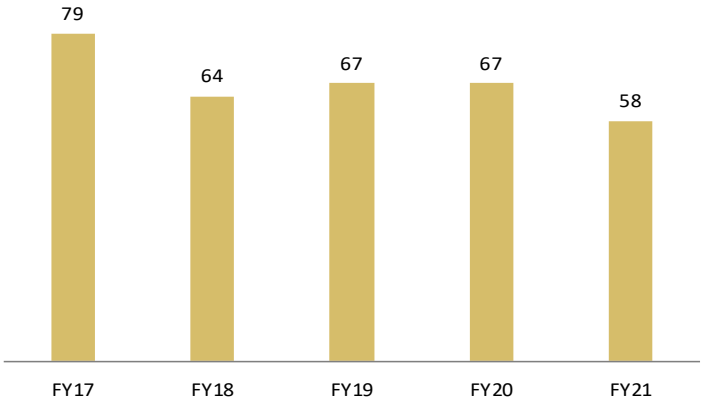
Department Facts

- In FY20, 181,535 citations were processed by Municipal Court.
- The FY20 Municipal Court Customer Satisfaction Survey results indicate that 84% of people who completed the survey were satisfied with their court experience and 91% were satisfied that they "were treated with courtesy and respect by court staff."

DEPARTMENT OVERVIEW

The Municipal Court has a total budget of $9,016,383 which is a decrease of 23.44%. The reduction is due in large part to a decrease in capital expenditures. There are 58 positions authorized in the FY21 budget, which is a reduction of nine positions from the FY20 budget.

POSITION HISTORY



To review additional performance information, please see the attached supplemental performance report or visit our website: www.okc.gov/departments/finance/performance-data.

MAJOR BUDGET CHANGES

Municipal Court Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$221,379	-
2. Deletes an Administrative Support Tech, a Senior Customer Service Rep and a Court Officer	($247,971)	(3.00)
3. Deletes two Court Officers in Court Services	($154,420)	(2.00)
4. Reduces in Court Case Support for professional services, training and collection expenses	($100,824)	
5. Deletes one Municipal Court Reporter and reduces line items for training and professional services contracts in Courts Administration	($145,288)	(1.00)
6. Deletes three custodial services related positions in the Court Facility Operations Program	($181,000)	(3.00)



PHOTO: SIMON HURST

EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Proposed Budget	Percent Change
Operating Expenditures				
Administration	$1,969,722	$1,872,363	$1,835,677	-1.96%
Court Case and Enforcement	3,926,255	4,634,235	4,014,706	-13.37%
Facility Operations	683,418	887,785	741,325	-16.50%
Municipal Judicial Services	526,384	576,220	569,648	-1.14%
Probation Services	776,136	891,549	868,178	-2.62%
Total Operating Expenditures	**$7,881,915**	**$8,862,152**	**$8,029,534**	**-9.40%**
Non-Operating Expenditures				
Capital Expenditures	$2,049,648	$2,915,409	$986,849	-66.15%
Total Non-Operating Expenditures	**$2,049,648**	**$2,915,409**	**$986,849**	**-66.15%**
Department Total	**$9,931,563**	**$11,777,561**	**$9,016,383**	**-23.44%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Proposed Budget	Percent Change
General Fund	$7,072,684	$7,940,879	$7,139,684	-10.09%
Capital Improvement Projects Fund	1,852,467	2,645,409	778,879	-70.56%
CLEET Court Administration Fund	0	0	0	N/A
CLEET Court Administration Training	3,849	7,000	7,000	0.00%
Juvenile Justice Fund	805,383	914,273	882,850	-3.44%
MAPS 3 Use Tax Fund	197,181	270,000	207,970	-22.97%
MAPS 4 Use Tax Fund		0	0	N/A
Total All Funds	**$9,931,564**	**$11,777,561**	**$9,016,383**	**-23.44%**

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	4.40	4.40	4.40	0.00%
Court Case and Enforcement	46.40	46.40	39.60	-14.66%
Facility Operations	2.20	2.20	0.00	-100.00%
Municipal Judicial Services	4.00	4.00	4.00	0.00%
Probation Services	10.00	10.00	10.00	0.00%
Department Total	**67.00**	**67.00**	**58.00**	**-13.43%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	58.00	58.00	49.00	-15.52%
Juvenile Justice Fund	9.00	9.00	9.00	0.00%
Department Total	**67.00**	**67.00**	**58.00**	**-13.43%**



PHOTO: SIMON HURST

MUNICIPAL COURT LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.
- **Community Outreach Program** provides community outreach, case information and resolution services to individuals and community partners so they can make an informed decision regarding a case.

Administration Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Executive Leadership	4.40	$1,969,722	4.40	$1,822,363	4.40	$1,835,677
Community Outreach*	0.00	0.00	0.00	$50,000	0.00	0
Line of Business Total	**4.40**	**$1,969,722**	**4.40**	**$1,872,363**	**4.40**	**$1,835,677**

*New program proposed in FY20

COURT CASE AND ENFORCEMENT

- **The Court Case Support Program** provides scheduling, case processing and information services to Enforcement Agencies, Officers of the Court and Justice-Involved Individuals so they can experience accurate and timely adjudication of cases.

- **The Court Enforcement and Investigations Program** provides warrant investigative services to the Municipal Court and Oklahoma City Police Department Court Detail Unit so it can clear warrants on cases.

- **The Court Financial Processing Program** provides case information and financial payment processing services to court customers so they can receive an accurate disposition of their court case.

Court Case and Enforcement Positions and Budget

`	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Court Case Support	27.35	$2,660,241	27.35	$3,202,043	25.35	$2,925,154
Court Enforcement and Investigations	4.15	317,979	4.15	347,785	4.45	339,449
Court Financial Processing	14.90	948,034	14.90	1,084,407	9.80	750,103
Line of Business Total	**46.40**	**$3,926,254**	**46.40**	**$4,634,235**	**39.60**	**$4,014,706**

FACILITY OPERATIONS

- **The Municipal Court Facility Operations Program** provides facility maintenance, technical support, employee training, safety compliance and security services to court staff and individuals entering the Court facility so they can conduct business and experience a safe and secure environment.

Facility Operations Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Courthouse Security*	0.00	$111,010	0.00	$125,000	0.00	$106,077
Municipal Court Facility Ops	2.20	572,408	2.20	762,785	0.00	635,248
Line of Business Total	**2.20**	**$683,418**	**2.20**	**$887,785**	**0.00**	**$741,325**

*Positions were moved to Police, but Courts still has a budget and the program in this Line of Business

MUNICIPAL JUDICIAL SERVICES

- **The Municipal Judicial Services Program** provides Judicial Decisions and court procedure guidance to citizens of Oklahoma City and court patrons so they can receive a fair and just hearing or experience in accordance with the Oklahoma City Municipal Code, State and Federal laws.

Municipal Judicial Services Positions and Budget

`	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Municipal Judicial Services	4.00	$526,384	4.00	$576,220	4.00	$569,648
Line of Business Total	**4.00**	**$526,384**	**4.00**	**$576,220**	**4.00**	**$569,648**

PROBATION SERVICES

- **The Probation Services Program** provides referral and supervision services to offenders so they can successfully complete their court ordered requirements within the established period of time and reduce recidivism.

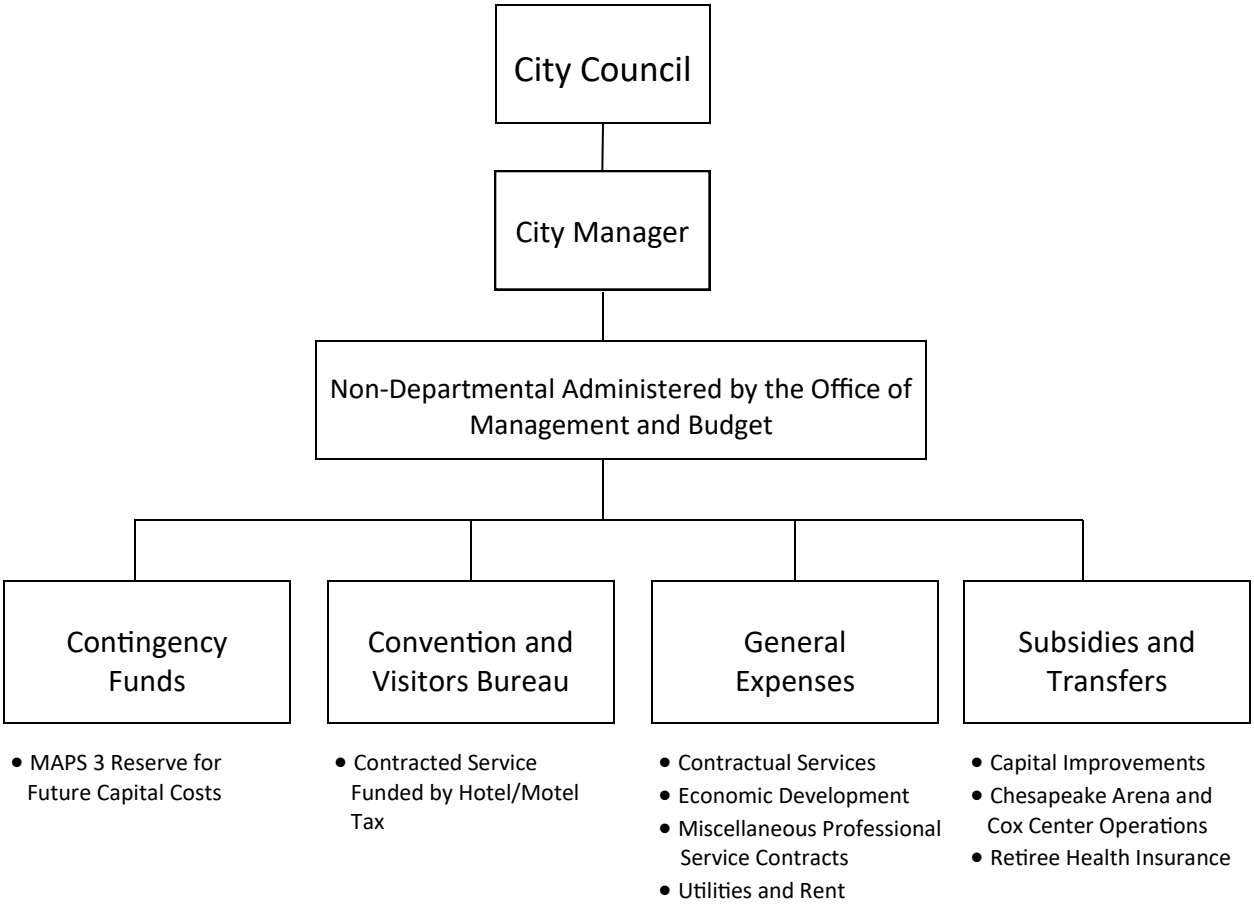
Probation Services Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Proposed Positions	FY21 Proposed Budget
Probation Services	11.10	$776,136	10.00	$891,549	10.00	$868,178
Line of Business Total	**11.10**	**$776,136**	**10.00**	**$891,549**	**10.00**	**$868,178**



PHOTO: SIMON HURST

Non-Departmental



DEPARTMENT MISSION

THE MISSION OF NON-DEPARTMENTAL IS TO AGGREGATE CITYWIDE FUNDING NEEDS THAT ARE NOT IDENTIFIED WITH ANY ONE DEPARTMENT.

MAJOR BUDGET CHANGES

Non-Departmental's Major Budget Changes	Amount	Positions
1. Adds new budget in General Fund - Non-Operating to transfer to the new MAPS4 Program Fund	$106,988,204	-
2. Removes Salary Reserve held for potential cost of living increases to meet budget reduction targets	($5,180,000)	-
3. Reduces transfer to Capital Improvement Projects fund to meet budget reduction targets	($1,500,000)	-
4. Increases the subsidy for the management of the Chesapeake Energy Arena and Cox Convention Center due to lost revenue and increased cleaning expenses due to COVID-19	$2,435,198	-
5. Increases the subsidy for the management of the new MAPS 3 Convention Center set to open in January 2021	$405,815	-
6. Increases utilities at the new MAPS 3 Convention Center	$1,071,250	-
7. Reduces contingency to meet budget reduction targets	($2,040,900)	-
8. Reduces transfer to Oklahoma City Public Employee Benefits Trust to match pay as you go cost estimate	($1,248,495)	-

EXPENDITURES

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Better Streets Safer City Use Tax	$0	$15,337,191	$6,996,885	-54.38%
Capital Improvement Projects Fund	9,000,000	11,171,468	19,762,417	76.90%
City and School Capital Project Use Tax	0	3,260,357	1,069,876	-67.19%
Debt Service Fund	98,624,181	105,965,417	110,750,591	4.52%
General Fund - Operating	62,657,685	68,172,907	59,784,174	-12.31%
General Fund - Non-Operating	0	13,569,828	106,988,204	688.43%
Grant Management Fund	0	0	114,302,395	N/A
Hotel/Motel Tax Special Revenue Fund	24,018,198	24,946,578	14,228,551	-42.96%
MAPS 3 Use Tax	0	4,073,740	3,264,014	-19.88%
MAPS 4 Use Tax	0	0	7,060,315	N/A
MAPS Operations Fund	79,408	5,432,407	5,146,333	-5.27%
Medical Service Program	4,736,177	7,045,862	8,726,360	23.85%
OKC Improv & Spec Svcs Assess Dist	2,839,843	4,077,044	5,266,957	29.19%
Police/Fire Equip Sales Tax	0	848,968	0	-100.00%
Special Purpose Fund	0	500,000	500,000	0.00%
Department Total	**$201,955,492**	**$264,401,767**	**$463,847,072**	**75.43%**

RESPONSIBILITIES

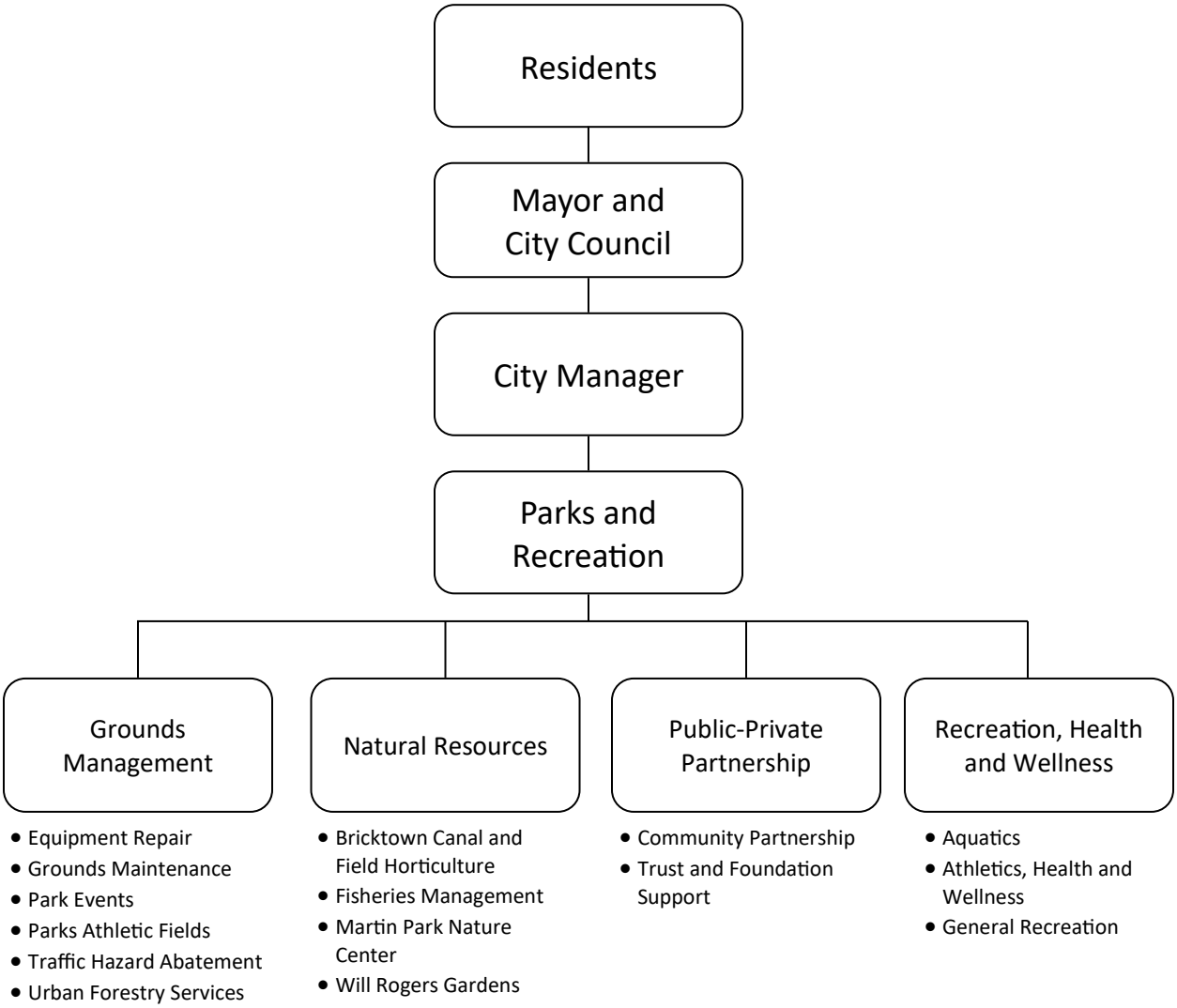
SUMMARY OF DEPARTMENTAL RESPONSIBILITIES

Non-Departmental is a budgeting mechanism for identifying and funding programs that are City-wide in nature. Non-Departmental also funds miscellaneous projects that reflect Council Policy. Included under this mechanism are such expenses as:

- Utilities
- Economic Development Resources
- Contingency Reserves
- Retiree Health Subsidy

No direct services are provided to citizens and no staff positions are assigned to this department.

Parks and Recreation



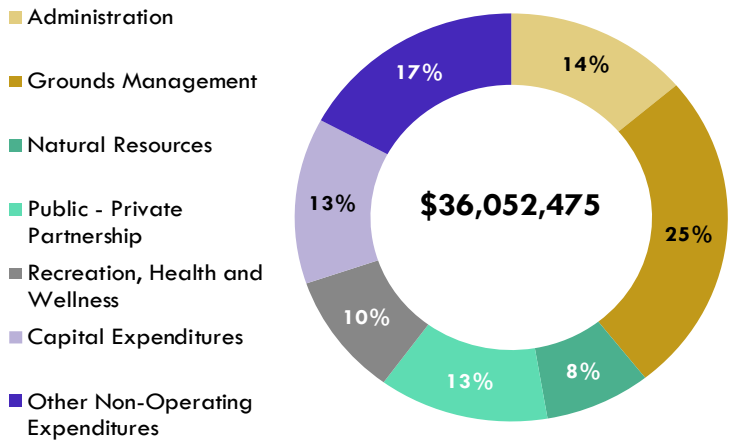
Director	Budget	Positions
Douglas Kupper	$36,052,475	165

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of OKC Parks is to provide cultural, social and recreational experiences to our community so they can have the opportunity to cultivate wellness and enjoy a healthy lifestyle.

DEPARTMENT BUDGET



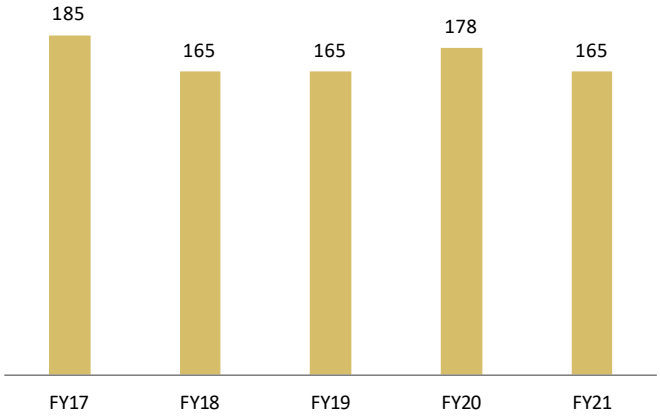
Department Facts

- The Recreation Division hosts about 1,200 classes per year.
- The Grounds Management Division mows about 40,000 acres of parks and public grounds per year.
- 5.7% of the City's land area is parkland.

DEPARTMENT OVERVIEW

The Parks and Recreation Department has a total budget of $36,052,475, which is a decrease of 2.99%. There are 165 positions authorized in the FY21 budget, a decrease of 13 positions. The pie chart above provides a breakdown of the FY21 budget by Line of Business. Also included below is a graph showing the number of authorized positions over the last five years.

POSITION HISTORY



To review additional performance information, please see the attached supplemental performance report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

Parks and Recreation Department's Major Budget Changes		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$208,411	-
2.	Closes Douglass and Sellers recreation centers, deletes one Custodian position, and reduces Part-time & Temporary wages and other expense line items	($173,872)	(1.00)
3.	Deletes five Grounds Maintenance Operator I's, one Grounds Maintenance Operator II, one Tree Trimmer, one Crew Chief, and one Construction Equipment Operator I position in the Grounds Maintenance Division	($446,617)	(9.00)
4.	Deletes one Grounds Maintenance Operator I position and reduces Part-time & Temporary wages in the Natural Resources Division	($152,125)	(1.00)
5.	Deletes one Customer Support and one Database Technician position in the Administration Division	($115,914)	(2.00)



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$4,807,336	$5,210,176	$4,969,623	-4.62%
Civic Center Music Hall*	889,681	850,000	0	N/A
Grounds Management	8,024,494	10,041,739	9,230,619	-8.08%
Natural Resources	8,412,052	8,448,746	2,858,751	-66.16%
Public - Private Partnership	0	0	6,164,305	N/A
Recreation, Health and Wellness	4,196,119	4,604,975	4,582,643	-0.48%
Total Operating Expenditures	**$26,329,682**	**$29,155,636**	**$27,805,941**	**-4.63%**
Non-Operating Expenditures				
Capital Expenditures	$220,154	$3,709,284	$3,507,256	-5.45%
Other Non-Operating Expenditures	336,659	4,300,280	4,739,278	10.21%
Total Non-Operating Expenditures	**$556,813**	**$8,009,564**	**$8,246,534**	2.96%
Department Total	**$26,886,495**	**$37,165,200**	**$36,052,475**	**-2.99%**

* Removed by Department in FY20 Strategic Business Plan update.

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$26,054,789	$29,036,043	$27,805,941	-4.24%
Capital Improvement Projects Fund	220,154	3,709,284	3,507,256	-5.45%
Grants Management Fund	34,187	360,000	210,000	-41.67%
Special Purpose Fund	302,472	3,940,280	4,529,278	14.95%
MAPS Operations Fund	274,894	119,593	0	N/A
Total All Funds	**$26,886,496**	**$37,165,200**	**$36,052,475**	**-2.99%**

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	22.00	20.00	18.00	-10.00%
Civic Center Music Hall*	0.00	0.00	0.00	N/A
Grounds Management	96.00	99.00	90.00	-9.09%
Natural Resources	24.00	29.00	28.00	-3.45%
Public - Private Partnership	0.00	0.00	0.00	N/A
Recreation, Health and Wellness	23.00	30.00	29.00	-3.33%
Department Total	**165.00**	**178.00**	**165.00**	**-7.30%**

* Removed by Department in FY20 Strategic Business Plan update.

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	165.00	178.00	165.00	-7.30%
Department Total	**165.00**	**178.00**	**165.00**	**-7.30%**



PARKS AND RECREATION LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Administration Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	22.00	$4,807,336	20.00	$5,210,176	18.00	$4,969,623
Line of Business Total	**22.00**	**$4,807,336**	**20.00**	**$5,210,176**	**18.00**	**$4,969,623**



CIVIC CENTER MUSIC HALL

- **In FY 2019, the City entered an agreement with the Civic Center Foundation for the operations of the Civic Center Music Hall.**

Civic Center Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Box Office*	0.00	$0	0.00	$0	0.00	$0
Performance Support*	0.00	889,612	0.00	850,000	0.00	0
Private Event & Business Services*	0.00	69	0.00	0	0.00	0
Line of Business Total	**0.00**	**$889,681**	**0.00**	**$850,000**	**0.00**	**$0**

*In FY19 the Operations were outsourced to the Civic Center Foundation and in FY21 the budget was moved to the new Public-Private Partnership line of business



GROUNDS MANAGEMENT

- **The Equipment Repair Program** provides equipment repair and maintenance services for Parks and Recreation Department personnel so they can have safe and operational equipment to complete their work efficiently.

- **The Grounds Maintenance Program** provides turf management and amenity maintenance services to City parks, medians, and the public rights-of way so the community can enjoy well-maintained recreational areas and streetscapes.

- **The Park Events Program** plans for and facilitates the use of public parks and facilities for public and private events and encourages partnerships that benefit the park system and community so the Park Event participants can enjoy safe, quality cultural and recreation events.

- **The Parks Athletic Fields Program** provides well-maintained recreational and competitive outdoor sporting areas and tournament level athletic fields to participants and spectators so they can have safe and quality athletic fields.

- **The Traffic Hazard Abatement Program** abates nuisances and traffic hazards caused by vegetation along City streets so the public can travel safely throughout Oklahoma City.

- **The Urban Forestry Services Program** manages and maintains a healthy diverse tree population in City parks and public areas so the community can enjoy the environmental and beautification benefits that trees provide.

Grounds Management Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Equipment Repair	7.38	$664,696	7.46	$740,432	7.10	$707,244
Grounds Maintenance	76.24	6,280,746	76.74	7,903,741	70.09	7,311,060
Park Events	1.94	177,496	1.96	175,537	1.90	175,548
Parks Athletic Fields	1.70	132,879	3.60	333,371	2.64	264,471
Traffic Hazard Abatement	1.85	138,763	1.85	167,906	1.63	145,680
Urban Forestry Services	6.89	629,913	7.39	720,752	6.64	626,616
Line of Business Total	**96.00**	**$8,024,493**	**99.00**	**$10,041,739**	**90.00**	**$9,230,619**

NATURAL RESOURCES

- **The Bricktown Canal and Field Horticulture Program** provides maintenance and enhancements of landscaping in public areas, parks, medians, and City street rights-of-way, so the public can enjoy attractive, well-maintained landscapes.

- **The Fisheries Management Program** provides recreational sport fishing opportunities and education to anglers so they can fish for well-stocked and healthy fish populations within a major urban area.

- **The Martin Park Nature Center Program** provides a variety of nature experiences, environmental education programs and recreational services to the public so they can enjoy a well maintained and accessible nature park within Oklahoma City.

- **The Will Rogers Gardens Program** provides a well-maintained and managed horticulture education center and private event rental facility to the public so they can experience decorative landscapes, specialty gardens, conservatory, arboretum and attend educational gardening programs for an enhanced quality of life.

Natural Resources Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bricktown Canal and Field Horticulture	14.25	$2,539,168	18.50	$1,930,220	17.50	$1,579,836
Fisheries Management	1.25	188,830	1.50	213,506	1.50	214,288
Martin Park Nature Center	2.25	267,743	2.50	336,315	2.50	310,573
Myriad Botanical Gardens Support*	0.00	4,631,546	0.00	5,223,450	0.00	0
Will Rogers Gardens	6.25	784,765	6.50	745,255	6.50	754,054
Line of Business Total	**24.00**	**$8,412,052**	**29.00**	**$8,448,746**	**28.00**	**$2,858,751**

* In FY21, the Myriad Botanical Gardens Support program was moved to the Trust and Foundation Support program in the Public - Private Partnership line of business

PUBLIC-PRIVATE PARTNERSHIP

- **The Community Partnership Program** facilitates public-private partnerships that leverage the expertise, skills, and resources of volunteers, civic foundations, neighborhood groups, school districts, universities, and businesses who wish to contribute to the quality and improvement of the public park system so the community can enjoy an enhanced quality of life.

- **The Trust and Foundation Support Program** provides support and maintenance oversight of the City-owned facilities and parks managed by various foundations and trusts so the public can enjoy the use of intensely programmed, safe, and well-maintained parks and facilities.

Public-Private Partnership Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Partnership	0.00	$0	0.00	$0	0.00	$63,930
Trust and Foundation Support	0.00	0	0.00	0	0.00	6,100,375
Line of Business Total	**0.00**	**$0**	**0.00**	**$0**	**0.00**	**$6,164,305**



RECREATION, HEALTH AND WELLNESS

- **Aquatics Program** provides wellness and educational aquatic opportunities to the public so they can participate in aquatic activities and enjoy safe aquatic facilities.

- **The Athletic, Health and Wellness Program** provides quality and safe activities to the public so they can experience an enhanced quality of life.

- **The General Recreation Program** provides a vast array of health, wellness and recreational services to the public so they can enjoy a variety of safe and educational recreation opportunities that reflect the needs and interests of the community.

Recreation, Health and Wellness Positions and Budget

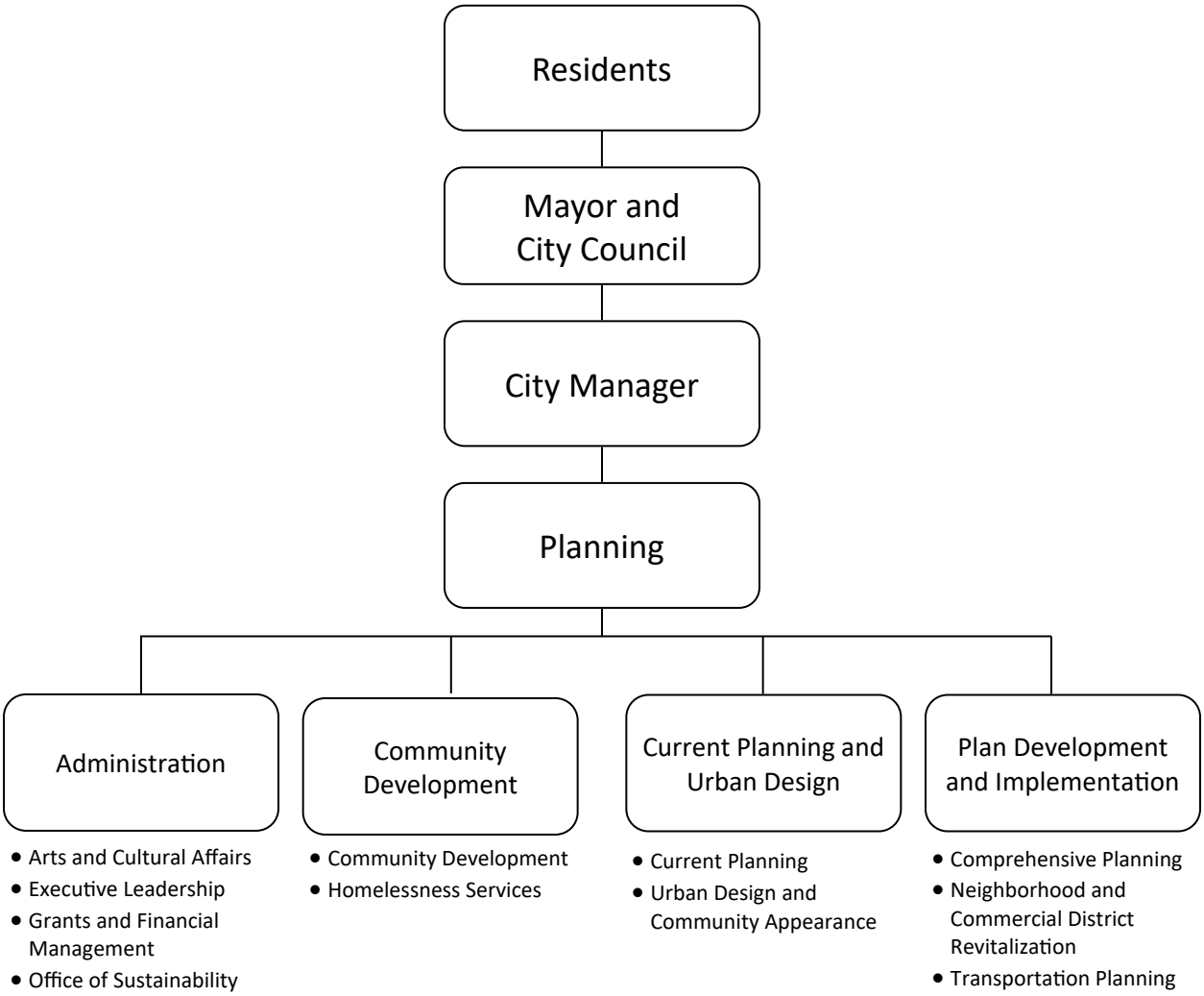
	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Aquatics	0.00	$39,161	0.00	$0	3.50	$1,278,997
Athletics, Health, and Wellness	0.00	29,962	0.00	0	8.00	612,223
General Recreation	23.00	4,126,997	30.00	4,604,975	17.50	2,691,423
Line of Business Total	**23.00**	**$4,196,120**	**30.00**	**$4,604,975**	**29.00**	**$4,582,643**





The City of
OKLAHOMA CITY

Planning



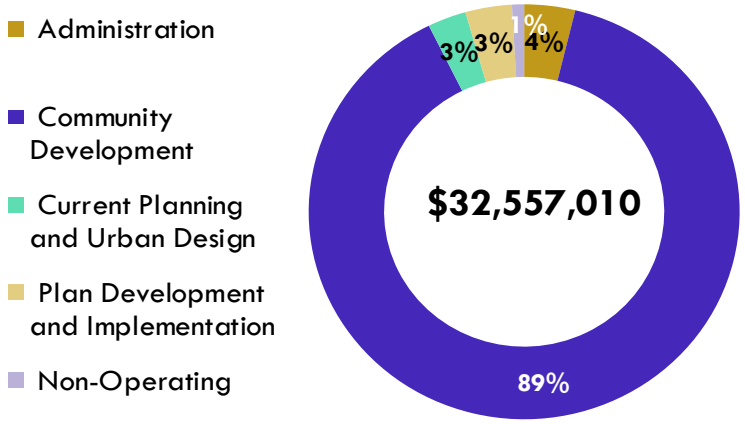
Director	Budget	Positions
Geoffrey Butler	$32,557,010	45

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Planning Department is to guide the city's growth and development so that current and future Oklahoma City residents and businesses can thrive in a vibrant and sustainable city.

DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

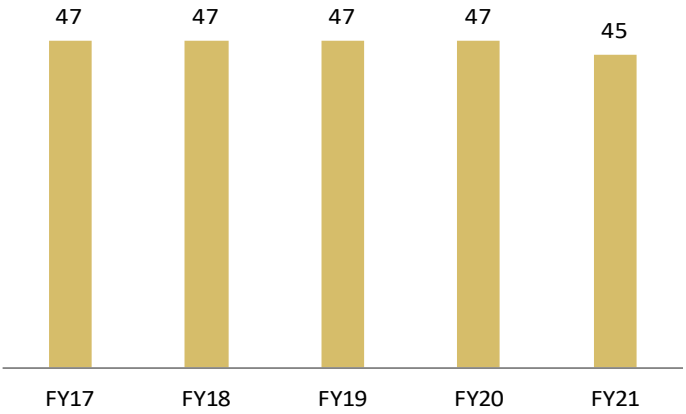
The Planning Department has a total budget of $32,557,010 which is an increase of 11.50%. There are 45 positions authorized in the FY21 budget, which is a decrease of two from FY20.

Department Facts

The Planning Department staffs 10 committees and commissions:

- Arts Commission
- Citizens Committee for Community Development
- Community and Neighborhood Enhancement Advisory Board
- Bricktown Urban Design Committee
- Stockyards Urban Design Committee
- Riverfront Design Committee
- Downtown Design Review Committee
- Planning Commission
- Historic Preservation Commission

POSITION HISTORY



To review performance information, please see the attached supplemental performance report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

Planning Department's Major Budget Changes		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$125,696	-
2.	Deletes two vacant positions, and moves one Program Planner underfill to a Senior Planner.	($216,080)	(2.00)



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$1,331,579	$1,623,610	$1,243,337	-23.42%
Community Development	514,780	607,399	603,694	-0.61%
Current Planning and Urban Design	989,911	1,059,832	943,489	-10.98%
Plan Development and Implementation	1,110,541	1,209,702	1,106,530	-8.53%
Total Operating Expenditures	**$3,946,810**	**$4,500,543**	**$3,897,050**	**-13.41%**
Non-Operating Grants Expenditures				
Administration	$3,750	$0	$0	N/A
Community Development	16,271,869	24,747,081	28,335,768	14.50%
Plan Development and Implementation	62,718	59,325	29,284	-50.64%
Total Grant Expenditures	**$16,338,337**	**$24,806,406**	**$28,365,052**	**14.35%**
Non-Operating Special Purpose Expenditures				
Arts & Cultural Affairs	$32,210	$135,957	$141,955	4.41%
Mayor's Round Table	0	126,116	126,280	0.13%
Other	0	100,000	26,673	-73.33%
Total Special Purpose Expenditures	**$32,210**	**$362,073**	**$294,908**	**-18.55%**
Department Total	**$20,317,357**	**$29,669,022**	**$32,557,010**	**9.73%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$3,946,810	$4,500,543	$3,897,050	-13.41%
Grants Management Fund	16,338,337	24,806,406	28,365,052	14.35%
Special Purpose Fund	32,210	362,073	294,908	-18.55%
Total All Funds	**$20,317,357**	**$29,669,022**	**$32,557,010**	**9.73%**

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	7.97	7.97	7.97	0.00%
Community Development	20.17	20.07	18.17	-9.47%
Current Planning and Urban Design	10.00	10.00	9.00	-10.00%
Plan Development and Implementation	8.86	8.96	9.86	10.04%
Department Total	**47.00**	**47.00**	**45.00**	**-4.26%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	27.83	27.93	26.93	-3.58%
Grants Management Fund	19.17	19.07	18.07	-5.24%
Department Total	**47.00**	**47.00**	**45.00**	**-4.26%**



PLANNING LINES OF BUSINESS

ADMINISTRATION

- **The Arts and Cultural Affairs Program** expands the community's arts and cultural opportunities so the community can experience direct economic, social, physical, and educational enrichment.

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

- **The Grant and Financial Management Program** provides program and fiscal administration services to The City, granting organizations, and funding recipients so they can receive and/or disburse grant and loan funds in compliance with relevant rules and regulations.

- **The Office of Sustainability** provides planning and outreach services to City departments and Oklahoma City residents, businesses and visitors so they can integrate sustainability into decision making for improved economic, environmental, and social health.

Administration Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Arts & Cultural Affairs	2.47	$246,594	2.47	$244,988	2.47	$245,793
Executive Leadership	3.50	894,107	3.50	1,175,885	3.50	786,915
Grant & Financial Management	0.00	0	0.00	0	0.00	0
Office of Sustainability	2.00	194,628	2.00	202,737	2.00	210,629
Line of Business Total	**7.97**	**$1,335,329**	**7.97**	**$1,623,610**	**7.97**	**$1,243,337**



COMMUNITY DEVELOPMENT

- **The Community Development Program Neighborhood** provides needed resources principally for low– and moderate-income persons so they can have decent housing, a suitable living environment, and expanded economic opportunities.

- **The Homelessness Services Program** provides stable housing, employment opportunities, and supportive services to people who are homeless or those at risk of homelessness so they can increase their income and obtain or remain in permanent housing.

Community Development Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Development	17.02	$9,552,114	16.72	$18,323,749	16.17	$21,970,679
Homelessness Services	3.15	7,234,534	3.35	7,030,731	2.00	6,968,783
Line of Business Total	**20.17**	**$16,786,648**	**20.07**	**$25,354,480**	**18.17**	**$28,939,462**

CURRENT PLANNING AND URBAN DESIGN

- **The Current Planning Program** implements the Comprehensive Plan by providing development consultations, evaluating development proposals, and recommending policies and regulations to decision makers and the community so they can make informed decisions regarding growth and development.

- **The Urban Design and Community Appearance Program** provides design ordinance implementation, evaluation, and advice services, and historic preservation services to residents, property owners, and developers so they can experience a vibrant, attractive community and realize improved property values.

Current Planning and Urban Design Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Current Planning	3.70	$316,926	3.70	$384,359	3.70	$369,241
Urban Design & Comm App	6.30	672,985	6.30	675,473	5.30	574,248
Line of Business Total	**10.00**	**$989,911**	**10.00**	**$1,059,832**	**9.00**	**$943,489**

PLAN DEVELOPMENT AND IMPLEMENTATION

- **The Comprehensive Planning Program** provides plans, studies and recommendations to policy makers, the development sector, partner organizations, and the community so they can implement the Comprehensive Plan.

- **The Neighborhood and Commercial District Revitalization Program** provides revitalization support services to residents, community stakeholders, and business and property owners so they can create and maintain successful, unique, and vibrant neighborhoods and urban places.

- **The Transportation Planning Program** provides transportation plans, studies, and recommendations to policy makers, the development sector, and partner organizations so they can promote and facilitate better planning, design and construction of complete streets, sidewalks, and trails to become a more pedestrian and cyclist friendly community and increase various means of mobility.

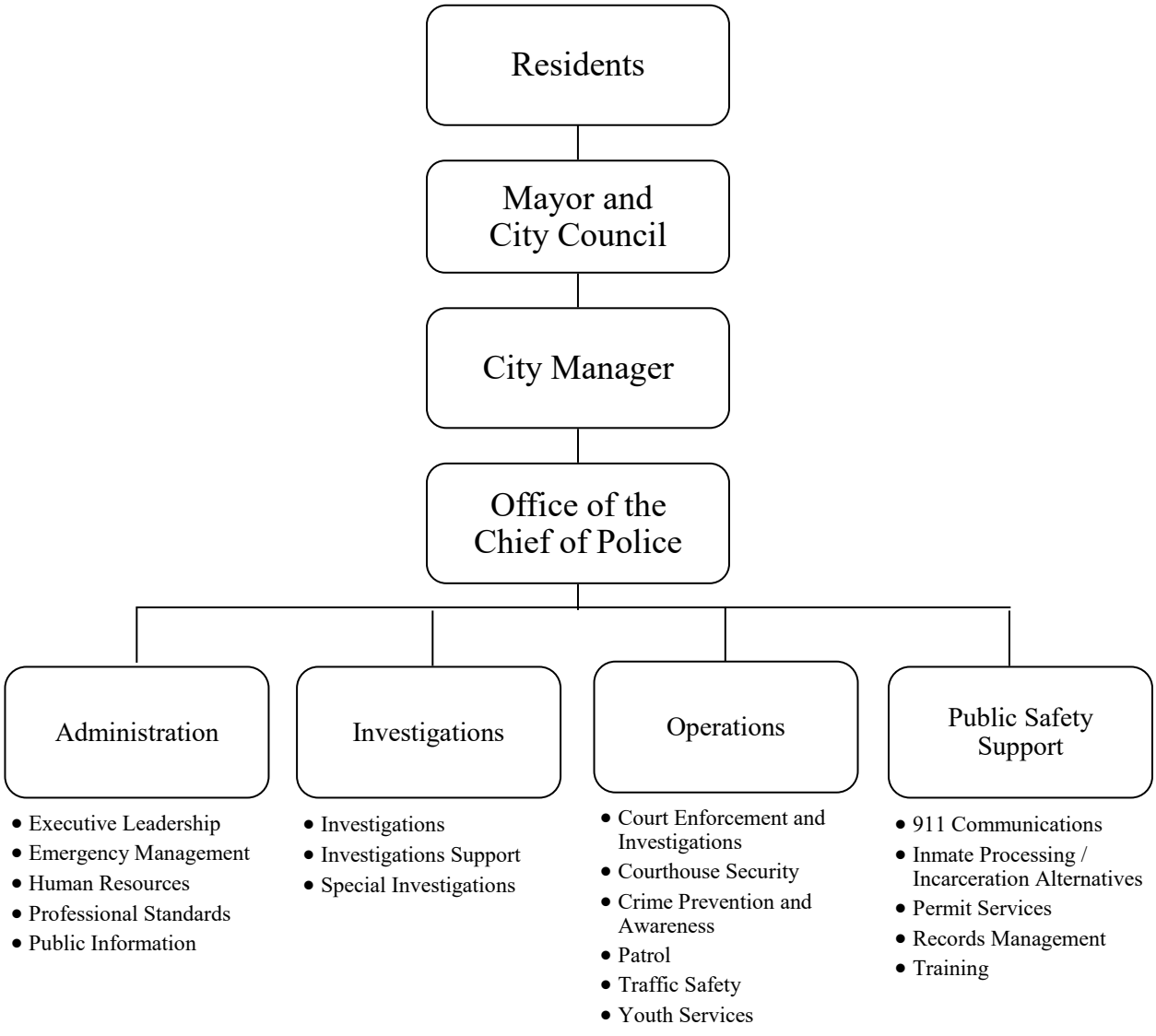
Planning Development and Implementation Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Comprehensive Planning	3.58	$340,535	3.58	$409,259	3.08	$294,969
Neighborhood and Commercial District Revitalization	5.28	832,724	5.38	859,768	4.78	840,845
Transportation Planning*	0.00	0	0.00	0	2.00	0
Line of Business Total	**8.86**	**$1,173,259**	**8.96**	**$1,269,027**	**9.86**	**$1,135,814**

*The Transportation Planning Program was added as part of the 2019 Strategic Business Plan



Police



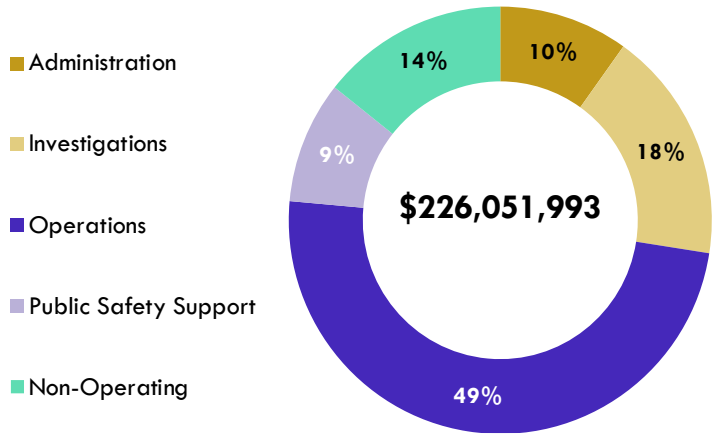
Police Chief	Budget	Positions
Wade Gourley	$226,051,993	1,527

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Oklahoma City Police Department is to deliver exceptional police services to our community with integrity, compassion, accountability, respect and equity.

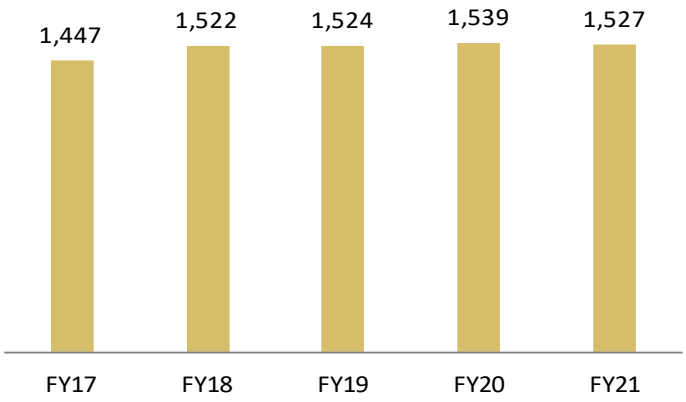
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Police Department has a total budget of $226,051,993, which is an increase of 3.45%. There are 1,527 positions authorized in the FY21 budget, a decrease of 12 positions over the FY20 budget.

POSITION HISTORY



Department Facts

- In 2020, the Oklahoma City Police Department (OKCPD) implemented a specialized unit, comprised of patrol officers, detectives and crime analysts, focused specifically on quick response and investigating violent crime.
- In 2020, the OKCPD adopted the following core values:
  - **I**ntegrity
  - **C**ompassion
  - **A**ccountability
  - **R**espect
  - **E**quity
- In 2019, the OKCPD participated in 650 community events with a total attendance of 82,776

To review performance information, please see the attached supplemental performance report or visit our website: www.okc.gov/departments/finance/performance-data.

MAJOR BUDGET CHANGES

Police Major Budget Changes		Amount	Positions
1.	Changes in personnel related costs, such as salaries, merit, retirement, health insurance, and other benefits	$2,136,865	-
2.	Reduces salary expense by holding 34 Police Officer positions vacant	($3,113,235)	-
3.	Reduces various line items, such as Materials, Services, Maintenance, Contingencies, etc.	($1,779,894)	-
4.	Reduces various line items in the Police Recruit Project	($600,000)	-
5.	Deletes five Police Report Clerks in the Records Management and Inmate Processing Programs	($282,060)	(5.00)
6.	Deletes an Administrative Support Technician, a Senior Crime Analyst and a Property Crime Specialist in various Investigation Programs	($231,236)	(3.00)
7.	Deletes an Office Clerk and contingency funding in the 911 Communications Program	($143,943)	(1.00)
8.	Deletes a Systems Analyst III and a Systems Analyst II in the Executive Leadership Program	($138,517)	(2.00)
9.	Deletes an Office Assistant in the Uniform Support Unit	($74,785)	(1.00)
10.	Increases Capital funding to cover construction and remodeling costs	$800,000	-



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$22,623,682	$23,030,722	$22,830,764	-0.87%
Investigations	39,658,456	40,313,372	40,228,717	-0.21%
Operations	112,381,336	120,681,707	116,542,836	-3.43%
Public Safety Support	23,666,889	25,647,591	24,519,744	-4.40%
Total Operating Expenditures	**$198,330,363**	**$209,673,392**	**$204,122,061**	**-2.65%**
Non-Operating Expenditures				
Administration	$69,172	$108,559	$101,470	-6.53%
Investigations	977,105	1,705,315	1,753,498	2.83%
Operations	238,451	572,110	79,324	-86.13%
Public Safety Support	138,023	64,000	64,000	0.00%
Capital Expenditures	7,004,149	14,894,478	26,595,045	78.56%
Other Non-Operating	1,734,424	4,013,424	5,677,733	41.47%
Total Non-Operating Expenditures	**$10,161,324**	**$21,357,886**	**$34,271,070**	**60.46%**
Total Department	**$208,491,687**	**$231,031,278**	**$238,393,131**	**3.19%**
Less Transfers to City Funds	($11,917,042)	($12,519,027)	($12,341,138)	-1.42%
Total Department	**$196,574,645**	**$218,512,251**	**$226,051,993**	**3.45%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$148,446,811	$154,800,485	$152,262,308	-1.64%
Asset Forfeiture Fund	1,422,751	2,449,984	1,998,292	-18.44%
Better Streets Safer City Use Tax Fund	2,253,236	9,873,336	16,147,383	63.55%
Capital Improvements Projects Fund	0	235,943	235,943	0.00%
City and Schs Capital Use Tax Fund	0	0	0	N/A
Court Admin and Training Fund	178,444	217,536	208,000	-4.38%
Emergency Management Fund	8,347,722	9,197,130	9,244,913	0.52%
Grants Management Fund	1,715,424	3,937,926	5,614,461	42.57%
MAPS 3 Use Tax	4,413,835	544,350	315,931	-41.96%
MAPS 4 Use Tax	0	0	7,099,014	N/A
Police Sales Tax Fund	41,694,463	49,528,241	45,032,765	-9.08%
Police and Fire Equip Sales Tax Fund	0	170,849	170,849	0.00%
Special Purpose Fund	19,000	75,498	63,272	-16.19%
Total Department	**$208,491,687**	**$231,031,278**	**$238,393,131**	**3.19%**
Less Interfund Transfers	($11,917,042)	($12,519,027)	($12,341,138)	-1.42%
Total All Funds	**$196,574,645**	**$218,512,251**	**$226,051,993**	**3.45%**

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	83.05	85.05	83.10	-2.29%
Investigations	299.40	306.40	303.40	-0.98%
Operations	948.95	951.55	949.80	-0.18%
Public Safety Support	192.60	196.00	190.70	-2.70%
Total Department	**1,524.00**	**1,539.00**	**1,527.00**	**-0.78%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	1,193.75	1,202.75	1,193.75	-0.75%
Emergency Management Fund	82.25	82.25	81.25	-1.22%
Grants Management Fund	0.00	0.00	0.00	N/A
Police Sales Tax Fund	248.00	254.00	252.00	-0.79%
Total Department	**1,524.00**	**1,539.00**	**1,527.00**	**-0.78%**



POLICE LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

- **The Emergency Management Program** provides prevention, protection, mitigation, preparedness, response and recovery services to emergency responders and the community so they can improve community resilience and effectively respond to and recover from emergencies and disasters.

- **The Human Resources Program** provides employee support services and strategic and intentional recruiting efforts to department personnel so they can receive timely and accurate performance assessment, compensation, and benefits as well as address diversity and staffing goals.

- **The Professional Standards Program** provides internal criminal and administrative investigative services to the Chief of Police and Command Staff so they can make informed decisions regarding employee conduct.

- **The Public Information Program** provides media and open record response services to the public so they can be aware of Police Department programs, activities, and cases being investigated.

Administration Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	46.85	$17,696,262	48.85	$18,520,379	47.35	$18,295,250
Emergency Management	4.10	649,422	4.10	636,375	4.10	652,293
Human Resources	14.00	1,741,828	14.00	1,475,153	13.75	1,476,766
Professional Standards	9.90	1,475,670	9.90	1,395,678	9.90	1,407,914
Public Information	8.20	1,060,500	8.20	1,003,137	8.00	998,541
Line of Business Total	**83.05**	**$22,623,682**	**85.05**	**$23,030,722**	**83.10**	**$22,830,764**



INVESTIGATIONS

- **The Investigations Program** provides investigative services to crime victims and prosecutors so they can achieve successful prosecution of criminal offenders.

- **The Investigations Support Program** provides investigative and technical support services to investigators so they can receive accurate and timely information to resolve criminal investigations.

- **The Special Investigations Program** provides investigative services, intelligence assistance and crime data analysis to executive staff, divisions and other agencies so they can achieve successful prosecution of criminal offenders.

Investigations Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Investigations	143.35	$20,059,715	143.35	$19,719,219	143.35	$19,815,744
Investigations Support	76.55	8,775,777	79.55	9,386,385	79.55	9,279,384
Special Investigations	79.50	10,822,964	83.50	11,207,768	80.50	11,133,589
Line of Business Total	**299.40**	**$39,658,456**	**306.40**	**$40,313,372**	**303.40**	**$40,228,717**



OPERATIONS

- **The Court Enforcement and Investigations Program** provides warrant enforcement for the Municipal Court's delinquent cases, along with delivery of in custody prisoners scheduled to appear before a magistrate.

- **The Courthouse Security Program** provides screening, protection and security services to Court staff and all individuals conducting business with the Court ensuring a safe and secure environment.

- **The Crime Prevention and Awareness Program** provides training and education to the community so they can be informed and involved in crime prevention.

- **The Patrol Program** provides first responder law enforcement services to the residents and visitors of Oklahoma City so they can experience a prompt and professional response and have a feeling of safety and security in the community.

- **The Traffic Safety Program** provides education, investigation, and enforcement services to the motoring and pedestrian public so they can safely travel throughout the community.

- **The Youth Services Program** provides security, education and mentoring services to the youth of Oklahoma City so they can attend safe schools and learn to avoid criminal activity and victimization.

Operations Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Court Enforcement and Investigations	4.50	$494,295	4.50	$570,318	4.50	$597,901
Courthouse Security	4.50	349,660	4.50	526,692	4.50	559,852
Crime Prevention and Awareness	8.20	1,206,651	8.20	1,115,792	8.20	1,128,510
Patrol	774.00	90,799,175	773.00	98,035,937	773.65	93,859,397
Traffic Safety	122.90	14,114,654	126.50	15,220,901	125.10	15,230,616
Youth Services	34.85	5,416,901	34.85	5,212,067	33.85	5,166,560
Line of Business Total	**948.95**	**$112,381,336**	**951.55**	**$120,681,707**	**949.80**	**$116,542,836**

PUBLIC SAFETY SUPPORT

- **The 911 Communications Program** provides emergency response, dispatch and emergency notification services to anyone needing City services so they can receive a proper service response and a timely dispatch.

- **The Inmate Processing/Incarceration Alternatives Program** provides arrestee intake, detention, incarceration alternatives, and release services to criminal justice agencies so they can have accurate management of inmate processing.

- **The Permit Services Program** provides identification and permit management services to City employees and residents required to obtain permits so they can be in compliance with City policy or ordinance.

- **The Records Management Program** provides information to maintain, validate, and dissemination services to law enforcement, other government agencies, and the public so they can obtain accurate and timely information needed to investigate and document public safety incidents.

- **The Training Program** provides basic and continuing education services to public safety personnel so they can receive and maintain the knowledge and skills needed to provide public safety services.

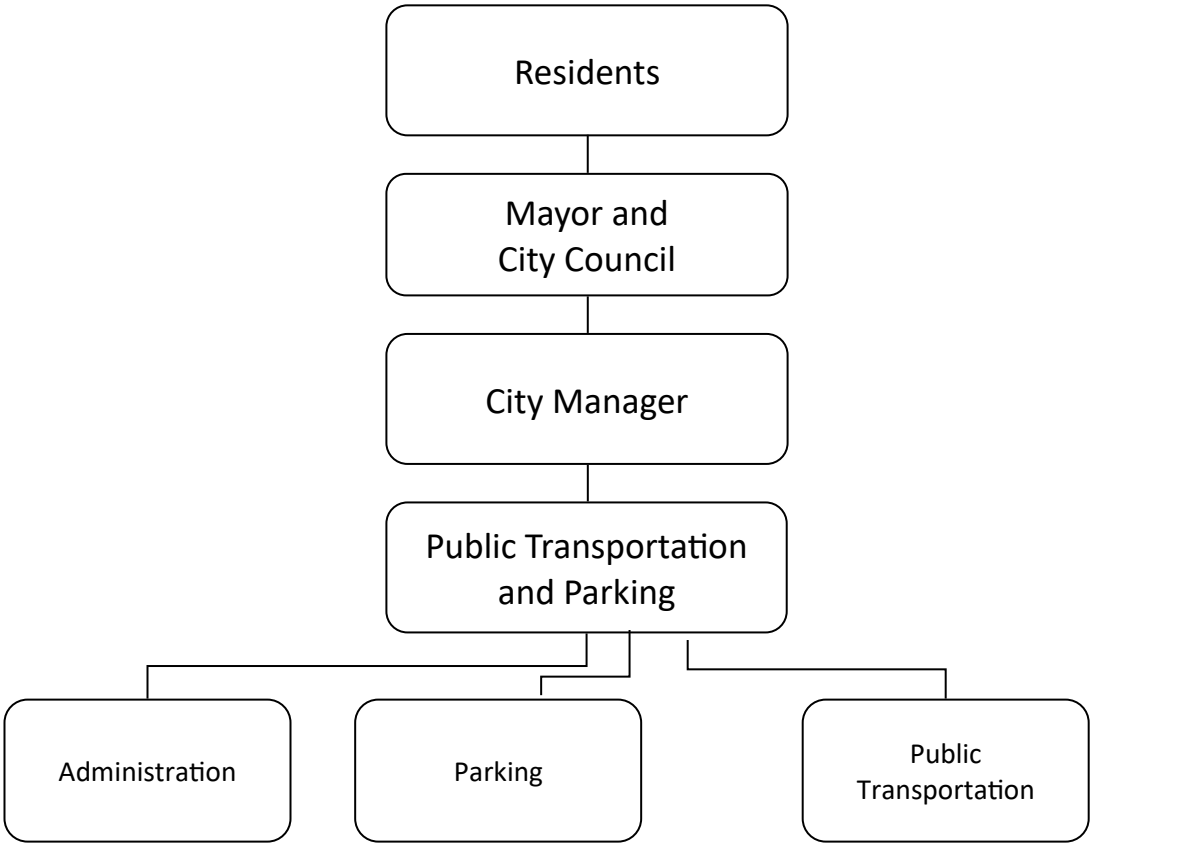
Public Safety Support Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
911 Communications	84.30	$11,094,742	85.70	$12,471,115	84.70	$12,412,164
Inmate Processing / Incarceration Alternatives	13.45	2,648,300	13.45	2,944,605	12.45	2,532,396
Permit Services	5.15	426,588	4.15	901,846	4.15	895,781
Records Management	77.95	6,010,501	80.95	6,904,005	76.95	6,739,606
Training	11.75	3,486,758	11.75	2,426,020	12.45	1,939,797
Line of Business Total	**192.60**	**$23,666,889**	**196.00**	**$25,647,591**	**190.70**	**$24,519,744**



The City of
OKLAHOMA CITY

Public Transportation



- Executive Leadership
- Customer Relations
- Safety, Security, and Training

- Municipal Off Street Parking
- On-Street Parking Meter

- Bus Operations
- Bus Stop Management
- EMBARK Plus Paratransit
- EMBARK Norman
- Facilities Management
- Fleet Management

- Mobility Management
- Oklahoma River Cruises
- Spokies Bike Share
- Streetcar

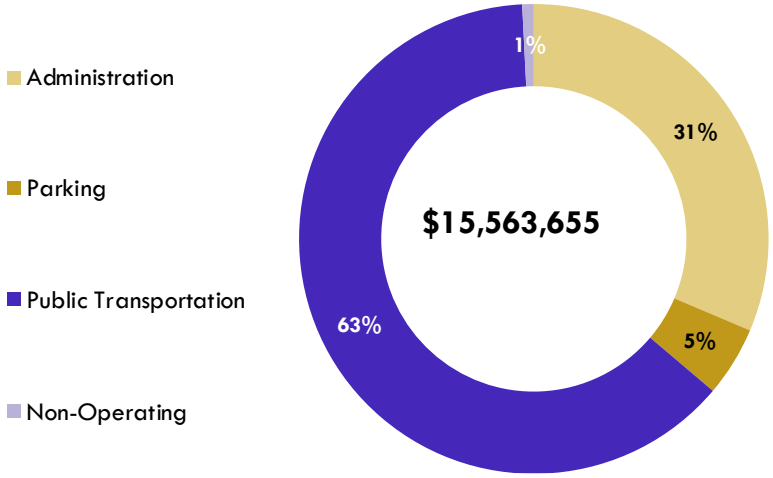
Director	Budget	Positions
Jason Ferbrache	$15,563,655	34

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Public Transportation and Parking Department is to provide dependable multimodal public transportation and downtown Oklahoma City parking services to the residents and visitors of the greater Oklahoma City metropolitan area so they can experience friendly, convenient, safe and affordable transit and parking services.

DEPARTMENT BUDGET



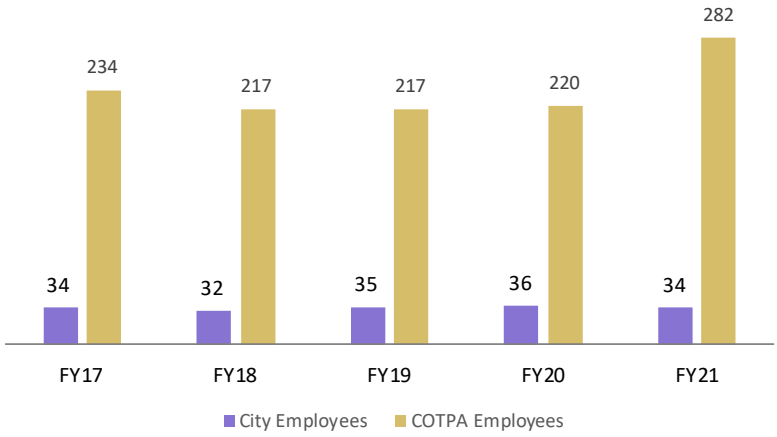
DEPARTMENT OVERVIEW

The Public Transportation and Parking Department has a total budget of $15,563,655, which is a decrease of 36.28%. There are 34 City positions authorized in the FY21 budget, which is an decrease of two position from the FY20 budget.

Department Facts

- In FY19, over 3 million passenger trips were provided through the EMBARK family of transit services
- The City of Oklahoma City has 5,172 off-street parking spaces available
- In February 2020, the OKC streetcar surpassed 500,000 cumulative passenger trips since opening for service in December of 2018.

POSITION HISTORY



To review performance information, please see the performance data report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

Public Transportation & Parking Department Major Budget Changes	Amount	Positions
1. Adds an Assistant Director of Administration to provide executive level expertise and direct support to non-operations managers and the Administrative Service Manager.	$141,731	1.0
2. Adds a Trust Specialist to assist with increased administrative support services for the Regional Transit Authority	$89,617	1.0
3. Deletes a vacant Senior Planner position funded by grants.	($86,150)	(1.0)
4. Reduces General Fund Subsidy to support Public Transportation bus operations, and will be offset by Federal Cares Act funding to allow the continuation of normal service supported by a same service level bus operations budget.	($9,000,000)	-
5. Deletes a customer service representative supporting EMBARK bus service and OKC Streetcar.	($53,481)	(1.0)
6. Temporarily suspends Spokies bike share operations for at least the next fiscal year while maintaining equipment and bikes in storage for future relaunch of service.	($103,325)	-
7. Suspends Oklahoma River Cruises operation for the next fiscal year while maintaining the equipment for future relaunch of services and cuts a Unit Operations Supervisor over the Spokies and River programs.	($570,291)	(1.0)
8. Deletes an Administrative Coordinator to align with Off Street Parking revenue projections.	(92,106)	(1.0)



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$5,284,191	$5,279,156	$4,882,021	-7.52%
Parking	568,316	962,633	751,689	-21.91%
Public Transportation	16,840,223	18,060,400	9,806,370	-45.70%
Total Operating Expenditures	**$22,692,730**	**$24,302,189**	**$15,440,080**	**-36.47%**
Non-Operating Expenditures				
Capital Expenditures	$0	$123,575	$123,575	0.00%
Total Non-Operating Expenditures	**$0**	**$123,575**	**$123,575**	**0.00%**
Department Total	**$22,692,730**	**$24,425,764**	**$15,563,655**	**-36.28%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$22,124,121	$23,665,143	$14,308,586	-39.54%
Parking Fund	808,458	1,175,981	944,873	-19.65%
Public Transportation Fund	2,861,879	3,416,847	3,557,538	4.12%
Cap. Improvement Projects Fund	0	123,575	123,575	0.00%
Department Total	**$25,794,458**	**$28,381,546**	**$18,934,572**	**-33.29%**
Less Interfund Transfers	(3,101,727)	(3,955,782)	(3,370,917)	-14.79%
Total All Funds	**$22,692,731**	**$24,425,764**	**$15,563,655**	**-36.28%**

These summaries only detail administrative expenditures in the General Fund, Public Transportation Cash Fund and the Parking Cash Fund, which are The City of Oklahoma City funds. The entire operating budget for Public Transportation and Parking is contained in the Central Oklahoma Transportation and Parking Authority (COTPA) budget and is presented separately to its Board of Trustees. COTPA's adopted budget for FY20 was $46.7 million and the proposed FY21 budget is $43.8 million.

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	25.95	24.80	25.93	4.56%
Parking	4.55	5.00	4.00	-20.00%
Public Transportation	4.50	6.20	4.07	-34.35%
Department Total	**35.00**	**36.00**	**34.00**	**-5.56%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Parking Fund	6.25	6.25	5.30	-15.20%
Public Transportation Fund	28.75	29.75	28.70	-3.53%
Department Total	**35.00**	**36.00**	**34.00**	**-5.56%**

These summaries only detail positions in the General Fund, Public Transportation Cash Fund and the Parking Cash Fund, which are The City of Oklahoma City funds. The total position count for Public Transportation and Parking includes Central Oklahoma Transportation and Parking Authority (COTPA) employees whose wages and benefits cost are supported directly by the trust. Total positions for Public Transportation and Parking are 316, which includes 282 positions budgeted in COTPA and 34 positions budgeted in City funds.



PUBLIC TRANSPORTATION AND PARKING LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

- **The Customer Relations Program** maintains and fosters relationships in the community including customers, businesses, agencies and others through continuous engagement, education activities, and world-class customer care.

- **The Safety, Security and Training Program** provides ongoing Safety Management System (SMS) support and guidance to all Transit and Parking employees and customers so they can have a safe environment to think safe, work safe, and live safe.

Administration Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	13.95	$3,545,994	14.00	$3,618,242	16.58	$3,491,871
Customer Relations	11.00	907,917	10.00	960,133	8.60	637,258
Safety, Security, and Training	1.00	830,280	0.80	700,781	0.75	752,892
Line of Business Total	**25.95**	**$5,284,191**	**24.80**	**$5,279,156**	**25.93**	**$4,882,021**



PARKING

- **The Municipal Off-Street Parking Program** provides monthly, daily, hourly, and event parking services to downtown area residents, workers, and visitors so they can park their vehicles in an environment that is safe, convenient, secure, customer-friendly, and well-maintained.

- **The On-Street Parking Meter Program** provides parking meter revenue collection, installation, and maintenance services to the City for residents, visitors, and businesses so they can have convenient and reliable metered parking.

Parking Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Municipal Off-Street Parking	1.75	$157,794	1.95	$213,870	1.35	$162,822
On-Street Parking Meter	2.80	410,523	3.05	748,763	2.65	588,867
Line of Business Total	**4.55**	**$568,317**	**5.00**	**$962,633**	**4.00**	**$751,689**



PUBLIC TRANSPORTATION

- **The Bus Operations Program** provides bus transportation to residents and visitors in the greater Oklahoma City metropolitan area so they can travel in a convenient, affordable, safe, customer-friendly environment.

- **The Bus Stop Management Program** provides bus stop maintenance and enhancement for residents and visitors of the greater Oklahoma City metropolitan area so they can experience safe, accessible and convenient bus stops.

- **The EMBARK Plus Paratransit Program** provides paratransit services, to eligible individuals with a disability who are unable to use regular fixed-route service independently so they can have safe, reliable, and customer-friendly transportation to access employment, health care, nutritional programs, recreation and other destinations that are within the service area.

- **The Embark Norman Program** provides fixed-route bus and ADA paratransit transportation to the residents and visitors in the Norman area so they can travel in a convenient, affordable, safe, and customer-friendly environment. This service is made possible through an intergovernmental agreement between EMBARK and the City of Norman.

- **The Facilities Management Program** provides facility and grounds maintenance and repair services for residents, visitors, and employees so they can conduct their business in a safe environment that is accessible, clean, and comfortable.

- **The Fleet Management Program** provides vehicle maintenance and repair services for customers that utilize the transit system so they can receive transportation services in a safe, clean, comfortable and dependable vehicle.

- **The Mobility Management Transportation Program** provides a variety of contracted, reservation-based transportation services to qualified residents with limited options in the greater Oklahoma City metropolitan area so they can have access to essential services.

- **The Oklahoma River Cruises Program** provides river transportation services to residents and visitors in the greater Oklahoma City area so they can travel along the Oklahoma River in a safe, customer-friendly environment.

- **The Spokies Bike Share Program** provides an alternate transit option for residents and visitors of Oklahoma City so they can use bicycles that provide health benefits and contribute to a cleaner environment.

- **The Streetcar Program** provides a downtown public streetcar system for Oklahoma City residents, businesses and visitors so they can travel in a convenient, affordable, safe, and customer-friendly environment.

Public Transportation Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Bus Operations	0.50	$5,966,760	0.50	$6,412,482	0.47	$76,775
EMBARK Norman*	0.00	0	0.00	0	0.00	0
EMBARK Plus Paratransit	0.50	1,065,735	0.50	1,123,960	0.50	61,455
Facilities Management	0.00	1,027,374	0.00	1,072,076	0.40	916,136
Fleet Management	1.00	3,752,139	1.00	3,993,368	0.60	3,570,381
Mobility Management	0.50	113,894	0.50	118,336	0.50	251,514
Oklahoma River Cruises	0.50	750,302	0.50	753,622	0.00	184,598
Spokies Bike Share	0.50	123,738	0.50	127,059	0.00	25,000
Streetcar	1.00	4,040,281	2.70	4,459,497	1.60	4,720,511
Line of Business Total	**4.50**	**$16,840,223**	**6.20**	**$18,060,400**	**4.07**	**$9,806,370**

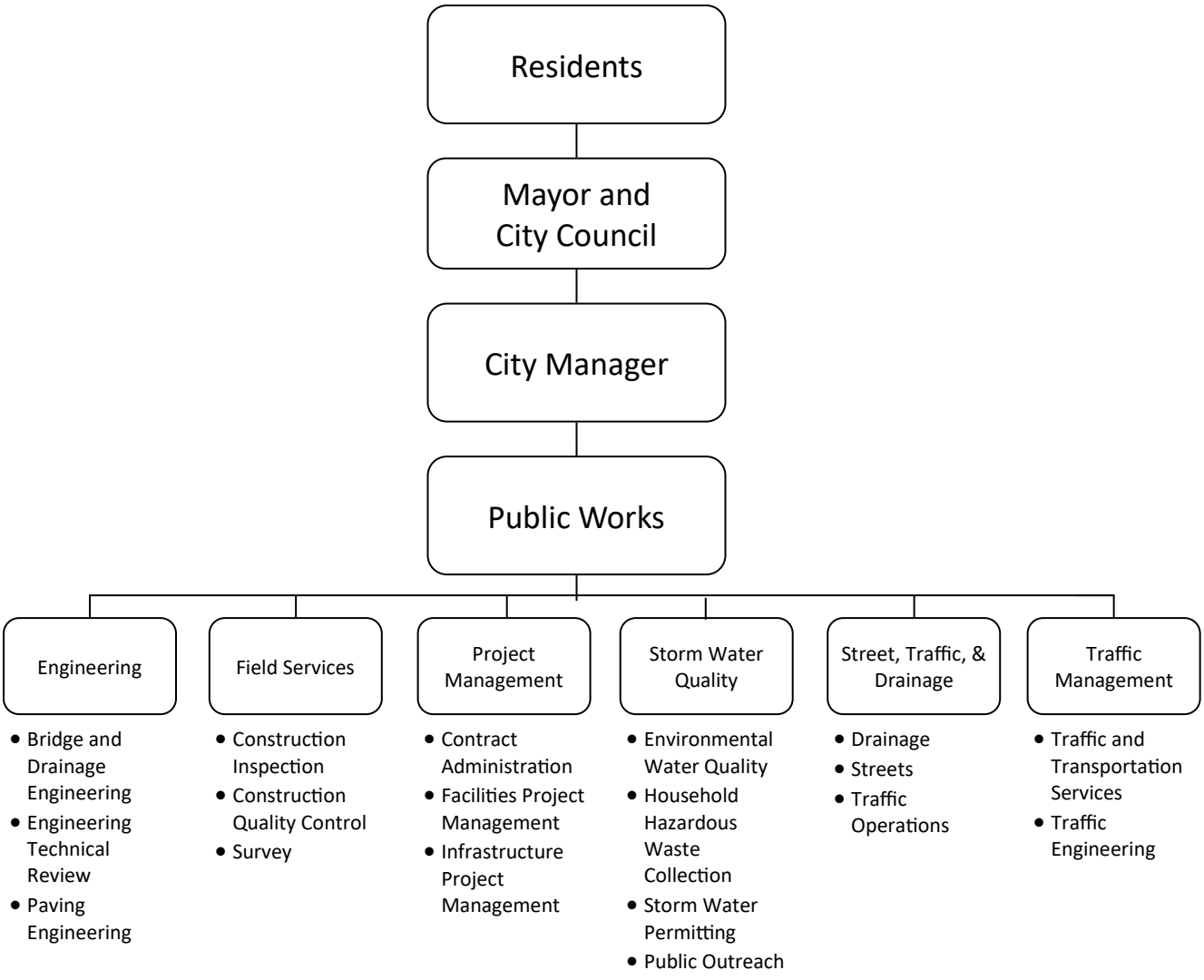
*All expenses related to the Embark Norman program are funded in full by the City of Norman





The City of
OKLAHOMA CITY

Public Works



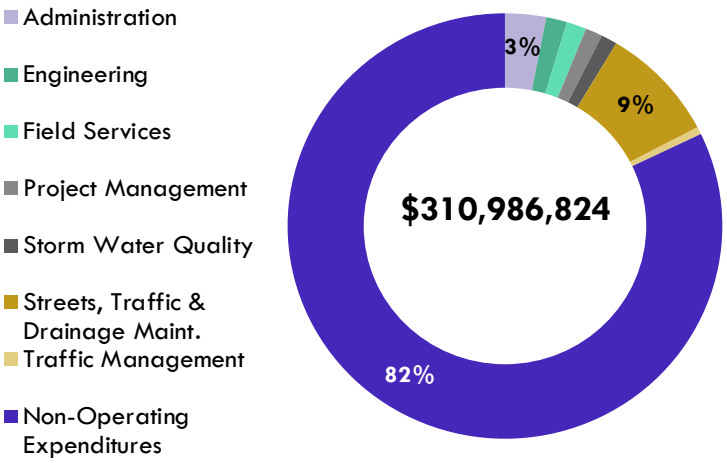
Director	Budget	Positions
Eric J. Wenger, P.E.	$310,986,824	399

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Public Works Department is to provide infrastructure construction and maintenance, private construction review and inspection, and emergency first response services to the public so they can live, work and play in a safe environment.

DEPARTMENT BUDGET



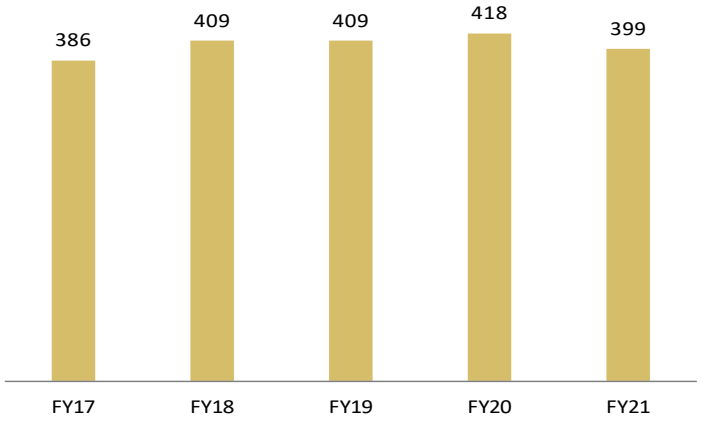
Department Facts

- The Streets, Traffic, and Drainage Maintenance Division maintains over 3,500 miles of public streets with 765 signalized intersections and over 50,000 traffic signs throughout the City.
- The Field Services Division performs over 25,000 construction inspections every year.

DEPARTMENT OVERVIEW

The Public Works Department has a total budget of $310,986,824, which is an increase of 0.73%. There are 399 positions authorized in the FY21 budget, an increase of nine positions. Among the most significant changes, is the $4,883,529 increase in capital expenditures.

POSITION HISTORY



To review additional performance information, please see the attached supplemental performance report or visit our website: www.okc.gov/performancedata.

MAJOR BUDGET CHANGES

Public Works Department Major Budget Changes		Amount	Positions
1.	Reduces Roadway Materials in the Streets Program	($156,359)	
2.	Deletes an Emergency Management Specialist in the Streets Program	($160,078)	(1.00)
3.	Adds a Database Technician to the Streets Program	$54,289	1.00
4.	Deletes a Financial Specialist in the Streets program	($103,920)	(1.00)
5.	Deletes a Construction Project Coordinator in the Infrastructure Project Management Program	($91,420)	(1.00)
6.	Deletes two Heavy Truck Drivers from the Streets Program	($132,059)	(2.00)
7.	Deletes three Crew Worker II from the Streets Program	($164,975)	(3.00)
8.	Deletes an Office Coordinator in the Storm Water Quality Program	($60,077)	(1.00)
9.	Deletes a Concrete Finisher in the Streets Program	($59,559)	(1.00)
10.	Deletes two Construction Inspectors I from the Field Service Program	($122,894)	(2.00)
11.	Deletes a Crew Chief from the Streets Program	($57,669)	(1.00)
12.	Deletes a Construction Project Manager from the Facilities Project Management Program	($94,294)	(1.00)
13.	Deletes a Construction Equipment Operator I from the Streets Program	($55,967)	(1.00)
14.	Deletes a Construction Equipment Operator II from the Streets Program	($57,669)	(1.00)
15.	Deletes two Traffic Maintenance Workers from the Streets Program	($130,204)	(2.00)
16.	Deletes a Traffic Crew Chief from the Streets Program	($65,820)	(1.00)
17.	Deletes a Field Operations Supervisor in the Streets Program	($106,078)	(1.00)



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$7,774,338	$9,032,388	$8,827,015	-2.27%
Engineering	3,941,709	4,433,869	4,487,072	1.20%
Field Services	4,277,193	4,463,059	4,279,256	-4.12%
Project Management	3,552,831	3,797,730	3,668,278	-3.41%
Storm Water Quality	2,910,131	3,540,329	3,476,971	-1.79%
Streets, Traffic & Drainage Maint.	20,996,509	27,254,887	25,309,247	-7.14%
Traffic Management	1,440,148	1,744,245	1,606,422	-7.90%
Total Operating Expenditures	**$44,892,859**	**$54,266,507**	**$51,654,261**	**-4.81%**
Capital Expenditures	$38,556,609	$17,197,429	$22,080,958	28.40%
Other Non-Operating Expenditures	7,623,371	237,276,589	237,251,605	-0.01%
Department Total	**$91,072,838**	**$308,740,525**	**$310,986,824**	**0.73%**
Less Interfund Transfers	($1,880,787)	($27,000)	$0	-100.00%
Department Total	**$89,192,051**	**$308,713,525**	**$310,986,824**	**0.74%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	$29,521,876	$34,895,682	$32,590,626	-6.61%
Street & Alley Fund	16,255	156,719	146,868	-6.29%
Storm Water Drainage Utility Fund	15,851,370	27,235,305	32,369,670	18.85%
Grants Management Fund	5,219,546	3,261,366	119,700	-96.33%
Capital Improvement Projects Fund	5,734,539	9,176,230	8,628,055	-5.97%
Special Purpose Fund	981,236	5,019,232	3,170,919	-36.82%
Better Streets, Safer City Sales Tax Fund	32,325,426	207,564,521	200,134,922	-3.58%
Impact Fee Fund	1,422,589	21,431,470	33,826,064	57.83%
Total All Funding Sources	**$91,072,838**	**$308,740,525**	**$310,986,824**	**0.73%**
Less Interfund Transfers	($1,880,787)	($27,000)	$0	-100.00%
Grand Total All Funds	**$89,192,051**	**$308,713,525**	**$310,986,824**	**0.74%**

POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	20.00	23.00	22.00	-4.35%
Engineering	24.00	27.00	26.00	-3.70%
Field Services	50.00	50.00	48.00	-4.00%
Project Management	31.00	32.00	31.00	-3.13%
Storm Water Quality	28.00	29.00	29.00	0.00%
Streets, Traffic & Drainage Maint.	241.00	242.00	228.00	-5.79%
Traffic Management	15.00	15.00	15.00	0.00%
Department Total	**409.00**	**418.00**	**399.00**	**-4.55%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
General Fund	272.35	276.05	257.75	-6.63%
Storm Water Drainage Utility Fund	136.65	141.95	141.25	-0.49%
Department Total	**409.00**	**418.00**	**399.00**	**-4.55%**

PUBLIC WORKS LINES OF BUSINESS

ADMINISTRATION

- **The Executive Leadership Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Administration Positions and Budget

Program	FY19 Adopted Positions	FY19 Actual Expenses	FY20 Adopted Positions	FY20 Adopted Budget	FY21 Adopted Positions	FY21 Adopted Budget
Executive Leadership	20.00	$7,774,338	23.00	$9,032,388	22.00	$8,827,015
Line of Business Total	**20.00**	**$7,774,338**	**23.00**	**$9,032,388**	**22.00**	**$8,827,015**



ENGINEERING

- **The Drainage Engineering Program** provides federal and local drainage compliance and engineering services to City staff, government agencies, the public and the development community so they can be protected from potential flooding and ensure compliance with all regulations.

- **The Engineering Technical Review Program** provides plan and document review and approval services to the development and consulting community, government agencies, and the public so they can proceed with construction projects in a timely manner.

- **The Paving Engineering Program** provides street and sidewalk design and construction services to City staff so they can construct safe and comfortable roadways for public travel.

Engineering Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage Engineering	5.00	$751,959	7.25	$779,827	7.50	$826,818
Engineering Technical Review	8.00	680,804	8.35	807,730	8.25	838,464
Paving Engineering	11.00	2,508,946	11.40	2,846,312	10.25	2,821,790
Line of Business Total	**24.00**	**$3,941,709**	**27.00**	**$4,433,869**	**26.00**	**$4,487,072**

FIELD SERVICES

- **The Construction Inspection and Construction Quality Control Program** provides plan review, materials testing, inspections, and reporting to City Staff and the development community so they can provide residents with infrastructure built and maintained in a timely manner and in accordance with recognized construction standards.

- **The Survey Program** provides survey services to City staff, consultants and surveyors so they can have the survey data required to identify historic and current field conditions in a timely manner.

Field Services Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspection and Construction Quality Control	45.90	$3,966,186	45.90	$4,121,353	43.90	$3,927,302
Survey	4.10	311,007	4.10	341,706	4.10	351,954
Line of Business Total	**50.00**	**$4,277,193**	**50.00**	**$4,463,059**	**48.00**	**$4,279,256**

PROJECT MANAGEMENT

- **The Contract Administration Program** provides architectural and engineering contract services, contractor prequalification, and specification management for City departments so they can have completed projects that meet expectations and requirements.

- **The Facilities Project Management Program** provides architectural project design and construction oversight services to City departments and the public so they can have improved public facilities completed on time and within program budget.

- **The Infrastructure Project Management Program** provides engineering project design and construction oversight services to City departments and the public so they can have improved public infrastructure projects completed on time and within program budget.

Project Management Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Contract Administration	5.00	$498,150	5.00	$550,602	6.00	$630,869
Facilities Project Management	11.00	1,312,246	12.00	1,779,091	11.00	1,687,117
Infrastructure Project Management*	13.00	1,586,071	13.00	1,297,477	14.00	1,342,714
Property Research and Land Acquisition*	2.00	157,856	2.00	170,560	0.00	7,578
Line of Business Total	**31.00**	**$3,554,323**	**32.00**	**$3,797,730**	**31.00**	**$3,668,278**

*In its most recent Business Plan update, the department merged its Property Research and Land Acquisition program into Infastructure Project Management



STORM WATER QUALITY

- **The Environmental Water Quality Program** provides environmental water quality health assessments and technical services to residents, businesses and government agencies so they can realize a reduction of pollution in community waterways and comply with the Clean Water Act.

- **The Household Hazardous Waste Collection Program** provides awareness, reuse, recycling and disposal services to the residents of Oklahoma City and participating municipalities so they can reduce their household hazardous waste and dispose of it in an environmentally safe manner.

- **The Public Outreach Program** provides public education and training services to increase environmental awareness through workshops, school programs, public events, and volunteer programs so the public is informed about the City's Storm Water Quality Program.

- **The Storm Water Permitting Program** provides training, inspections and enforcement to developers, contractors, facility owner/operators and the public so they can prevent pollution of community waterways.

Storm Water Quality Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Environmental Water Quality	6.10	$578,817	6.20	$807,061	6.20	$790,151
Household Hazardous Waste Collection	7.10	988,304	7.20	1,162,864	7.20	1,116,648
Public Outreach	1.00	118,778	1.00	115,972	1.00	108,299
Storm Water Permitting	13.80	1,224,232	14.60	1,454,432	14.60	1,461,873
Line of Business Total	**28.00**	**$2,910,131**	**29.00**	**$3,540,329**	**29.00**	**$3,476,971**



STREETS, TRAFFIC, AND DRAINAGE MAINTENANCE

- **The Drainage Program** provides construction, infrastructure maintenance, and river support services to the residents and patrons so they can have reliable stormwater runoff control and use of the Oklahoma River Corridor as a unique quality of life venue.

- **The Streets Program** provides roadway repair and reconstruction services to the public so they can travel safely and comfortably throughout the City.

- **The Traffic Operations Program** provides traffic control and maintenance services to the public so they can travel safely and efficiently throughout the City.

Streets, Traffic, and Drainage Maintenance Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage	92.10	$8,005,377	93.15	$9,960,437	92.45	$9,586,580
Streets	105.00	9,656,627	108.50	12,816,582	99.50	11,782,642
Traffic Operations	43.90	3,331,339	40.35	4,477,868	36.05	3,940,025
Line of Business Total	**241.00**	**$20,996,509**	**242.00**	**$27,254,887**	**228.00**	**$25,309,247**



TRAFFIC MANAGEMENT

- **The Traffic Engineering Program** provides engineering services for the design, review, inspection and planning of traffic infrastructure to City staff and the development community so that the public can travel safely and efficiently on City streets.

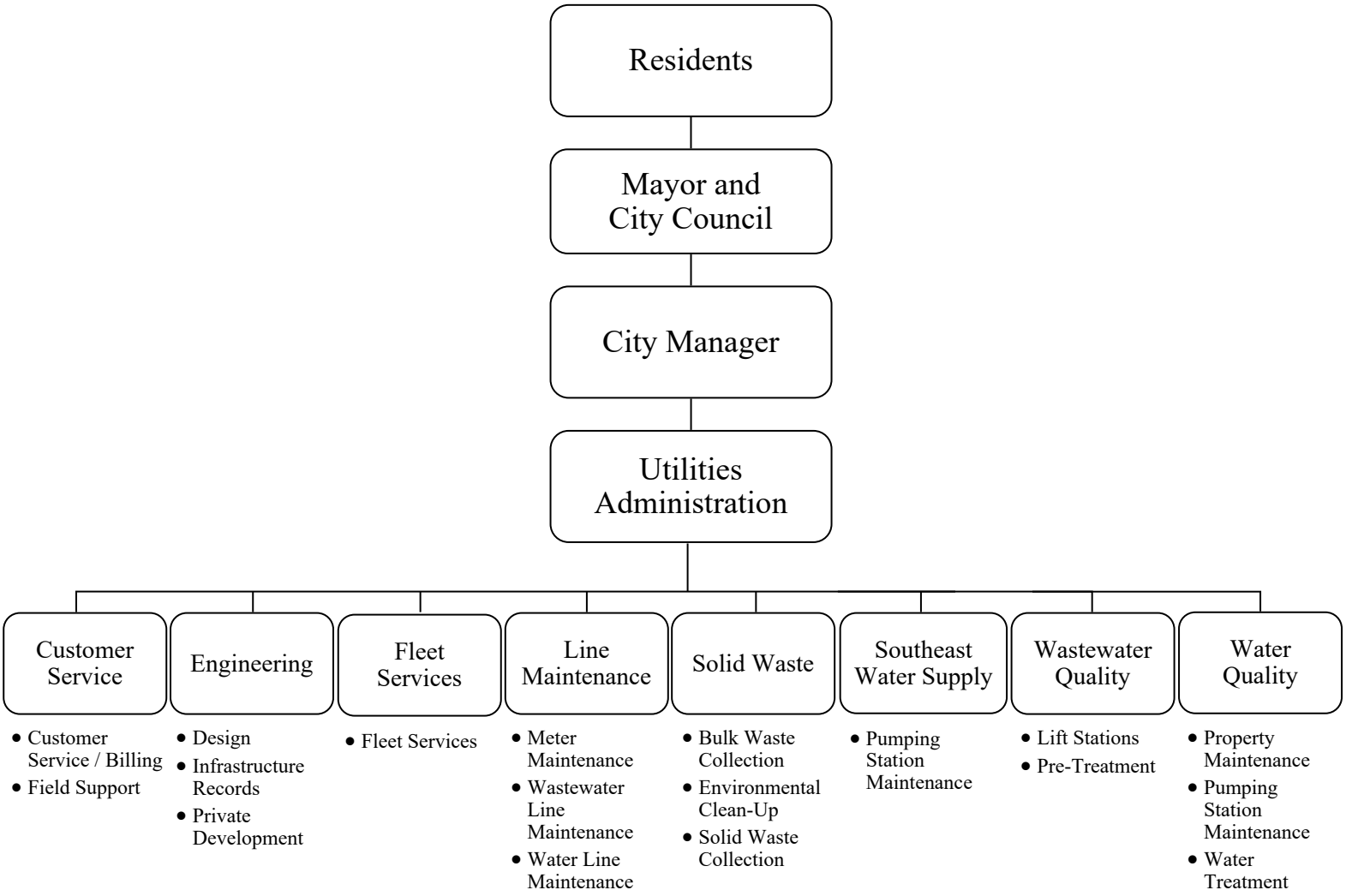
- **The Traffic and Transportation Services Program** provides work zone permits, work zone inspections and traffic safety recommendations to the development community so they can safely operate in the right of way.

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Traffic and Transportation	5.65	639,155	5.65	898,174	5.65	746,431
Traffic Engineering	9.35	800,993	9.35	846,071	9.35	859,991
Line of Business Total	**15.00**	**$1,440,148**	**15.00**	**$1,744,245**	**15.00**	**$1,606,422**

Traffic Management Positions and Budget



Utilities



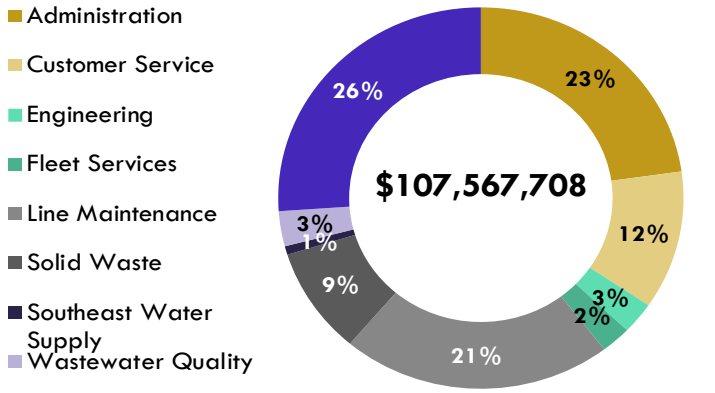
Director	Budget	Positions
Chris Browning	$107,567,708	773

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Utilities Department is to provide water, wastewater, and solid waste services to metro area residents, businesses, and other communities so they can enjoy public health protection through safe drinking water and environmentally safe waste disposal.

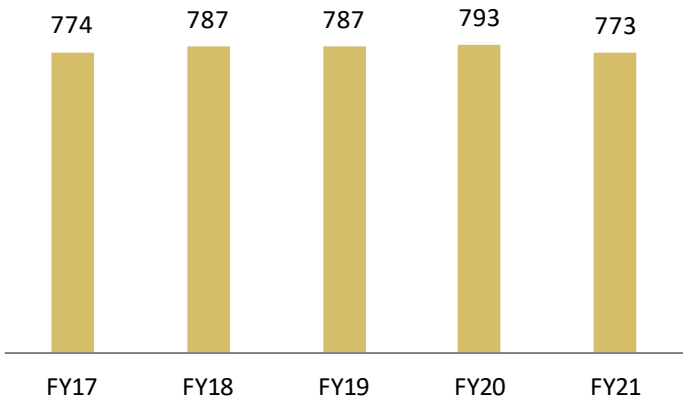
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Utilities Department has a total budget of $107,567,708, which is a decrease of 0.65%. There are 773 positions authorized in the FY21 budget, a decrease of 20 positions over the FY20 budget.

POSITION HISTORY



Department Facts

- The Utilities Department operates on rate-payer funds, that is money received when utility bills are paid.
- Serves 1.4 million people drinking water.
- Treated 34.3 billion gallons of water and 27.8 billion gallons of wastewater.
- Sold 2.4 billion gallons of reuse water.
- Over 17,200 tons of waste was diverted from landfills in FY19.

To review performance information, please see the attached supplemental performance report or visit our website: www.okc.gov/performancedata

DEPARTMENT INTRODUCTION

Utilities Department Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$1,890,178	
2. Deletes contractual and commodity budget for the decommissioned Overholser Water Treatment Plant	($1,388,572)	
3. Deletes 2 Crew Supervisors, 2 Collection and Distribution Operators, and a Water Service Tech in the Line Maintenance Division	($307,664)	(5.00)
4. Deletes a Civil Engineer II, Engineering Aide I, and Systems Analyst I in the Engineering Division	($286,285)	(3.00)
5. Deletes a Water Quality Technician, a Facility and Plant Mechanic II, and a Electronic Tech I in the Water Quality Division	($236,565)	(3.00)
6. Deletes 2 Refuse Collector IIIs and a Community Relations Coordinator in the Solid Waste Division	($204,625)	(3.00)
7. Deletes an Environmental Unit Supervisor and a Facility and Plant Mechanic I in the Wastewater Quality Division	($154,408)	(2.00)
8. Deletes an Alternative Fuels Mechanic and a Master Mechanic in the Fleet Services Division	($124,877)	(2.00)
9. Deletes a Database Technician in the Customer Services Division and an Inventory Technician in the Administration Division	($105,406)	(2.00)
10. Increases parts and supplies in the Line Maintenance Division	$800,000	
11. Increases Operating Reserves in the Water and Wastewater Line of Business	$219,000	
12. Increases Uniform budget in all Divisions	$105,305	
13. Increases the contracted services in the Southeast Water Supply Division	$100,000	



EXPENDITURES

Summary of Expenditures by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$20,328,685	$24,083,591	$24,490,710	1.69%
Customer Service	10,215,876	12,389,893	12,619,131	1.85%
Engineering	2,717,958	3,175,597	2,889,620	-9.01%
Fleet Services	2,697,195	3,226,179	2,571,265	-20.30%
Line Maintenance	20,039,159	21,535,941	23,239,351	7.91%
Solid Waste	7,880,099	9,741,621	9,704,915	-0.38%
Southeast Water Supply	0	0	780,606	N/A
Wastewater Quality	2,804,153	3,391,582	3,198,310	-5.70%
Water Quality	23,441,892	30,725,491	28,073,800	-8.63%
Total Operating Expenditure	**$90,125,019**	**$108,269,895**	**$107,567,708**	**-0.65%**
Department Total	**$90,125,019**	**$108,269,895**	**$107,567,708**	**-0.65%**

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Wastewater Fund	$26,206,919	$31,370,377	$31,068,064	-0.96%
Water Fund	54,687,342	65,770,823	65,353,735	-0.63%
Solid Waste Mgmt Fund	9,230,758	11,128,695	11,145,909	0.15%
Total All Funds	**$90,125,019**	**$108,269,895**	**$107,567,708**	**-0.65%**



POSITIONS

Summary of Positions by Purpose	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Administration	73.00	75.00	71.00	-5.33%
Customer Service	151.00	154.00	156.00	1.30%
Engineering	31.00	30.00	26.00	-13.33%
Fleet Services	24.00	24.00	22.00	-8.33%
Line Maintenance	235.00	232.00	227.00	-2.16%
Solid Waste	110.00	110.00	107.00	-2.73%
Southeast Water Supply	0.00	0.00	5.00	N/A
Wastewater Quality	27.50	29.50	27.50	-6.78%
Water Quality	135.50	138.50	131.50	-5.05%
Department Total	**787.00**	**793.00**	**773.00**	**-2.52%**

Summary of Positions by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Adopted Budget	Percent Change
Wastewater Fund	279.05	281.00	262.05	-6.74%
Water Fund	397.95	402.00	403.95	0.49%
Solid Waste Mgmt Fund	110.00	110.00	107.00	-2.73%
Department Total	**787.00**	**793.00**	**773.00**	**-2.52%**



UTILITIES LINES OF BUSINESS

ADMINISTRATION

- **The Administration Program** provides planning, management, administrative and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

Administration Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Administration	73.00	$20,328,685	75.00	$24,083,591	71.00	$24,490,710
Line of Business Total	**73.00**	**$20,328,685**	**75.00**	**$24,083,591**	**71.00**	**$24,490,710**

CUSTOMER SERVICE

- **The Customer Service/Billing Program** provides account, billing, and customer issue resolution services to Utility customers so they can receive correct account information, accurate billing, and prompt issue resolution.

- **The Field Support Program** provides water service response, inspection, and enforcement services to metro area residents, businesses, other communities, as well as internal customers so they can receive a prompt and accurate resolution of water billing discrepancies and customer requests.

- **The Meter Reading Program** provides water reading services to metro area residents, businesses, and other communities so they can receive timely, accurate measurements of their water use.

Customer Service Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Customer Service/Billing	81.52	$5,609,021	80.52	$6,991,301	83.52	$7,236,187
Field Support	35.24	2,662,215	35.24	2,910,121	71.24	5,211,314
Meter Reading	34.24	1,944,640	38.24	2,488,471	1.24	171,630
Line of Business Total	**151.00**	**$10,215,876**	**154.00**	**$12,389,893**	**156.00**	**$12,619,131**

ENGINEERING

- **The Engineering Management Program** provides water and wastewater improvement design, review, and project management services to individuals, businesses, and communities so they can have funded capital improvement projects completed in a timely manner.

- **The Infrastructure Records Program** provides water and wastewater information and record services to individuals, contractors, developers, consultants, City departments, and other governmental agencies, so they can receive the requested information in a timely manner.

- **The Private Development Program** provides water and wastewater plan review services to developers and residents so they can receive timely information to most effectively implement private improvements to the utility system.

Engineering Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Engineering Management	18.32	$1,740,315	17.32	$2,044,993	14.32	$1,756,349
Infrastructure Records	4.34	410,613	4.34	402,605	3.34	344,924
Private Development	8.34	567,030	8.34	727,999	8.34	788,347
Line of Business Total	**31.00**	**$2,717,958**	**30.00**	**$3,175,597**	**26.00**	**$2,889,620**

FLEET SERVICES

- **The Fleet Services Program** provides fleet services for Utilities Department employees, so they have safe and reliable vehicles and equipment.

Fleet Services Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fleet Services	24.00	$2,697,195	24.00	$3,226,179	22.00	$2,571,265
Line of Business Total	**24.00**	**$2,697,195**	**24.00**	**$3,226,179**	**22.00**	**$2,571,265**

LINE MAINTENANCE

- **The Meter Maintenance Program** provides water meter maintenance services for accurate meter reading and safe operations.

- **The Wastewater Line Maintenance Program** provides sanitary sewer line operation and maintenance services to Utility customers so they can have uninterrupted sanitary sewer service.

- **The Water Line Maintenance Program** provides operations and maintenance to the distribution system for Utility customers so they have water with minimal disruption in service.

Line Maintenance Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Meter Maintenance	32.00	2,244,657	32.00	$2,924,701	32.00	$2,870,227
Wastewater Line Maintenance	101.50	8,204,643	100.50	9,654,703	89.00	9,583,641
Water Line Maintenance	101.50	9,589,858	99.50	8,956,537	106.00	10,785,483
Line of Business Total	**235.00**	**$20,039,159**	**232.00**	**$21,535,941**	**227.00**	**$23,239,351**



SOLID WASTE

- **The Bulk Waste Collection Program** provides bulk solid waste removal services to Oklahoma City residents so they can have their bulk waste disposed of in a satisfactory manner.

- **The Environmental Clean-Up Program** provides litter and illegal dumping removal services to Oklahoma City residents and visitors so they can enjoy a clean, healthy environment.

- **The Solid Waste Collection Program** provides solid waste removal, transport and disposal services to Oklahoma City residents and businesses so they can have their refuse collected and disposed of in a satisfactory and environmentally safe manner on a weekly basis.

Solid Waste Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bulk Waste Collection	33.50	$1,953,077	32.50	$2,336,470	30.50	$2,251,323
Environmental Clean-Up	8.50	567,742	8.50	623,994	8.50	602,562
Solid Waste Collection	68.00	5,359,280	69.00	6,781,157	68.00	6,851,030
Line of Business Total	**110.00**	**$7,880,099**	**110.00**	**$9,741,621**	**107.00**	**$9,704,915**

SOUTHEAST WATER SUPPLY

- **Pumping Station Maintenance** provides adequate supply to customers throughout the water transportation system.

Southeast Water Supply Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Pumping Station Maintenance	0.00	$0	0.00	$0	5.00	$780,606
Line of Business Total	**0.00**	**$0**	**0.00**	**$0**	**5.00**	**$780,606**

WASTEWATER QUALITY

- **The Lift Station Program** provides properly operating and maintained wastewater lift stations to ensure system reliability.

- **The Pre-Treatment Program** provides permitting, monitoring, and information services to commercial and industrial users so they can discharge their treated waste into the sanitary sewer system in an environmentally safe manner.

- **The Wastewater Treatment Program** provides contract monitoring for outsourced treatment plant operations and biosolids disposal services provided to City residents, businesses and other communities so they can have environmentally safe wastewater disposal.

Wastewater Quality Positions and Budget

	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Lift Station	14.50	$1,313,981	14.50	$1,589,457	13.50	$1,449,778
Pre-treatment	8.00	979,074	10.00	1,179,544	10.00	1,193,591
Wastewater Treatment	5.00	511,099	5.00	622,581	4.00	554,941
Line of Business Total	**27.50**	**$2,804,153**	**29.50**	**$3,391,582**	**27.50**	**$3,198,310**



WATER QUALITY

- **The Property Maintenance Program** provides lake property and facility maintenance services to City treatment plants and property users so they receive timely responses to their maintenance requests.

- **The Water Treatment Program** provides potable water services to customers so they can receive a safe, continuous supply of water.

Water Quality Positions and Budget

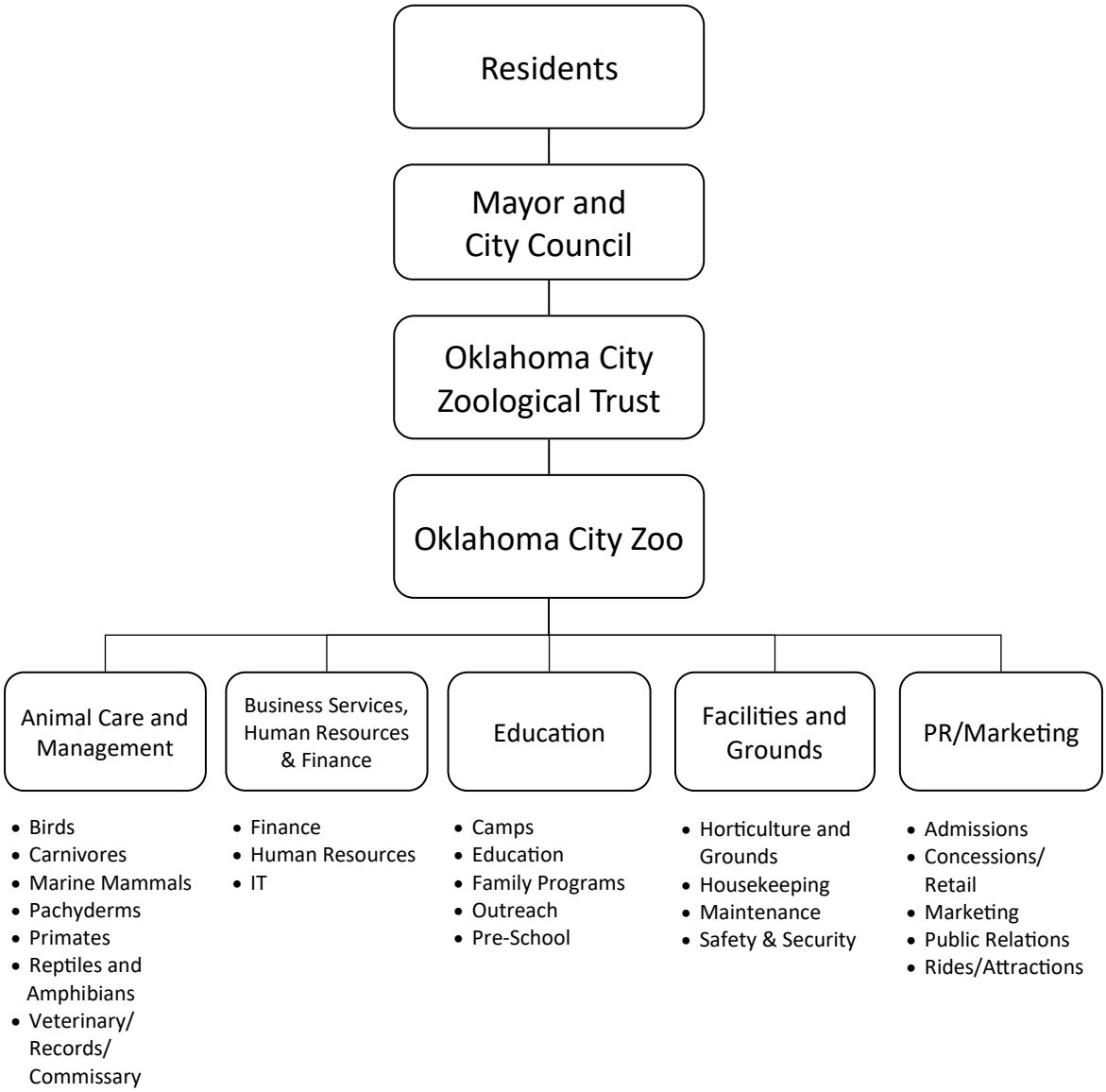
	FY19		FY20		FY21	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Property Maintenance	45.00	$4,003,536	41.00	$4,087,245	42.00	$4,115,026
Water Treatment	90.50	19,438,356	97.50	26,638,246	89.50	23,958,774
Line of Business Total	**135.50**	**$23,441,892**	**138.50**	**$30,725,491**	**131.50**	**$28,073,800**





The City of
OKLAHOMA CITY

Zoo



Executive Director / CEO	Budget
Dwight Lawson	$13,652,149

Department Introduction

The Oklahoma City Zoo budget is managed and positions are funded through the Oklahoma City Zoological Trust.

In 1990, City voters approved a 1/8-cent sales tax levy for the limited purpose of funding the Oklahoma City Zoo. The City of Oklahoma City as beneficiary, is the governing authority of the Oklahoma City Zoological Park. The Trust reviews all major financial expenditures; sets policy for the Zoo based on the study of recommendations from the Zoo's professional staff; and employs the Zoo's Executive Director/CEO. The Trust oversees all major building projects, exhibits and public events. The Trust's members assist in community and government relations and serve as advocates for the Zoo on issues affecting property and programs.

Department Facts

- In February 2020 a new 9,000 square foot facility for the Zoo's four Galapagos tortoises opened which features both an indoor and outdoor habitat.
- The Sanctuary Asia habitat opened in September 2018 and features new species such as tanuki, cassowaries, Burmese Black Mountain tortoises and a troop of Francois' langurs.



EXPENDITURES

Summary of Expenditures by Funding Source	FY19 Actual	FY20 Adopted Budget	FY21 Proposed Budget	Percent Change
Zoo Sales Tax Fund	$14,244,798	$14,861,780	$13,652,149	-8.14%
Fund Total	**$14,244,798**	**$14,861,780**	**$13,652,149**	**-8.14%**





The City of
OKLAHOMA CITY

OVERVIEW OF FUND SUMMARIES

THE BUDGET IS COMPRISED OF 36 DIFFERENT FUNDS THAT SEGREGATE FINANCES FOR THE PURPOSE OF CARRYING ON SPECIFIC ACTIVITIES OR ATTAINING CERTAIN OBJECTIVES. THE FUND SUMMARIES ARE THE OFFICIAL BUDGET THAT IS ADOPTED BY COUNCIL AND FILED WITH THE OFFICE OF THE STATE AUDITOR AND INSPECTOR.

In accordance with the Oklahoma Municipal Budget Act, The City of Oklahoma City has established different funds to meet legal and operating requirements. The City classifies its funds as either operating or non-operating. The distinction is between those funds, and in some cases portions of funds, that directly support operations and those funds that provide for capital improvements or are so limited in their purpose that they cannot be said to support daily operations. This allows decision-makers to segregate operating costs from the total cost for the organization so that significant changes in capital funding are not misinterpreted as a significant change in operational costs.

Within the operating funds there are three basic categories of funds – General Operating, Special Revenue and Enterprise. The General Operating Funds include the General Fund, which accounts for all monies received and disbursed for general municipal government purposes, and the Internal Service Fund, which accounts for the financing of goods or services provided by one City department to another department on a cost reimbursement basis.

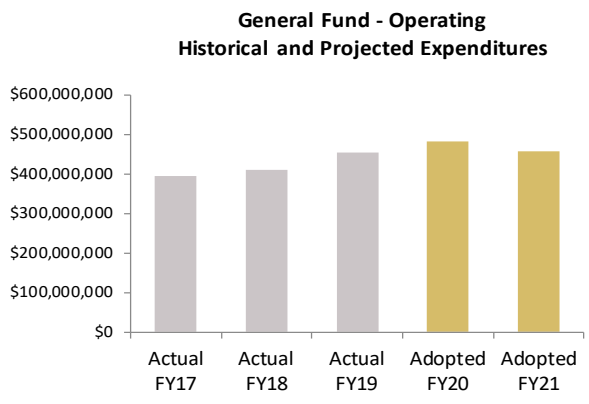
Special Revenue Funds account for proceeds of specific revenue sources that are restricted by law to expenditures for specified purposes.

Enterprise Funds account for utility, enterprise, and other services where the costs are financed primarily through user charges or where there is a periodic need to determine revenues earned, expenses incurred or net income for a service or program.

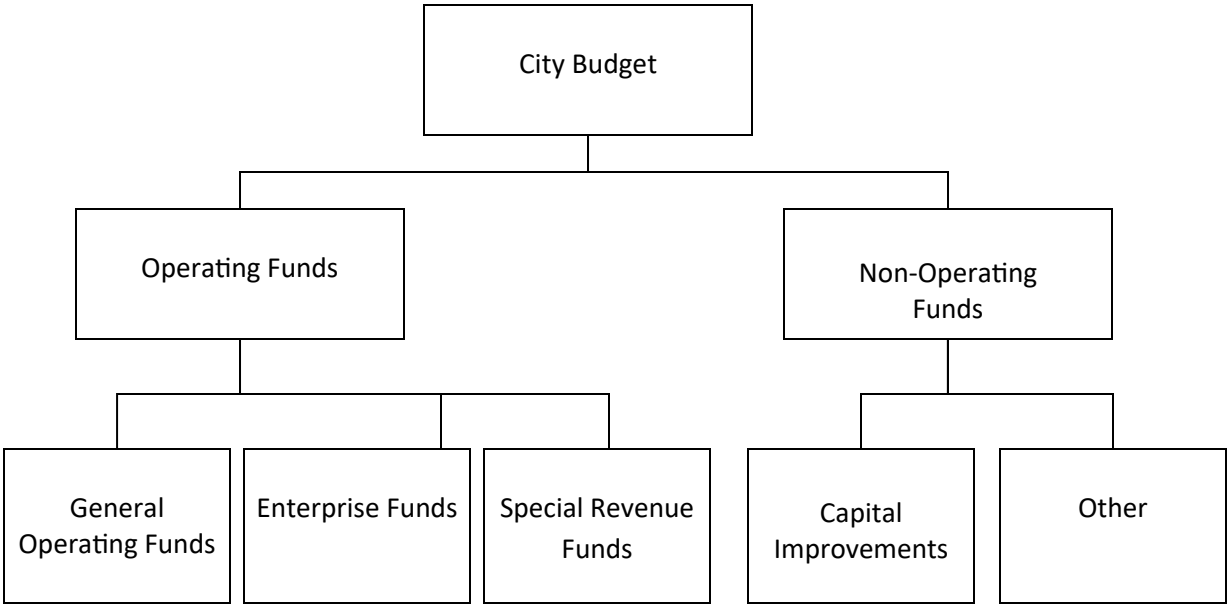
In the Non-Operating Funds, we have developed only two categories: Capital and Other. The Capital Funds are almost all special revenue funds dedicated to specific capital projects. The Other Funds category includes several funds with rather unique characteristics.

The diagram on the following page categorizes each of the City's funds. The fund summaries on the subsequent pages are listed in alphabetical order for ease of reference.

EACH OF THE FUND SUMMARIES INCLUDES THE REVENUE SOURCES, DEPARTMENT EXPENSES BY ACCOUNT CLASS, AND FUND BALANCE. ADDITIONALLY, A DESCRIPTION OF THE FUND IS PROVIDED ALONG WITH A GRAPHICAL REPRESENTATION OF HISTORICAL AND EXPECTED EXPENDITURES.



BUDGET AND FUND STRUCTURE



- General Fund
- Internal Service Funds

- Airports Fund
- Solid Waste Management Cash Fund
- Stormwater Drainage Utility Fund*
- Transportation and Parking Fund
- Water/Wastewater Fund

- Court Administration and Training Fund
- Emergency Management Fund
- Fire Sales Tax Fund
- Hotel/Motel Tax Fund*
- MAPS Operations Fund*
- MAPS 3 Use Tax Fund*
- Medical Services Program Fund
- OCMAPS Sales Tax Fund
- Police Sales Tax Fund*
- Zoo Sales Tax Fund

- Better Streets Safer City Sales Tax Fund
- Better Streets Safer City Use Tax Fund
- Capital Improvement Projects Fund
- City and Schools Capital Projects Use Tax Fund
- Hotel/Motel Tax Fund*
- Impact Fees Fund
- MAPS 3 Sales Tax Fund
- MAPS 3 Use Tax Fund*
- MAPS 4 Program Fund
- MAPS 4 Use Tax Fund*
- MAPS Operations Fund*
- MAPS Sales Tax Fund
- OKC Tax Increment Financing Fund
- Police Sales Tax Fund*
- Police/Fire Capital Equipment Sales Tax Fund
- Sports Facilities Sales Tax Fund
- Sports Facilities Use Tax Fund
- Stormwater Drainage Utility Fund*
- Street and Alley Fund

- Asset Forfeiture Fund
- Debt Service Fund
- Grants Management Fund
- OKC Improvement and Special Assess District Fund
- Special Purpose Fund

Trusts**

- Central Oklahoma Transportation and Parking Authority (COTPA)
- McGee Creek Authority (MCA)
- Oklahoma City Airports Trust (OCAT)
- Oklahoma City Economic Development Trust (OCEDT)
- Oklahoma City Environmental Assistance Trust (OCEAT)
- Oklahoma City Municipal Facilities Authority (OCMFA)
- Oklahoma City Other Post Employment Benefits Trust (OPEBT)
- Oklahoma City Public Property Authority (OCPPA)
- Oklahoma City Riverfront Redevelopment Authority (OCRRA)
- Oklahoma City Water Utilities Trust (OCWUT)
- Oklahoma City Zoological Trust (OCZT)
- Various Bond Funds

**Indicates the Fund has both an Operating and Non-Operating Component*

***Trusts develop their budgets independently and are not part of this document. However, they have been listed for informational purposes.*

Boxes represent fund categories used to organize fund type.

FUND AND RELATED TRUST DESCRIPTIONS

FUND & RELATED TRUST DESCRIPTIONS			
FUND NAME	**MAJOR REVENUES**	**MAJOR EXPENDITURES**	**ORIGIN**
Operating Funds			
Airports	Transfer from OCAT	Airport Expenditures	Administrative
Court Administration and Training	Surcharge on Fines	Law Enforcement Training	State Law
Emergency Management	Telephone Tariff, General Fund Subsidy	Support of E-911 System	State/Local Law
Federal Grants Management	Federal Grants	As Directed by Terms of Grants	Federal Laws
Fire Fighting and Rescue Svcs, Facilities or Equipment	Earmarked Sales Tax	Fire Expenditures	Local Law/Public
General	All General Revenues	All Departments	State/Local Law
Hotel/Motel Tax Special Revenue*	Earmarked Hotel/Motel Tax	Convention and Tourism Development	Local Law/Public
Internal Service	User Fees from Other Funds	Operations of Internal Service Departments	Administrative
MAPS 3 Use Tax*	Special Use Tax	Administration of MAPS 3 Projects	Local Law/Public
MAPS 4 Use Tax*	Special Use Tax	Administration of MAPS 3 Projects	Local Law/Public
MAPS Operations*	Fund Balance	Canal Maintenance	Local Law/Public
Medical Services Program	User Fees	Ambulance Service	Administrative
OKC Metro Area Public School Sales Tax	Fund Balance	Administration of OCMAPS Projects	Local Law/Public
Oklahoma City Zoo Tax	Earmarked Sales Tax	Zoo Expenditures	Local Law/Public
Police Services, Facilities or Equipment Tax*	Earmarked Sales Tax	Police Expenditures	Local Law/Public
Solid Waste Management	Transfer from OCEAT	Solid Waste Enterprise Expenditures	Administrative
Stormwater Drainage Utility*	Stormwater Drainage Fees	Stormwater Testing and Treatment	State/Local Law
Transportation and Parking	Transfer from COTPA, General Fund Subsidy	Mass Trans. and Parking Administration	Administrative
Water/Wastewater	Transfer from OCWUT	Water/Wastewater Utilities Expenditures	Administrative
Non-Operating Funds			
Asset Forfeiture	Property/Money Seized in Drug Cases	Police Functions as Dictated by Federal Law	Admin./Fed. Guidelines
Better Streets Safer City Sales Tax	Earmarked Sales Tax	Capital Projects	Local Law/Public
Better Streets Safer City Use Tax	Special Use Tax	Capital Projects	Local Law/Public
Capital Improvement Projects	Transfer from Other Funds/Interest	Safer Streets Capital Projects	State Law
City and Schools Capital Projects Use Tax	Fund Balance	Capital Projects	Local Law/Public
Debt Service	Property Taxes	Debt Service	State Law
Hotel/Motel Tax Special Revenue*	Earmarked Hotel/Motel Tax	State Fair Capital Improvements	Local Law/Public
Impact Fees	Fees from residential contruction	Parks and Street Improvements	Local Law/Public
MAPS 3 Sales Tax	Earmarked Sales Tax	MAPS3 Capital Projects	Local Law/Public
MAPS 3 Use Tax*	Special Use Tax	Public Safety Capital Project Expenditures	Local Law/Public
MAPS 4 Program	Transfer from General Fund	MAPS4 Capital Projects	Local Law/Public
MAPS 4 Use Tax*	Special Use Tax	Public Safety Capital Project Expenditures	Local Law/Public
MAPS Operations*	Fund Balance	Maint. and Replacement for MAPS Projects	Local Law/Public
MAPS Sales Tax	Fund Balance	MAPS Capital Projects	Local Law/Public
OKC Impr. and Special Assessment District	Assessment of Property Owners in District	Payment to Districts for Improvements	State Law/Local Law
OKC Sports Facilities Improvement Sales Tax	Fund Balance	Capital Improvements to Sports Faciities	Local Law/Public
OKC Sports Facilities Improvement Use Tax	Fund Balance	Capital Improvements to Sports Faciities	Local Law/Public
OKC Tax Increment Financing	State Match - Sales and Use Tax	Infrastructure Improvements in Downtown	Admin./Public Initiative
Police and Fire Capital Equipment Sales Tax	Fund Balance	Public Safety Capital Equipment	Local Law/Public
Police Services, Facilities or Equipment Tax*	Earmarked Sales Tax	Police Capital Projects	Local Law/Public
Special Purpose	Donations	Earmarked by Donors	State Law
Stormwater Drainage Utility*	Stormwater Drainage Fees	Multi-year Contracts / Capital Projects	State/Local Law
Street and Alley	Fund Balance	Street Projects	State/Local Law
Trust Funds			
Central Oklahoma Transportation and Parking	City Subsidy/Grants/Parking Fees/Bus Fares	Transportation/Parking Expenditures	State Law/Trust Indenture
McGee Creek Authority	Transfer from OCWUT	Debt Service	State Law/Trust Indenture
Oklahoma City Airports Trust	Landing Fees/Rentals/Parking	Transfer to Enterprise & Capital Projects	State Law/Trust Indenture
Oklahoma City Economic Development Trust	GOLT bonds, Gen Fund, TIF Revenue	Economic Development activities	State Law/Trust Indenture
Oklahoma City Environmental Assistance Trust	Solid Waste Fees	Transfers to Solid Waste and Contracts	State Law/Trust Indenture
Oklahoma City Municipal Facilities Authority	Transfers from Other Funds	Primarily Long Term Insurance Contracts	State Law/Trust Indenture
Oklahoma City Public Property Authority	Golf Fees and Transfers from Other Funds	Golf Expenditures, Facility Improvements	State Law/Trust Indenture
Oklahoma City Riverfront Redevelopment Authority	Sand Mining/Royalties	River Park Plan	State Law/Trust Indenture
Oklahoma City Water Utilities Trust	Water/Sewer Fees	Transfer to Enterprise & Capital Projects	State Law/Trust Indenture
Oklahoma City Zoological Trust	Zoo Admissions, Zoo Sales Tax	Zoo Expenditures & Capital Projects	State Law/Trust Indenture
Other Post Employee Benefits Trust	City and Retiree Health Ins Contributions	Retiree Health Insurance	State Law/Trust Indenture
Various Bond Funds	Bond Sales	Capital Projects	State Law/Referendum

* Has an operating and non-operating component

CHANGES IN FUND BALANCE

Fund	Estimated Beginning Balance	Budgeted Revenues*	Budgeted Expenditures	Estimated Ending Balance	$ Change	% Change	
Airports Fund	$1,547,947	$20,273,057	$20,273,057	$1,547,947	$0	0.00%	(e)
Asset Forfeiture Fund	2,187,586	952,563	1,998,292	1,141,857	(1,045,729)	-47.80%	(b)
Better Streets Safer City Sales Tax Fund	197,082,947	3,051,975	200,134,922	0	(197,082,947)	-100.00%	(d)
Better Streets Safer City Use Tax Fund	34,366,413	294,172	34,660,585	0	(34,366,413)	-100.00%	(d)
Capital Improvement Projects Fund	44,358,915	5,850,000	50,208,915	0	(44,358,915)	-100.00%	(b)
City and Sch Cap Proj Use Tax Fund	3,991,301	54,879	3,886,576	159,604	(3,831,697)	-96.00%	(d)
Court Administration and Training Fund	81,061	188,268	227,000	42,329	(38,732)	-47.78%	(c)
Debt Service Fund	113,515,236	106,838,747	104,232,104	116,121,879	2,606,643	2.30%	(c)
Emergency Management Fund	665,085	9,044,913	9,244,913	465,085	(200,000)	-30.07%	(c)
Fire Sales Tax Fund	12,742,724	40,555,289	43,557,389	9,740,624	(3,002,100)	-23.56%	(c)
General Fund	103,320,637	563,499,592	563,499,592	103,320,637	0	0.00%	(a)
Grants Management Fund	N/A	149,393,659	149,393,659	N/A	N/A	N/A	(g)
Hotel/Motel Tax Fund	5,214,745	13,128,551	14,228,551	4,114,745	(1,100,000)	-21.09%	(c)
Impact Fee Fund	23,031,898	10,794,166	33,826,064	0	(23,031,898)	-100.00%	(b)
Internal Service Fund	8,493,910	50,542,296	52,450,774	6,585,432	(1,908,478)	-22.47%	(a)
Medical Services Program Fund	9,831,807	7,198,377	8,726,360	8,303,824	(1,527,983)	-15.54%	(c)
Metropolitan Area Projects Tax Fund	372,044	8,583	194,605	186,022	(186,022)	-50.00%	(d)
MAPS Operations Fund	5,115,659	30,674	5,146,333	0	(5,115,659)	-100.00%	(b)
MAPS 3 Sales Tax Fund	178,682,900	4,779,744	183,462,644	0	(178,682,900)	-100.00%	(d,f)
MAPS 3 Use Tax Fund	28,421,539	330,076	10,278,375	18,473,240	(9,948,299)	-35.00%	(d,f)
MAPS 4 Program Fund	13,569,828	107,024,204	120,594,032	0	(13,569,828)	-100.00%	(d,f)
MAPS 4 Use Tax Fund	2,323,246	20,435,098	22,758,344	0	(2,323,246)	-100.00%	(d,f)
OCMAPS Sales Tax Fund	4,702,088	0	4,702,088	0	(4,702,088)	-100.00%	(d)
OKC Imprv & Spcl Srvcs Assess Dist Fund	30,801	5,266,957	5,266,957	30,801	0	0.00%	(c)
Oklahoma City TIF Fund	130,188	850,000	980,188	0	(130,188)	-100.00%	(c)
Police and Fire Cap Equip Sales Tax Fund	5,097,140	20,000	2,568,570	2,548,570	(2,548,570)	-50.00%	(d)
Police Sales Tax Fund	14,617,988	40,622,454	45,032,765	10,207,677	(4,410,311)	-30.17%	(c)
Solid Waste Management Fund	1,000,000	10,145,909	11,145,909	0	(1,000,000)	-100.00%	(e)
Special Purpose Fund	7,493,646	2,907,141	10,400,787	0	(7,493,646)	-100.00%	(c)
Sports Facilities Sales Tax Fund	49,136	1,123	50,259	0	(49,136)	-100.00%	(d)
Sports Facilities Use Tax Fund	98,652	1,153	99,805	0	(98,652)	-100.00%	(d)
Stormwater Drainage Utility Fund	36,914,880	19,809,141	32,369,670	24,354,351	(12,560,529)	-34.03%	(f)
Street and Alley Fund	156,719	0	146,868	9,851	(146,868)	-93.71%	(b)
Transportation and Parking Fund	0	4,502,411	4,502,411	0	0	N/A	(e)
Water and Wastewater Fund	800,000	95,621,799	96,421,799	0	(800,000)	-100.00%	(e)
Zoo Sales Tax Fund	0	13,350,351	13,652,149	(301,798)	(301,798)	N/A	(h)

(a) Use of fund balance is budgeted for one time uses. Unbudgeted fund balance remains within acceptable range per policy.

(b) The primary expenditures of this fund are capital in nature and the intent is to spend all funds for these purposes.

(c) This is a limited purpose fund. All fund balance is budgeted in compliance with the limited purpose.

(d) This is a limited purpose, limited term fund. This fund will terminate when the purpose is fulfilled.

(e) This is an enterprise fund supported by operating transfers from a City trust. Enterprise reserves are held in the Trust.

(f) Reserves in this fund were or are being accumulated for significant capital projects that are now underway.

(g) Due to the fact that most grant funds operate on a reimbursement basis, fund balance projections do not produce an adequate picture of financial health and are not included.

(h) The Zoo budgets 2% more expenses than revenue in order to provide budget authority for revenue exceeding estimate.

*Budgeted Revenues exclude use of fund balance

FUND BY DEPARTMENT AND SERVICE CATEGORY

	Airports Fund	Asset Forfeiture Fund	Better Streets Safer City Sales Tax Fund	Better Streets Safer City Use Tax Fund	Capital Improvement Projects Fund	City and Sch Cap Proj Use Tax Fund	Court Administration and Training Fund	Debt Service Fund	Emergency Management Fund	Fire Sales Tax Fund	General Fund	Grants Management Fund	Hotel/Motel Tax Fund	Impact Fees Fund	Internal Service Fund	MAPS 3 Sales Tax Fund	MAPS 3 Use Tax Fund	MAPS 4 Program Fund	MAPS 4 Use Tax Fund	MAPS Operations Fund	Medical Services Program Fund	Metropolitan Area Projects Tax Fund	OKC Improvement and Special Svcs Fund	OKC Schools MAPS Sales Tax Fund	Oklahoma City TIF Fund	Police and Fire Cap Equip Sales Tax Fund	Police Sales Tax Fund	Solid Waste Management Cash Fund	Special Purpose Fund	Sports Facilities Sales Tax Fund	Sports Facilities Use Tax Fund	Stormwater Drainage Utility Fund	Street and Alley Fund	Transportation and Parking Fund
General Government																																		
City Auditors Office					●						●																							
City Clerks Office					●						●																		●					
City Managers Office					●	●					●	●			●		●	●	●	●		●			●	●			●	●	●			
Finance					●						●				●																			
General Services					●						●	●			●																			
Information Technology					●	●						●			●																			
Mayor And Council					●						●																							
Municipal Counselors Office					●		●				●																							
Non-Departmental				●	●			●			●	●	●				●		●	●	●			●			●			●				
Personnel											●																							
Public Safety																																		
Fire						●				●	●	●					●		●								●			●				
Municipal Court					●		●				●																							
Police		●			●	●	●		●		●	●					●		●								●	●		●				
Public Service																																		
Airports	●																																	
Development Services					●						●	●																		●				
Planning					●						●	●																		●				
Public Trans and Parking					●						●																							●
Public Works			●		●						●	●		●																●			●	
Utilities					●																								●					
Culture & Rec																																		
Parks and Recreation					●						●	●		●						●										●				
Zoo Sales Tax																																		

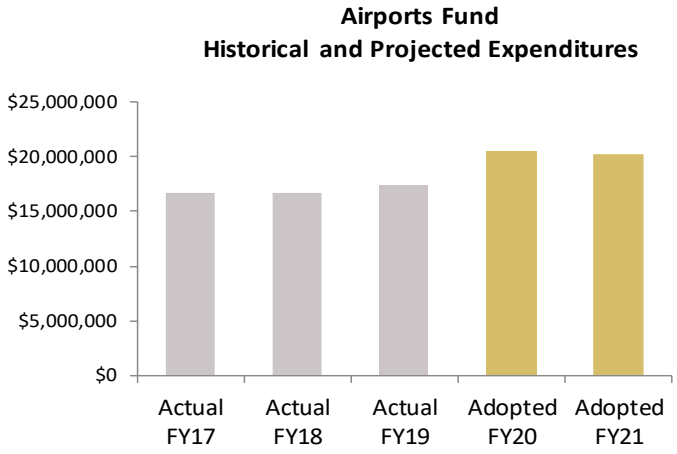
AIRPORTS FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Transfer from Airport Trust	$17,848,123	$19,941,667	$20,090,873
Interest	20,593	19,077	28,830
Other	106,044	50,374	153,354
Fund Balance	0	457,557	0
Total Revenues	**$17,974,760**	**$20,468,675**	**$20,273,057**
Expenditures - Airports			
Personal Services	$11,030,442	$12,221,872	$12,486,397
Other Services & Charges	5,692,597	6,587,354	6,584,728
Supplies	460,430	701,932	701,932
Capital Outlay	156,402	957,517	500,000
Transfers	0	0	0
Total Expenditures	**$17,339,871**	**$20,468,675**	**$20,273,057**
Use of Fund Balance			
Beginning Fund Balance	$743,333	$1,378,222	$1,547,947
Additions/(Reductions) to Fund Balance	634,888	169,725 *	0 **
Ending Fund Balance	**$1,378,222**	**$1,547,947** *	**$1,547,947** **

* Estimated.

** Assumes budgeted revenues and expenditures.

The Airports Fund was established in the FY89 budget. State statutes provide for the establishment of enterprise funds to account for each utility, enterprise, or service other than those operated as a department of the General Fund, where the costs are financed primarily through user charges or where a periodic need exists to determine revenues earned, expenses incurred, or net income for a service or program.



Funding for the operation of the Airports Fund comes from monthly transfers from the Oklahoma City Airport Trust. The Trust was created as a Public Trust on April 1, 1956 pursuant to Title 60 of the Oklahoma Statutes, Section 176, on behalf of the City of Oklahoma City. The purpose of the Trust is to provide a means of financing and administering the construction of airports and air navigation facilities of the City. The provisions of the trust agreement provide that the Trust will lease, or otherwise manage, the related property and improvements financed by the Trust. The Trust will receive all revenues generated from related properties to repay revenue bonds or other debt instruments incurred by the Trust plus costs and expenses incidental to the management, operation, maintenance, and conservation of the Trust.

ASSET FORFEITURE FUND

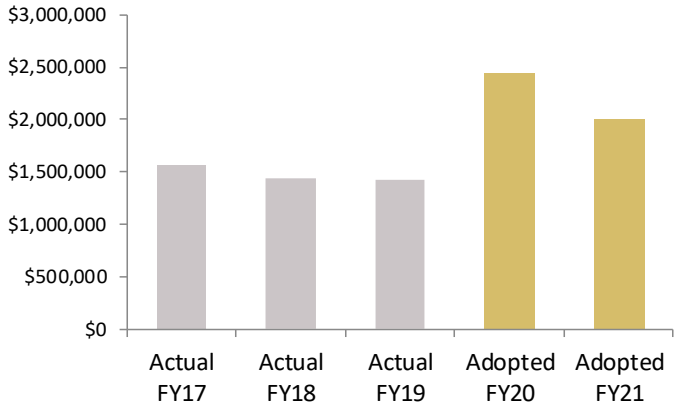
	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Asset Seizure Revenues	$1,173,876	$987,905	$884,331
Other Revenue	12,332	3,000	3,000
Service Charges	15,410	0	0
Interest	68,632	79,491	65,232
Fund Balance	0	1,379,588	1,045,729
Total Revenues	**$1,270,250**	**$2,449,984**	**$1,998,292**
Expenditures - Police			
Personal Services	$24,019	$81,470	$81,470
Other Services & Charges	616,667	767,505	874,215
Supplies	712,065	1,331,009	772,607
Capital Outlay	0	200,000	200,000
Transfers	70,000	70,000	70,000
Total Expenditures	**$1,422,751**	**$2,449,984**	**$1,998,292**
Use of Fund Balance			
Beginning Fund Balance	$3,060,952	$2,908,451	$2,187,586
Additions/(Reductions) to Fund Balance	(152,501)	(720,865) *	(1,045,729) **
Ending Fund Balance	**$2,908,451**	**$2,187,586** *	**$1,141,857** **

* Estimated.

** Assumes budgeted revenues and expenditures.

The Federal Asset Forfeiture Fund was established in FY85 within the Oklahoma City Municipal Facilities Authority (OCMFA) with the passage of Federal Law allowing the Federal Government to forfeit property obtained through illegal activity. It was established by City Ordinance allowing The City of Oklahoma City to accept federally forfeited property.

Asset Forfeiture Fund
Historical and Projected Expenditures



In FY94, the fund was moved from the OCMFA to the City budget. The Asset Forfeiture Fund consists of three sub funds: Federal Asset Forfeiture, State Asset Forfeiture and Treasury Asset Forfeiture. In compliance with the Comprehensive Crime Control Act of 1984, all Federal funds will be utilized for law enforcement purposes only.

BETTER STREETS, SAFER CITY SALES TAX FUND

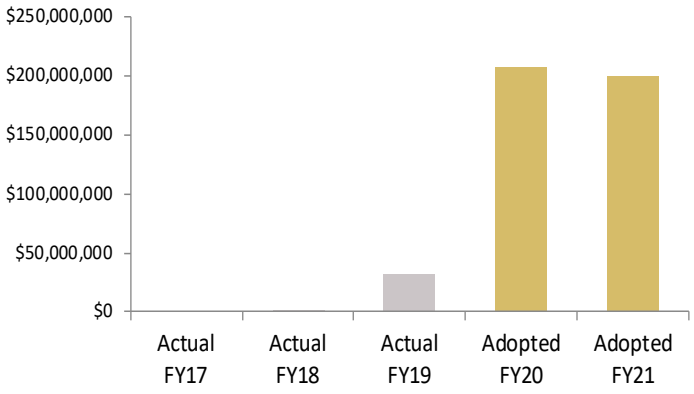
	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Capital Improvements Sales Tax	$113,651,743	$104,028,439	$0
Interest	1,953,264	1,487,513	3,051,975
Other	0	0	0
Fund Balance	0	102,048,569	197,082,947
Total Revenues	**$115,605,007**	**$207,564,521**	**$200,134,922**
Expenditures			
Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	32,303,369	206,834,271	99,129,071
Supplies	10,058	0	200
Capital Outlay	12,000	730,250	101,005,651
Transfers	0	0	0
Total Expenditures	**$32,325,426**	**$207,564,521**	**$200,134,922**
Use of Fund Balance			
Beginning Fund Balance	$37,708,773	$120,988,353	$197,082,947
Additions/(Reductions) to Fund Balance	83,279,581	76,094,594 *	(197,082,947) **
Ending Fund Balance	**$120,988,353**	**$197,082,947** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.

On September 12, 2017, the Oklahoma City voters approved on a temporary tax increase known as Better Streets, Safer City. This 27-month continuation of the expired MAPS 3 penny sales tax will generate $240 million for street resurfacing, streetscapes, trails, sidewalks, and bicycle infrastructure. The initiative includes $168 million for street resurfacing, $24 million for streetscapes, $24 million for sidewalks, $12 million for trails, $12 million for bicycle infrastructure.

Better Streets, Safer City Sales Tax Fund
Historical and Projected Expenditures



The debt-free projects will create smooth and safe streets for drivers, on-street amenities for recreational and commuting cyclists, and streetscapes and trails that protect pedestrians and cyclists and enhance opportunities for economic development.

BETTER STREETS, SAFER CITY USE TAX FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Capital Improvement Use Tax	$19,350,227	$18,110,850	$0
Interest	336,196	187,500	294,172
Other	0	0	0
Fund Balance	0	22,727,377	34,366,413
Total Revenues	**$19,686,423**	**$41,025,727**	**$34,660,585**
Expenditures			
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	270,000	412,562
Capital Outlay	0	10,805,200	10,831,726
Transfers	0	0	0
Department Total	**$0**	**$11,075,200**	**$11,244,288**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	4,740,000	272,029
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$4,740,000**	**$272,029**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	11,301,141	6,996,885
Capital Outlay	0	4,036,050	0
Transfers	0	0	0
Department Total	**$0**	**$15,337,191**	**$6,996,885**

	Actual FY19	Adopted FY20	Adopted FY21
Police			
Personal Services	$0	$0	$0
Other Services & Charges	639	60,580	32,695
Supplies	1,010,081	8,117,782	16,114,688
Capital Outlay	1,242,516	1,694,974	0
Transfers	0	0	0
Department Total	**$2,253,236**	**$9,873,336**	**$16,147,383**
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	639	60,580	32,695
Supplies	1,010,081	24,428,923	23,796,164
Capital Outlay	1,242,516	16,536,224	10,831,726
Transfers	0	0	0
Department Total	**$2,253,236**	**$41,025,727**	**$34,660,585**
Use of Fund Balance			
Beginning Fund Balance	$5,554,392	$22,987,579	$34,366,413
Additions/(Reductions) to Fund Balance	17,433,187	11,378,834 *	(34,366,413) **
Ending Fund Balance	**$22,987,579**	**$34,366,413** *	**$0** **

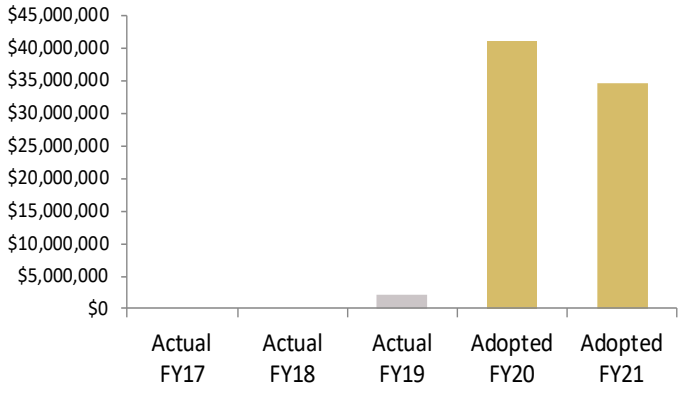
* Estimated.

** Assumes budgeted revenues and expenditures.

On September 12, 2017, the Oklahoma City voters approved a temporary tax increase known as Better Streets, Safer City. The use tax collected as part of this 27-month increase will be used for capital improvements.

Among the capital improvements funded are police and fire vehicles, information systems, mobile data systems, a Citywide radio communication system, City public safety computer-aided dispatch systems, a communications network to support mobile data systems, improvements in the public emergency warning system and police helicopters.

Better Streets, Safer City Use Tax Fund
Historical and Projected Expenditures



CAPITAL IMPROVEMENT PROJECTS FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Interest	$685,004	$318,000	$0
Other	367,025	0	0
Reimbursements	0	0	0
Service Charges	189,395	0	0
Transfers	26,856,555	17,705,220	5,850,000
Fund Balance	0	31,706,333	44,358,915
Total Revenues	**$28,097,979**	**$49,729,553**	**$50,208,915**
Expenditures			
City Clerk			
Personal Services	0	$0	$0
Other Services & Charges	0	2,089	2,089
Supplies	0	5,664	30,663
Capital Outlay	0	64,066	19,065
Transfers	0	0	0
Department Total	**$0**	**$71,819**	**$51,817**
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	324,489	1,843,380	1,305,930
Supplies	104,899	12,324	6,463
Capital Outlay	193,168	3,131,127	1,225,589
Transfers	0	0	0
Department Total	**$622,556**	**$4,986,831**	**$2,537,982**
Development Services			
Personal Services	$0	$0	$0
Other Services & Charges	8,524	43,440	35,476
Supplies	0	110,902	110,902
Capital Outlay	0	100,000	100,000
Transfers	0	0	0
Department Total	**$8,524**	**$254,342**	**$246,378**
Finance			
Personal Services	$0	$0	$0
Other Services & Charges	31,003	254,431	361,271
Supplies	0	61,793	61,795
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$31,003**	**$316,224**	**$423,066**

	Actual FY19	Adopted FY20	Adopted FY21
General Services			
Personal Services	$0	$0	$0
Other Services & Charges	927,101	2,942,242	4,565,716
Supplies	1,970,141	6,231,252	5,063,763
Capital Outlay	1,513,222	3,958,811	1,758,829
Transfers	0	2,050	2,050
Department Total	**$4,410,464**	**$13,134,355**	**$11,390,358**
Human Resources			
Personal Services	$0	$0	$0
Other Services & Charges	0	350,000	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$350,000**	**$0**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	137,408	1,210,160	1,051,688
Supplies	345,298	1,134,337	726,408
Capital Outlay	312,355	1,171,661	675,609
Transfers	90,000	26,890	50,000
Department Total	**$885,061**	**$3,543,048**	**$2,503,705**
Mayor and Council			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	10,500	10,500
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$10,500**	**$10,500**
Municipal Court			
Personal Services	$0	$0	$0
Other Services & Charges	0	694,547	0
Supplies	0	1,300	1,300
Capital Outlay	115,700	7,815	7,815
Transfers	1,736,767	1,941,747	769,764
Department Total	**$1,852,467**	**$2,645,409**	**$778,879**

	Actual FY19	Adopted FY20	Adopted FY21
Municipal Counselor's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	525	8,984
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$525**	**$8,984**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	9,000,000	3,043,423	1,273,085
Supplies	0	1,406	42,560
Capital Outlay	0	8,114,139	15,434,272
Transfers	0	12,500	3,012,500
Department Total	**$9,000,000**	**$11,171,468**	**$19,762,417**
Parks and Recreation			
Personal Services	$0	$0	$0
Other Services & Charges	163,595	1,871,421	206,327
Supplies	41,990	288,911	709,123
Capital Outlay	14,569	1,548,952	2,591,806
Transfers	0	0	0
Department Total	**$220,154**	**$3,709,284**	**$3,507,256**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	235,943	235,943
Transfers	0	0	0
Department Total	**$0**	**$235,943**	**$235,943**
Public Transportation and Parking			
Personal Services	$0	$0	$0
Other Services & Charges	0	16,425	16,425
Supplies	0	40,690	40,690
Capital Outlay	0	66,460	66,460
Transfers	0	0	0
Department Total	**$0**	**$123,575**	**$123,575**
Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	5,620,659	7,980,641	5,151,405
Supplies	107,674	189,242	817,313
Capital Outlay	6,206	1,006,347	2,659,337
Transfers	0	0	0
Department Total	**$5,734,539**	**$9,176,230**	**$8,628,055**

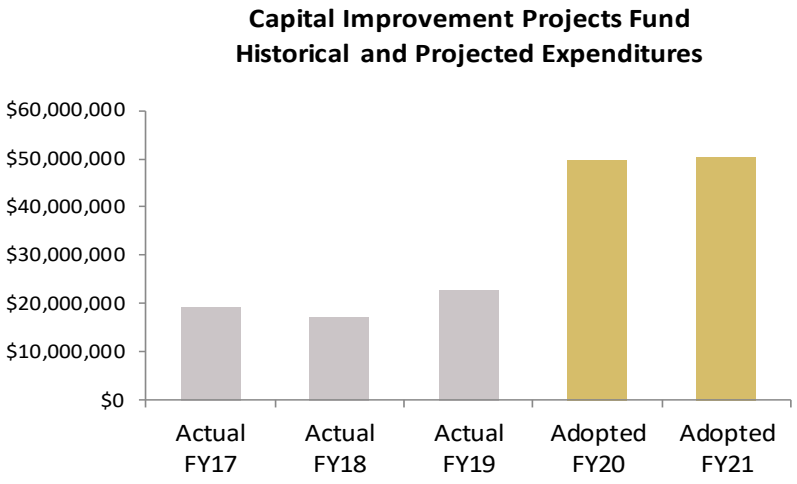
	Actual FY19	Adopted FY20	Adopted FY21
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	16,212,779	20,252,199	13,969,412
Supplies	2,570,002	8,088,846	7,630,464
Capital Outlay	2,155,220	19,405,321	24,774,725
Transfers	1,826,767	1,983,187	3,834,314
Total Expenditures	**$22,764,768**	**$49,729,553**	**$50,208,915**
Use of Fund Balance			
Beginning Fund Balance	$30,760,221	$36,093,432	$44,358,915
Additions/(Reductions) to Fund Balance	5,333,211	8,265,483 *	(44,358,915) **
Ending Fund Balance	**$36,093,432**	**$44,358,915** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.

NOTES:

(a) Capital projects are lengthy in nature and difficult to predict completion. For this reason, the budget is based on the assumption that the outstanding encumbrances used as of February 2019 will remain to the end of the fiscal year. If encumbrances are actually expended by the end of the year, the budget will be overstated. Purchases and encumbrances in the budget year are made on a cash basis.



In 1975, the State of Oklahoma passed legislation noted in Title 11 § 17-109.11 authorizing cities to create a fund to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds). The revenue sources of the Capital Improvement Projects Fund may be the proceeds of the sale of assets, interest income, grants from agencies or other governmental units and transfers from other funds. The Fund's major financial resources are interest earnings and a transfer from the General Fund.

CITY AND SCHOOLS CAPITAL PROJECT USE TAX FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Use Tax	$0	$0	$0
Interest	68,599	20,142	54,879
Other	211,936	0	0
Transfers	194,919	0	0
Fund Balance	0	3,307,925	3,831,697
Total Revenues	**$475,454**	**$3,328,067**	**$3,886,576**
Expenditures			
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	13,345	0
Supplies	0	53,784	0
Capital Outlay	0	0	0
Department Total	**$0**	**$67,129**	**$0**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	4,116	581	2,816,700
Capital Outlay	0	0	0
Department Total	**$4,116**	**$581**	**$2,816,700**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	3,260,357	1,069,876
Total Expenditures	**$0**	**$3,260,357**	**$1,069,876**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Department Total	**$0**	**$0**	**$0**

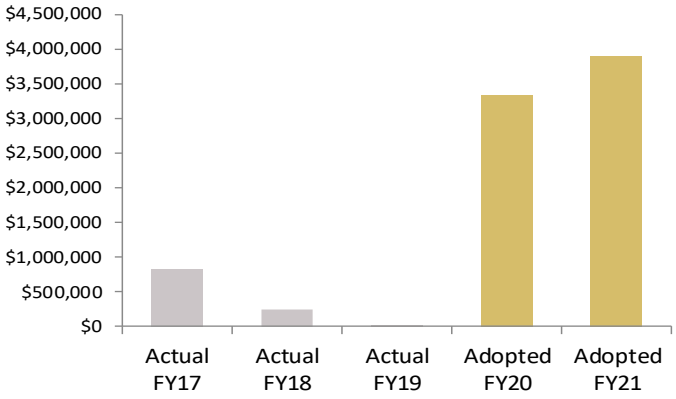
	Actual FY19	Adopted FY20		Adopted FY21	
All Departments					
Personal Services	$0	$0		$0	
Other Services & Charges	0	13,345		0	
Supplies	4,116	54,365		2,816,700	
Capital Outlay	0	3,260,357		1,069,876	
Total Expenditures	**$4,116**	**$3,328,067**		**$3,886,576**	
Use of Fund Balance					
Beginning Fund Balance	$3,062,525	$3,533,863		$3,991,301	
Additions/(Reductions) to Fund Balance	471,338	457,438	*	(3,831,697)	**
Ending Fund Balance	**$3,533,863**	**$3,991,301**	*	**$159,604**	**

* Estimated.

** Assumes budgeted revenues and expenditures.

On November 13, 2001, the Oklahoma City voters approved a limited purpose temporary sales tax for public school capital projects. Based on state statutes, the City Council approved an ordinance amending the City's use tax rate to mirror the sales tax rate's effective dates and amount. The rate of the tax was one-half percent from January 1, 2002 until April 1, 2003, when the rate changed to one percent. The tax expired on January 1, 2009.

City and Schools Capital Projects Use Tax Fund Historical and Projected Expenditures



COURT ADMINISTRATION AND TRAINING FUND

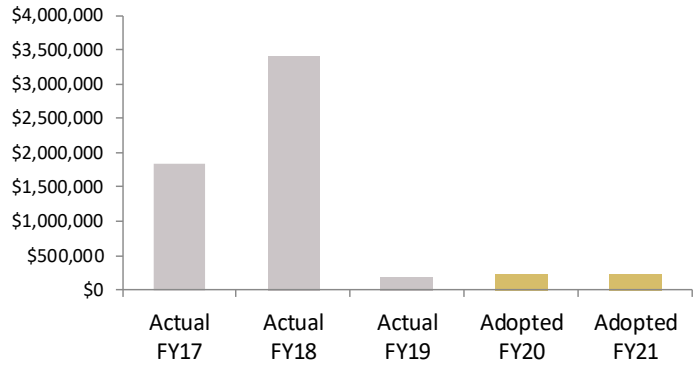
	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Fees	$177,635	$181,817	$185,765
Fines	1,202	0	471
Interest	1,713	2,660	2,032
Fund Balance	0	50,059	38,732
Total Revenues	**$180,549**	**$234,536**	**$227,000**
Expenditures			
Municipal Court			
Personal Services	$0	$0	$0
Other Services & Charges	3,849	7,000	7,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$3,849**	**$7,000**	**$7,000**
Municipal Counselor			
Personal Services	$0	$0	$0
Other Services & Charges	6,141	10,000	12,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$6,141**	**$10,000**	**$12,000**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	142,546	155,573	153,000
Supplies	35,897	61,963	55,000
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$178,444**	**$217,536**	**$208,000**

	Actual FY19	Adopted FY20	Adopted FY21
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	152,536	172,573	172,000
Supplies	35,897	61,963	55,000
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$188,433**	**$234,536**	**$227,000**
Use of Fund Balance			
Beginning Fund Balance	$83,463	$75,579	$81,061
Additions/(Reductions) to Fund Balance	(7,884)	5,482 *	(38,732) **
Ending Fund Balance	**$75,579**	**$81,061** *	**$42,329** **

* Estimated.

** Assumes budgeted revenues and expenditures.

Court Administration and Training Fund
Historical and Projected Expenditures



The Court Administration and Training Fund was created in 1986 to fund law enforcement training through state mandated fees collected by the Oklahoma City Municipal Court. As of November 1, 2017, state law requires that a $30 fee be collected on each case that is not a parking, stopping or standing violation and which is punishable by a fine of $10 or greater. This fee is in addition to any fines, costs or fees already associated with the case. The $30 fee consists of $10 for the Council on Law Enforcement Education and Training (CLEET), $10 for the statewide Automated Fingerprint Identification System (AFIS) and $10 for the statewide Forensic Improvement Program. Oklahoma City, because it operates its own law enforcement academy, retains $2 of each CLEET fee collected in addition to a small administrative fee.

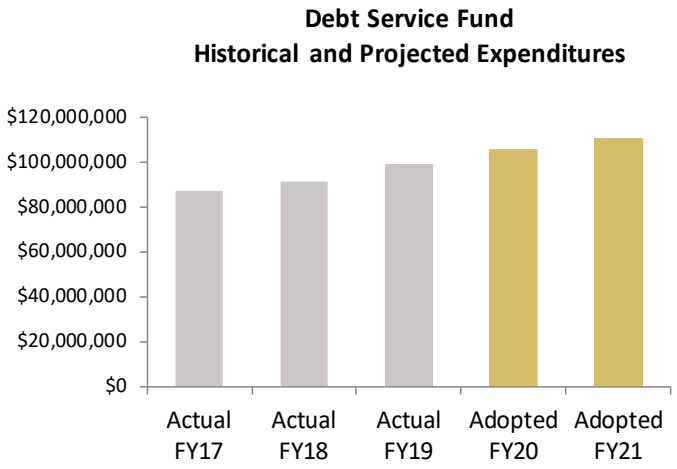
DEBT SERVICE FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Ad Valorem (Property Tax)	$93,737,616	$95,053,573	$98,838,747
Interest	2,961,960	1,000,000	1,000,000
Other	6,710,914	6,000,000	7,000,000
Fund Balance	0	3,911,844	3,911,844
Total Revenues	**$103,410,490**	**$105,965,417**	**$110,750,591**
Expenditures - Non-Departmental			
Judgments	$4,262,085	$5,974,000	$3,365,948
Judgment Interest	217,033	221,000	214,645
Fiscal Agency Fees	299,500	400,000	600,000
Bond Retirement	61,365,000	64,660,123	65,925,000
Interest on Bonds	32,480,563	34,710,294	34,126,511
Reserve For Future Debt Service Payments	0	0	6,518,487
Total Expenditures	**$98,624,181**	**$105,965,417**	**$110,750,591**
Use of Fund Balance			
Beginning Fund Balance	$112,640,770	$117,427,080	$113,515,236
Additions/(Reductions) to Fund Balance	4,786,309	(3,911,844) *	2,606,643 **
Ending Fund Balance	**$117,427,080**	**$113,515,236** *	**$116,121,879** **

* Estimated.

** Assumes budgeted revenues and expenditures.

Under Section 26, Article 10 of the State Constitution, the City of Oklahoma City is authorized to establish a Debt Service Fund. The General Obligation Debt Services Fund accounts for all expenditures for principal, interest and agency fees on all of the City's general obligation debt and judgments. Revenues in the General Obligation Debt Service Fund include ad valorem taxes and interest on reserves. By law, appropriations in the Debt Service Fund may not be reduced below the minimums required to make debt service payments.



The final debt service budget (statement of required funding) is prepared and submitted to required authorities at the end of August, after the preceding fiscal year accounting is closed. The adopted budget is an estimate based on partial year results.

EMERGENCY MANAGEMENT FUND

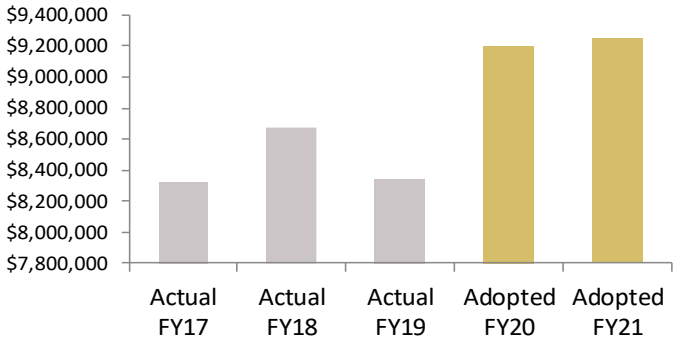
	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Tariffs	$5,926,996	$5,873,700	$6,113,890
Interest	27,844	29,602	35,084
Transfers	2,550,000	3,019,867	2,895,939
Fund Balance	0	273,961	200,000
Total Revenues	**$8,504,840**	**$9,197,130**	**$9,244,913**
Expenditures - Police			
Personal Services	$6,428,193	$6,677,159	$6,864,296
Other Services & Charges	1,916,918	2,512,902	2,373,548
Supplies	2,611	7,069	7,069
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$8,347,722**	**$9,197,130**	**$9,244,913**
Use of Fund Balance			
Beginning Fund Balance	$723,226	$880,344	$665,085
Additions/(Reductions) to Fund Balance	157,118	(215,259) *	(200,000) **
Ending Fund Balance	**$880,344**	**$665,085** *	**$465,085** **

* Estimated.

** Assumes budgeted revenues and expenditures.

The Emergency Management Fund was established in FY90 to fund operations for the 911 emergency telephone and dispatch system, and the disaster preparedness and warning programs. The budget combines a subsidy from the General Fund, projected revenues from a charge to households and businesses accessing the system through their community or cell phone service, and fund balance and interest earned by the fund.

Emergency Management Fund
Historical and Projected Expenditures



FIRE SALES TAX FUND (FIRE FIGHTING AND FIRE RESCUE SERVICES, FACILITIES OR EQUIPMENT TAX FUND)

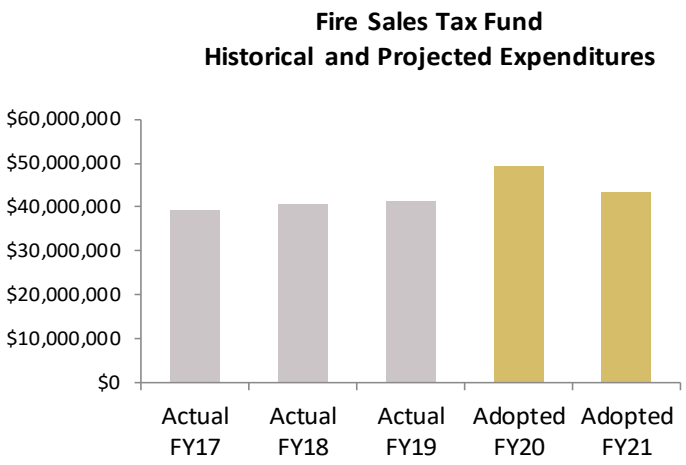
	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Special Sales Tax	$42,722,904	$43,711,118	$40,120,576
Interest	347,963	400,560	421,036
Other	154,312	13,677	13,677
Service Charges	23,660	0	0
Fund Balance	0	5,227,929	3,002,100
Total Revenues	**$43,248,839**	**$49,353,284**	**$43,557,389**
Expenditures - Fire			
Personal Services	$35,992,742	$38,062,058	$38,170,302
Other Services & Charges	2,088,726	3,938,450	2,117,087
Supplies	3,108,042	4,103,176	2,270,000
Capital Outlay	13,474	3,249,600	1,000,000
Transfers	0	0	0
Total Expenditures	**$41,202,984**	**$49,353,284**	**$43,557,389**
Use of Fund Balance			
Beginning Fund Balance	$13,484,380	$15,530,235	$12,742,724
Additions/(Reductions) to Fund Balance	2,045,855	(2,787,511) *	(3,002,100) **
Ending Fund Balance	**$15,530,235**	**$12,742,724** *	**$9,740,624** **

* Estimated.

** Assumes budgeted revenues and expenditures.

The Fire Fighting and Fire Rescue Services, Facilities or Equipment Tax Fund was established in FY90. Funding is provided through a dedicated three-quarter-cent sales tax approved by City voters to fund new or improved public safety services. The Fund receives one-half of the revenues collected through the special sales tax.

Each year the City Council adopts a resolution specifying the specific projects and funding levels in the Fire Fighting and Fire Rescue Services, Facilities or Equipment Tax Fund.



GENERAL FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues - Operating			
Taxes	$329,219,397	$338,175,844	$317,657,301
Franchise Fees	40,752,562	41,677,129	39,748,801
Licenses & Permits	13,506,225	14,021,949	14,215,148
Service Charges	61,303,038	60,416,878	62,488,406
Fines	19,000,677	18,773,085	16,747,590
Transfers	1,945,865	2,000,431	58,684
Other Revenue	6,404,361	8,476,031	5,595,458
Total Revenues - Operating	**$472,132,126**	**$483,541,347**	**$456,511,388**
Revenues - Non-Operating			
Taxes	**$0**	**$13,569,828**	**$106,988,204**
Total Revenues - Non-Operating	**$0**	**$13,569,828**	**$106,988,204**
Total Revenues	**$472,132,126**	**$497,111,175**	**$563,499,592**
Expenditures - Operating			
City Auditor's Office			
Personal Services	$1,052,779	$1,100,677	$1,122,901
Other Services & Charges	59,081	144,080	108,465
Supplies	13,205	9,750	9,750
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,125,065**	**$1,254,507**	**$1,241,116**
City Clerk			
Personal Services	$778,385	$872,658	$901,102
Other Services & Charges	224,661	211,228	211,860
Supplies	13,929	5,052	5,052
Capital Outlay	0	0	0
Transfers	45,000	0	0
Department Total	**$1,061,975**	**$1,088,938**	**$1,118,014**
City Manager's Office			
Personal Services	$3,289,335	$3,254,857	$2,791,506
Other Services & Charges	459,434	380,537	260,016
Supplies	30,980	31,182	27,925
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$3,779,749**	**$3,666,576**	**$3,079,447**

	Actual FY19	Adopted FY20	Adopted FY21
Development Services			
Personal Services	$15,083,481	$16,210,489	$14,741,133
Other Services & Charges	2,911,111	3,031,706	2,903,148
Supplies	755,169	726,132	691,286
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$18,749,761**	**$19,968,327**	**$18,335,567**
Finance			
Personal Services	$6,645,478	$7,429,619	$7,196,619
Other Services & Charges	1,311,260	1,567,756	1,603,666
Supplies	76,323	102,541	115,760
Capital Outlay	0	0	0
Transfers	100,000	0	0
Department Total	**$8,133,061**	**$9,099,916**	**$8,916,045**
Fire			
Personal Services	$93,261,257	$98,551,177	$100,165,286
Other Services & Charges	6,560,076	7,087,068	7,150,978
Supplies	1,280,457	1,164,088	992,235
Capital Outlay	0	0	0
Transfers	1,005,296	120,000	120,000
Department Total	**$102,107,086**	**$106,922,333**	**$108,428,499**
General Services			
Personal Services	$3,363,117	$3,501,049	$3,306,703
Other Services & Charges	1,351,021	1,505,293	1,412,603
Supplies	540,177	206,464	138,858
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$5,254,315**	**$5,212,806**	**$4,858,164**
Human Resources			
Personal Services	$3,039,083	$3,135,075	$3,011,423
Other Services & Charges	431,252	560,569	576,114
Supplies	15,456	15,524	27,272
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$3,485,791**	**$3,711,168**	**$3,614,809**

	Actual FY19	Adopted FY20	Adopted FY21
Juvenile Justice - Municipal Court			
Personal Services	$721,881	$763,684	$765,261
Other Services & Charges	83,493	143,189	114,958
Supplies	9	7,400	2,631
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$805,383**	**$914,273**	**$882,850**
Juvenile Justice - Municipal Counselor			
Personal Services	$126,518	$124,250	$123,787
Other Services & Charges	0	0	0
Supplies	3,670	2,782	2,782
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$130,188**	**$127,032**	**$126,569**
Mayor and Council			
Personal Services	$981,410	$1,028,817	$1,054,468
Other Services & Charges	82,438	135,842	94,362
Supplies	5,695	11,232	10,420
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,069,544**	**$1,175,891**	**$1,159,250**
Municipal Court			
Personal Services	$4,194,490	$4,662,178	$4,075,343
Other Services & Charges	2,765,944	2,965,444	2,869,569
Supplies	112,250	212,657	194,772
Capital Outlay	0	0	0
Transfers	0	100,600	0
Department Total	**$7,072,684**	**$7,940,879**	**$7,139,684**
Municipal Counselor's Office			
Personal Services	$6,522,114	$6,661,756	$6,390,570
Other Services & Charges	668,323	605,113	455,408
Supplies	149,869	121,029	116,711
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$7,340,305**	**$7,387,898**	**$6,962,689**

	Actual FY19	Adopted FY20	Adopted FY21
Non-Departmental			
Personal Services	$18,596,755	$26,866,987	$18,056,995
Other Services & Charges	11,291,351	23,742,746	22,999,740
Supplies	8,305	7,500	7,500
Capital Outlay	0	0	0
Debt Service	5,085	10,000	10,000
Transfers	32,756,189	17,545,674	18,709,939
Department Total	**$62,657,685**	**$68,172,907**	**$59,784,174**
Parks and Recreation			
Personal Services	$11,962,822	$14,497,491	$13,708,074
Other Services & Charges	9,526,819	12,234,621	11,024,144
Supplies	1,635,284	1,917,660	1,837,452
Capital Outlay	20,994	0	0
Transfers	2,908,870	386,271	1,236,271
Department Total	**$26,054,789**	**$29,036,043**	**$27,805,941**
Planning			
Personal Services	$2,724,486	$2,990,856	$2,819,472
Other Services & Charges	1,204,224	1,490,885	1,063,376
Supplies	18,100	18,802	14,202
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$3,946,810**	**$4,500,543**	**$3,897,050**
Police			
Personal Services	$127,747,342	$132,214,081	$130,341,865
Other Services & Charges	16,993,865	18,455,950	17,776,053
Supplies	759,604	810,587	778,451
Capital Outlay	0	0	0
Transfers	2,946,000	3,319,867	3,365,939
Department Total	**$148,446,811**	**$154,800,485**	**$152,262,308**
Public Transportation and Parking			
Other Services & Charges	$21,884,273	$23,126,208	$13,719,719
Transfers	239,848	538,935	588,867
Department Total	**$22,124,121**	**$23,665,143**	**$14,308,586**
Public Works			
Personal Services	$19,616,463	$22,448,027	$21,360,316
Other Services & Charges	5,523,652	7,523,967	6,946,374
Supplies	2,500,974	4,896,688	4,283,936
Capital Outlay	0	0	0
Transfers	1,880,787	27,000	0
Department Total	**$29,521,876**	**$34,895,682**	**$32,590,626**

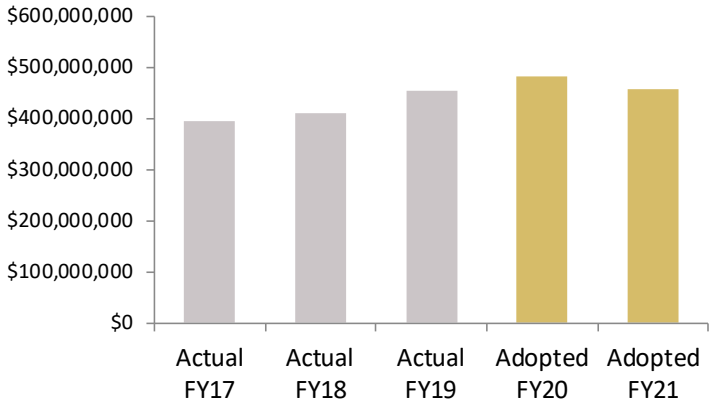
	Actual FY19	Adopted FY20	Adopted FY21
All Departments - Operating			
Personal Services	$319,707,197	$346,313,728	$331,932,824
Other Services & Charges	83,332,279	104,912,202	91,290,553
Supplies	7,919,455	10,267,070	9,256,995
Capital Outlay	20,994	0	0
Debt Service	5,085	10,000	10,000
Transfers	41,881,989	22,038,347	24,021,016
Total Operating Expenditures	**$452,866,998**	**$483,541,347**	**$456,511,388**
Expenditures - Non-Operating			
Non-Departmental - MAPS 4 (Non-Operating)			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	13,569,828	106,988,204
Department Total	**$0**	**$13,569,828**	**$106,988,204**
All Departments - Non-Operating			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Debt Service	0	0	0
Transfers	0	13,569,828	106,988,204
Total Operating Expenditures	**$0**	**$13,569,828**	**$106,988,204**
Total All Departments Operating and Non-Operating			
Personal Services	$319,707,197	$346,313,728	$331,932,824
Other Services & Charges	83,332,279	104,912,202	91,290,553
Supplies	7,919,455	10,267,070	9,256,995
Capital Outlay	20,994	0	0
Debt Service	5,085	10,000	10,000
Transfers	41,881,989	35,608,175	131,009,220
Total General Fund Expenditures	**$452,866,998**	**$497,111,175**	**$563,499,592**
Use of Fund Balance			
Beginning Fund Balance	$84,878,259	$104,143,386	$103,320,637
Additions/(Reductions) to Fund Balance	19,265,127	(822,749) *	0 **
Ending Fund Balance	**$104,143,386**	**$103,320,637** *	**$103,320,637** **

* Estimated.

** Assumes budgeted revenues and expenditures.

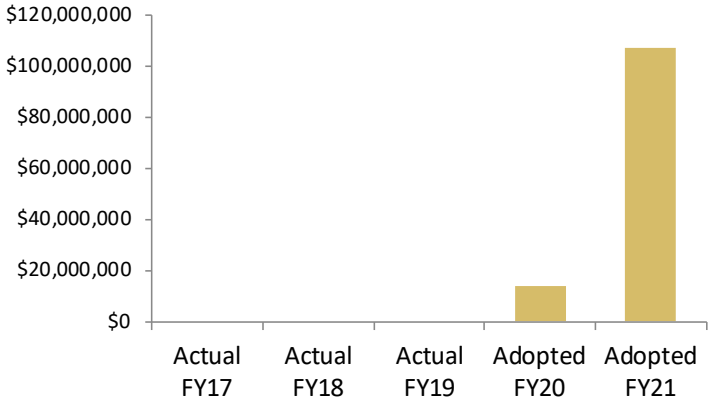
The General Fund is used to account for all funds received and disbursed for general municipal government purposes including all assets, liabilities, reserves, fund balances, revenues and expenditures that are not accounted for in any other fund.

General Fund - Operating
Historical and Projected Expenditures



Starting in FY20, the General Fund began collecting sales tax funds related to the MAPS 4 Program. Passed by voters on December 10, 2019, the MAPS 4 1-cent sales tax is as an eight-year temporary general fund tax to fund the program outlined in the City Council resolution passed on August 27, 2019. As funds are received in the General Fund, transfers will be made to a separate MAPS 4 Program fund to be spent on the MAPS 4 Program as authorized by the City Council.

General Fund - Non-Operating
Historical and Projected Expenditures



GRANTS MANAGEMENT FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Department of Energy	$3,750	$0	$0
Department of Homeland Security	3,010,914	1,612,403	491,052
Department of Housing and Urban Development	14,976,565	23,925,906	27,112,854
Department of Interior	62,718	22,312	29,284
Department of Justice	696,008	2,308,247	3,950,552
Department of Transportation	443,029	1,028,385	1,141,276
Department of the Treasury	0	0	114,302,395
Environmental Protection Agency	412,897	881,000	1,198,379
Federal Railroad Administration	4,962,698	3,000,000	0
Other - Misc Grants, Loan Repayments, Etc.	922,661	150,000	219,006
State and Local Grants	961,117	1,331,666	948,861
Total Revenues [(a)]	**$26,452,357**	**$34,259,919**	**$149,393,659**

	Actual FY19	Adopted FY20	Adopted FY21
Expenditures			
Development Services			
Personal Services	$0	$150,000	$219,006
Other Services & Charges	(13)	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	1,564	0	0
Department Total	**$1,551**	**$150,000**	**$219,006**
Finance			
Personal Services	($144)	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**($144)**	**$0**	**$0**
Fire			
Personal Services	$2,932,873	$1,612,403	$413,890
Other Services & Charges	68,633	59,825	77,162
Supplies	26,042	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$3,027,549**	**$1,672,228**	**$491,052**
General Services			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	32,516	71,993	71,993
Transfers	0	0	0
Department Total	**$32,516**	**$71,993**	**$71,993**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	114,302,395
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$0**	**$114,302,395**

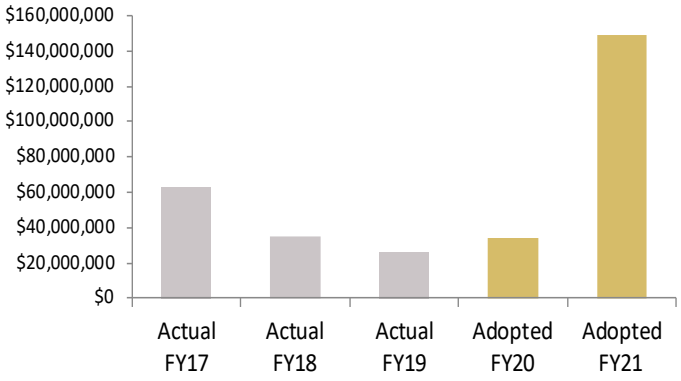
	Actual FY19	Adopted FY20	Adopted FY21
Parks			
Personal Services	$0	$0	$0
Other Services & Charges	34,187	0	0
Supplies	0	0	0
Capital Outlay	0	360,000	210,000
Transfers	0	0	0
Department Total	**$34,187**	**$360,000**	**$210,000**
Planning			
Personal Services	$1,672,774	$1,927,853	$2,297,014
Other Services & Charges	13,885,290	22,847,183	26,036,668
Supplies	11,443	31,370	31,370
Capital Outlay	768,829	0	0
Transfers	0	0	0
Department Total	**$16,338,337**	**$24,806,406**	**$28,365,052**
Police			
Personal Services	$1,325,164	$2,213,002	$2,838,208
Other Services & Charges	254,279	651,315	471,867
Supplies	91,762	1,073,609	1,648,851
Capital Outlay	44,220	0	655,535
Transfers	0	0	0
Department Total	**$1,715,424**	**$3,937,926**	**$5,614,461**
Public Works			
Personal Services	$134,988	$119,700	$119,700
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	5,084,558	3,141,666	0
Transfers	0	0	0
Department Total	**$5,219,546**	**$3,261,366**	**$119,700**
All Departments			
Personal Services	$6,065,655	$6,022,958	$5,887,818
Other Services & Charges	14,242,376	23,558,323	140,888,092
Supplies	129,247	1,104,979	1,680,221
Capital Outlay	5,930,123	3,573,659	937,528
Transfers	1,564	0	0
Total Expenditures	**$26,368,965**	**$34,259,919**	**$149,393,659**

NOTES: Use of Fund Balance
Due to the nature of grant funds, fund balance projections do not provide an adequate picture of financial health and are not included.

(a) Budgeted revenue include balances from prior year grant awards and anticipated new grant awards.

The Grants Management Fund was established in order to provide the City with a means of budgeting and accounting for grant awards. Although shown in the same manner as other City funds, the Grants Management Fund generally follows federal, rather than state or local law for budgeting and spending. The information presented in this budget is an estimate of federal grant activity and does not restrict actual grant expenditures. Grant expenditures are governed by individual grant requirements.

Grants Management Fund
Historical and Projected Expenditures

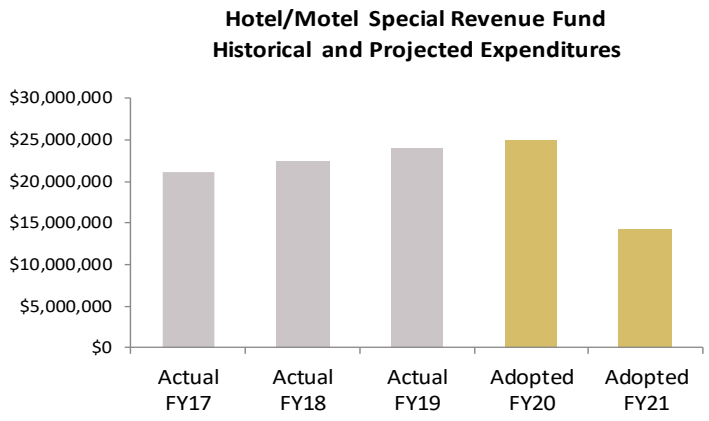


HOTEL/MOTEL TAX SPECIAL REVENUE FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Hotel/Motel Tax	$15,736,805	$16,136,549	$9,496,893
Interest	159,426	173,667	178,242
Other	0	0	0
Transfers	7,807,549	7,705,126	3,453,416
Fund Balance	0	931,236	1,100,000
Total Revenues	**$23,703,780**	**$24,946,578**	**$14,228,551**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	7,775,780	8,329,713	4,648,831
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	16,242,418	16,616,865	9,579,720
Total Expenditures	**$24,018,198**	**$24,946,578**	**$14,228,551**
Use of Fund Balance			
Beginning Fund Balance	$6,544,549	$6,230,131	$5,214,745
Additions/(Reductions) to Fund Balance	(314,418)	(1,015,386) *	(1,100,000) **
Ending Fund Balance	**$6,230,131**	**$5,214,745** *	**$4,114,745** **

* Estimated.

** Assumes budgeted revenues and expenditures.



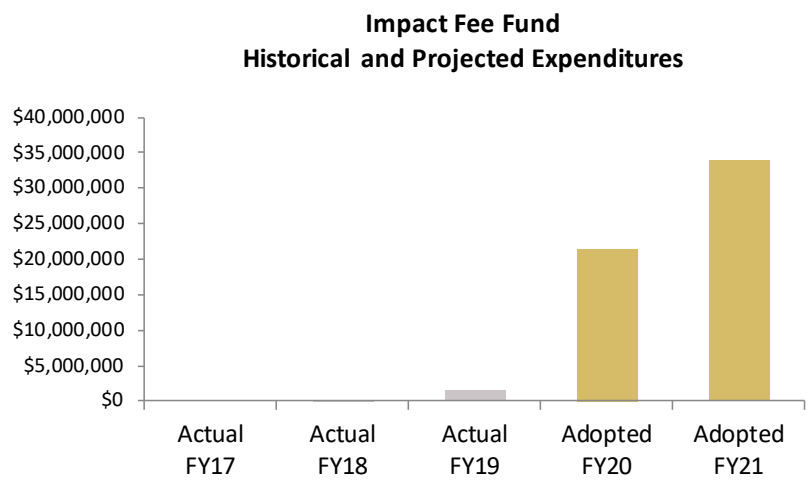
On December 14, 2004, the Oklahoma City voters approved a 5.5% hotel occupancy tax. The tax rate went into effect on January 1, 2005 and Ordinance No. 22,538 provides for three specific uses. Four-elevenths or 2% is dedicated to encouraging, promoting, and fostering convention and tourism development of the City. Six-elevenths or 3% is dedicated to funding improvements to the Oklahoma City Fairgrounds. The final one-eleventh or 0.5% is dedicated to sponsoring or promoting events recommended by the Oklahoma City Convention and Visitors Commission. The Hotel/Motel Tax Special Revenue Fund was established by Budget Amendment in FY05 to account for all monies from the tax.

IMPACT FEE FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Impact Fees	$8,056,087	$7,843,663	$10,639,594
Interest	278,034	36,059	154,572
Fund Balance	0	13,551,748	23,031,898
Total Revenues	**$8,334,122**	**$21,431,470**	**$33,826,064**
Expenditures - Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	605,589	17,081,912	21,951,450
Supplies	0	969,023	0
Capital Outlay	817,000	3,380,535	11,874,614
Transfers	0	0	0
Department Total	**$1,422,589**	**$21,431,470**	**$33,826,064**
Use of Fund Balance			
Beginning Fund Balance	$9,059,516	$15,971,048	$23,031,898
Additions/(Reductions) to Fund Balance	6,911,533	7,060,850 *	(23,031,898) **
Ending Fund Balance	**$15,971,048**	**$23,031,898** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



In 2017, the Streets and Parks System Development Impact Fee Fund was established through City ordinance to collect and expend development fees related to new construction. Fee revenue received through the building permitting process is utilized for capital improvements to infrastructure in parks and streets within the same service area as the new construction.

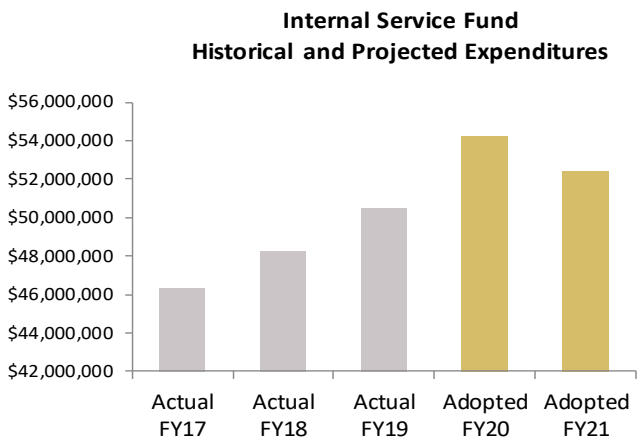
INTERNAL SERVICE FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Interest	$283,374	$30,000	$56,204
Information Technology Chargebacks	25,733,968	28,061,366	27,905,330
Risk Management Chargebacks	14,607,542	13,145,295	12,942,188
Print Shop Chargebacks	824,213	1,012,012	933,288
Fleet Services Chargebacks	8,617,802	9,647,630	8,314,491
Licenses, Permits and Fees	0	0	0
Other	325,131	519,595	390,795
Services	0	0	0
Fund Balance	0	1,863,069	1,908,478
Total Revenues	**$50,392,030**	**$54,278,967**	**$52,450,774**
Expenditures			
City Manager's Office - Print Shop			
Personal Services	$263,999	$284,617	$228,788
Other Services & Charges	454,940	605,914	756,919
Supplies	87,578	86,481	270,944
Capital Outlay	0	220,000	47,498
Transfers	0	0	0
Department Total	**$806,517**	**$1,197,012**	**$1,304,149**
Finance - Risk Management			
Personal Services	$919,058	$1,184,417	$1,095,765
Other Services & Charges	787,884	840,271	786,774
Supplies	10,582	24,629	24,629
Capital Outlay	0	0	0
Transfers	12,645,975	11,184,659	11,149,905
Department Total	**$14,363,498**	**$13,233,976**	**$13,057,073**
General Services - Fleet Services			
Personal Services	$2,351,830	$2,608,679	$2,515,161
Other Services & Charges	1,153,056	1,461,474	1,265,637
Supplies	4,587,704	5,586,185	4,533,693
Capital Outlay	0	176,100	0
Transfers	900,000	750,000	0
Department Total	**$8,992,590**	**$10,582,438**	**$8,314,491**
Information Technology			
Personal Services	$11,531,659	$12,457,049	$12,718,847
Other Services & Charges	4,572,859	5,736,608	6,624,264
Supplies	410,860	469,829	334,374
Capital Outlay	0	0	228,500
Transfers	9,805,856	10,602,055	9,869,076
Department Total	**$26,321,234**	**$29,265,541**	**$29,775,061**

	Actual FY19	Adopted FY20	Adopted FY21
All Departments			
Personal Services	$15,066,546	$16,534,762	$16,558,561
Other Services & Charges	6,968,739	8,644,267	9,433,594
Supplies	5,096,723	6,167,124	5,163,640
Capital Outlay	0	396,100	275,998
Transfers	23,351,831	22,536,714	21,018,981
Total Expenditures	**$50,483,839**	**$54,278,967**	**$52,450,774**
Use of Fund Balance			
Beginning Fund Balance	$8,310,532	$8,218,723	$8,493,910
Additions/(Reductions) to Fund Balance	(91,809)	275,187 *	(1,908,478) **
Ending Fund Balance	**$8,218,723**	**$8,493,910** *	**$6,585,432** **

* Estimated.

** Assumes budgeted revenues and expenditures.



Internal Service Funds were established to finance and account for services and commodities furnished by one City department to other City departments on a cost reimbursement basis. Since the services and commodities are supplied exclusively within the City government, they are separate from those services that are rendered to the public in general and/or accounted for in other City Funds. Details of the services provided may be found under the following department headings presented in this budget: Information Technology, City Manager's Office - Public Information and Marketing (Print Shop), Finance (Risk Management), and General Services (Fleet Services).

MEDICAL SERVICE PROGRAM FUND

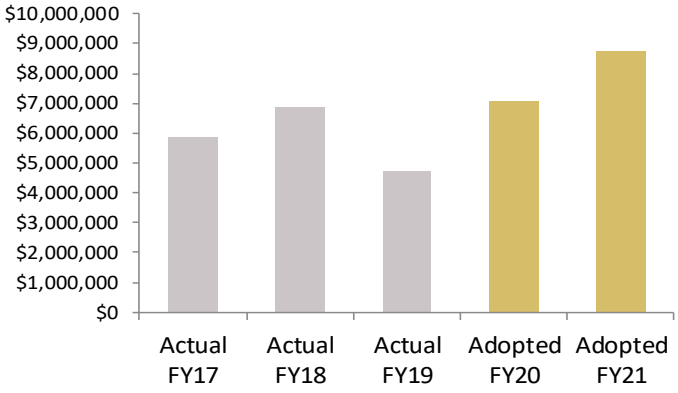
	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Medical Service Program Fee	$6,904,002	$6,872,385	$7,098,377
Interest	158,716	173,477	100,000
Other	3,300	0	0
Fund Balance	0	0	1,527,983
Total Revenues	**$7,066,019**	**$7,045,862**	**$8,726,360**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	4,477,367	7,045,862	5,126,360
Supplies	1,436	0	0
Capital Outlay	257,374	0	3,600,000
Transfers	0	0	0
Total Expenditures	**$4,736,177**	**$7,045,862**	**$8,726,360**
Use of Fund Balance			
Beginning Fund Balance	$5,779,785	$8,109,626	$9,831,807
Additions/(Reductions) to Fund Balance	2,329,842	1,722,181 *	(1,527,983) **
Ending Fund Balance	**$8,109,626**	**$9,831,807** *	**$8,303,824** **

* Estimated.

** Assumes budgeted revenues and expenditures.

The Medical Service Program Fund was created in the FY10 budget for a new ambulance fee as part of the Medical Service Program enacted by the City Council on December 8, 2008. The program took effect on October 1, 2009. The Fund receives the $3.65 monthly fee paid by households enrolled in the program for coverage under the Emergency Medical Services Authority (EMSA) TotalCare program. The fund is used to pay EMSA for coverage, as well as, the administrative costs of the Utilities Department for operating the billing and customer service aspects of the program.

Medical Service Program Fund
Historical and Projected Expenditures



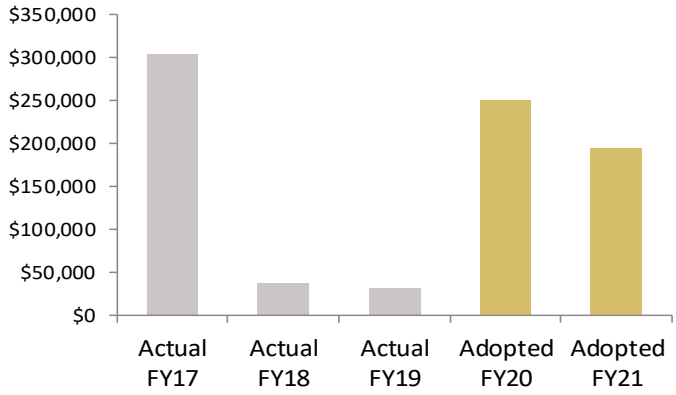
METROPOLITAN AREA PROJECTS (MAPS) SALES TAX

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Sales Tax	$0	$0	$0
Interest	5,029	1,738	5,029
Other	3,469	3,000	3,554
Fund Balance	0	247,139	186,022
Total Revenues	**$8,498**	**$251,877**	**$194,605**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	30,955	104,495	180,422
Supplies	0	0	0
Capital Outlay	0	147,382	14,183
Transfers	0	0	0
Total Expenditures	**$30,955**	**$251,877**	**$194,605**
Use of Fund Balance			
Beginning Fund Balance	$241,042	$218,584	$372,044
Additions/(Reductions) to Fund Balance	(22,457)	153,460 *	(186,022) **
Ending Fund Balance	**$218,584**	**$372,044** *	**$186,022** **

* Estimated.

** Assumes budgeted revenues and expenditures.

MAPS Sales Tax Fund
Historical and Projected Expenditures



The Oklahoma City voters approved an ordinance amending the City sales tax code on December 14, 1993. This ordinance levied an additional limited term sales tax of one percent for the term of five years, beginning January 1, 1994 and ending January 1, 1999. The Oklahoma City voters extended this tax on December 8, 1998, adding six months to the life of the tax, which expired June 30, 1999.

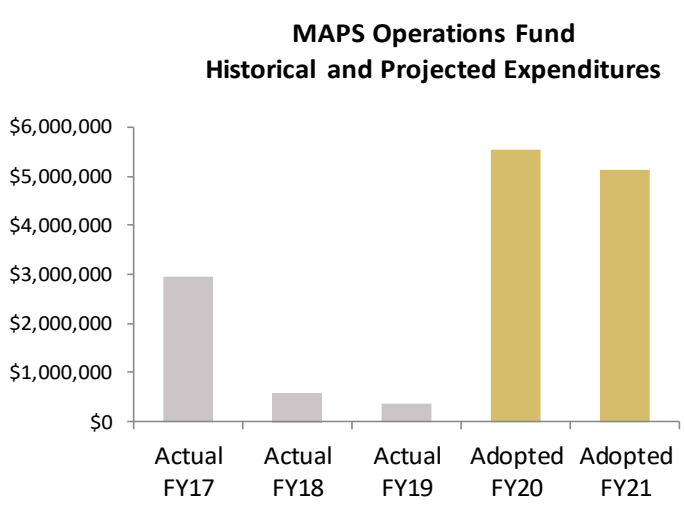
The ordinance established a limited purpose tax fund to be expended only for specified projects, including improvements to the North Canadian River; a metropolitan learning center; a baseball park; improvement of the Myriad Convention Center; improvement of the Civic Center Music Hall; improvement of the Oklahoma City Fairgrounds; an indoor sports/convention facility; all or part of a transportation system between Interstate 40 and Meridian Avenue and downtown Oklahoma City; site acquisition, site preparation, site improvements, infrastructure, parking facilities, personal property, engineering fees, architectural fees, and legal fees related to the main projects; payment of principal and interest on and the costs of issuance of notes or obligations in support of the main projects; payment of senior citizens tax refunds; and related administrative costs.

MAPS OPERATIONS FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Use Tax	$0	$0	$0
Interest	111,542	90,000	30,674
Other	58	0	0
Transfers	185,000	0	0
Fund Balance	0	5,462,000	5,115,659
Total Revenues	**$296,600**	**$5,552,000**	**$5,146,333**
Expenditures			
Parks and Recreation			
Personal Services	$244,336	$0	$0
Other Services & Charges	29,472	4,752	0
Supplies	1,086	4,236	0
Capital Outlay	0	110,605	0
Transfers	0	0	0
Department Total	**$274,894**	**$119,593**	**$0**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	58,971	289,575	443,003
Supplies	20,437	61,032	40,299
Capital Outlay	0	5,081,799	4,663,031
Transfers	0	1	0
Department Total	**$79,408**	**$5,432,407**	**$5,146,333**
All Departments			
Personal Services	$244,336	$0	$0
Other Services & Charges	88,442	294,327	443,003
Supplies	21,523	65,268	40,299
Capital Outlay	0	5,192,404	4,663,031
Transfers	0	1	0
Total Expenditures	**$354,301**	**$5,552,000**	**$5,146,333**
Use of Fund Balance			
Beginning Fund Balance	$5,277,226	$5,219,525	$5,115,659
Additions/(Reductions) to Fund Balance	(57,702)	(103,866) *	(5,115,659) **
Ending Fund Balance	**$5,219,525**	**$5,115,659** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



The MAPS Operations Fund was originally funded by the MAPS Use Tax, which was separate from the MAPS Sales Tax. The MAPS Use Tax was enacted by the City Council and was in effect for five-and-a-half years, while the MAPS Sales Tax was in effect. The tax provided for a levy of one percent on the sale of tangible personal property not subject to sales tax from January 1, 1994 through June 30, 1999.

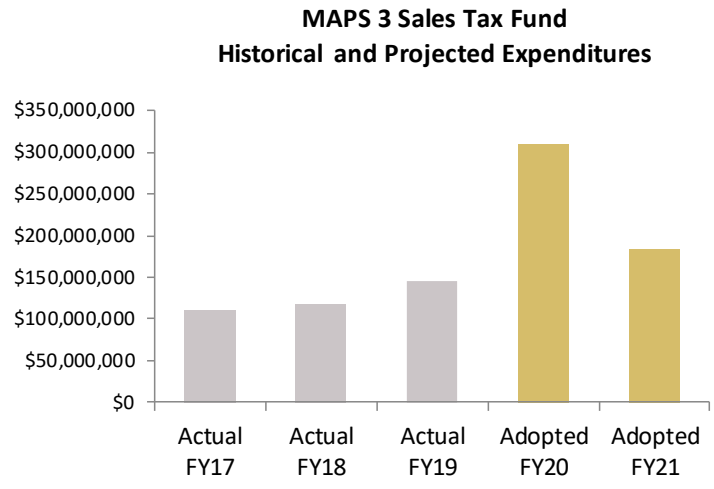
Funds collected from the additional levy were accounted for separately and are to be used for operating, maintaining, and replacing capital as needed on any or all of the nine major MAPS projects. The MAPS Operations Fund budget reflects only the funding for adopted expenditures.

MAPS 3 SALES TAX FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Sales Tax	$258,655	$0	$0
Interest	6,800,558	4,779,744	4,779,744
Service Charges	32,019	0	0
Transfers	0	0	0
Fund Balance	0	305,206,006	178,682,900
Total Revenues	**$7,091,233**	**$309,985,750**	**$183,462,644**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	124,521	90,482	100,898
Supplies	277,154	559,355	704,107
Capital Outlay	143,367,750	308,905,148	182,524,469
Transfers	1,040,566	430,765	133,170
Total Expenditures	**$144,809,990**	**$309,985,750**	**$183,462,644**
Use of Fund Balance			
Beginning Fund Balance	$392,681,476	$254,962,719	$178,682,900
Additions/(Reductions) to Fund Balance	(137,718,757)	(76,279,819) *	(178,682,900) **
Ending Fund Balance	**$254,962,719**	**$178,682,900** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



The Oklahoma City voters approved a one-cent sales tax for MAPS 3 on December 8, 2009. The tax began April 1, 2010 and lasted for seven years and nine months. The initiative contained a diverse list of eight projects including: the new 70-acre Scissortail Park linking the core of downtown with the Oklahoma River; the new Oklahoma City Streetcar system; a new downtown convention center and Omni Hotel; sidewalks for major streets and near facilities used by the public; 57 miles of new public bicycling and walking trails throughout the City; improvements to the Oklahoma River, including the RIVERSPORT OKC whitewater rafting and kayaking facility and other upgrades which have earned the river a designation as a U.S. Olympics Training Site; state-of-the-art Health and Wellness Centers designed for senior citizens; and improvements to the Oklahoma State Fairgrounds.

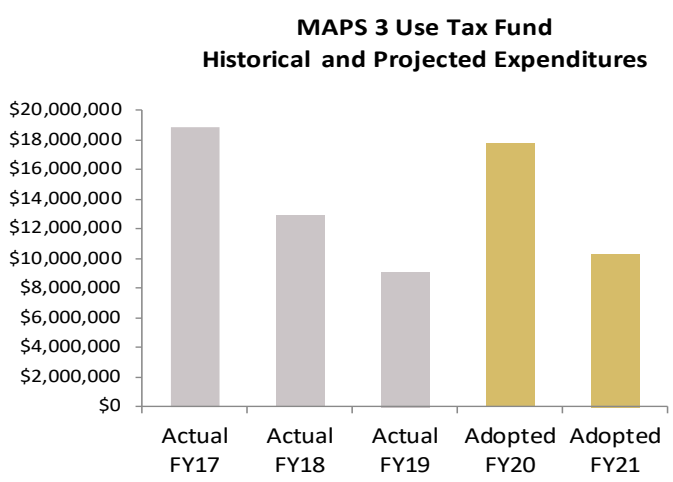
MAPS 3 USE TAX FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Use Tax	($773)	$0	$0
Interest	511,999	262,725	330,076
Service Charges	92,318	0	0
Transfers	0	0	0
Fund Balance	0	17,477,827	9,948,299
Other	2,303	0	0
Total Revenues	**$605,847**	**$17,740,552**	**$10,278,375**
Expenditures			
City Manager's Office			
Personal Services	$2,172,086	$2,776,336	$2,454,400
Other Services & Charges	1,227,172	1,421,774	1,418,477
Supplies	11,839	101,610	108,500
Capital Outlay	0	418,742	418,742
Transfers	9,990	0	0
Department Total	**$3,421,087**	**$4,718,462**	**$4,400,119**
Fire Department			
Personal Services	$0	$0	$0
Other Services & Charges	7,670	3,000	1,500
Supplies	332,034	130,000	227,959
Capital Outlay	174,460	8,000,000	1,860,882
Transfers	0	0	0
Department Total	**$514,164**	**$8,133,000**	**$2,090,341**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	520,509	1,000	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$520,509**	**$1,000**	**$0**
Municipal Courts			
Personal Services	$0	$0	$0
Other Services & Charges	0	65,000	8,327
Supplies	0	0	0
Capital Outlay	197,181	205,000	199,643
Transfers	0	0	0
Department Total	**$197,181**	**$270,000**	**$207,970**

	Actual FY19	Adopted FY20	Adopted FY21
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	4,073,740	3,264,014
Transfers	0	0	0
Department Total	**$0**	**$4,073,740**	**$3,264,014**
Police Department			
Personal Services	$0	$0	$0
Other Services & Charges	13,375	42,350	6,537
Supplies	4,400,461	312,000	120,250
Capital Outlay	0	190,000	189,144
Transfers	0	0	0
Department Total	**$4,413,835**	**$544,350**	**$315,931**
All Departments			
Personal Services	$2,172,086	$2,776,336	$2,454,400
Other Services & Charges	1,248,216	1,532,124	1,434,841
Supplies	5,264,842	544,610	456,709
Capital Outlay	371,641	12,887,482	5,932,425
Transfers	9,990	0	0
Total Expenditures	**$9,066,776**	**$17,740,552**	**$10,278,375**
Use of Fund Balance			
Beginning Fund Balance	$29,501,800	$21,040,870	$28,421,539
Additions/(Reductions) to Fund Balance	(8,460,929)	7,380,669 *	(9,948,299) **
Ending Fund Balance	**$21,040,870**	**$28,421,539** *	**$18,473,240** **

* Estimated.

** Assumes budgeted revenues and expenditures.



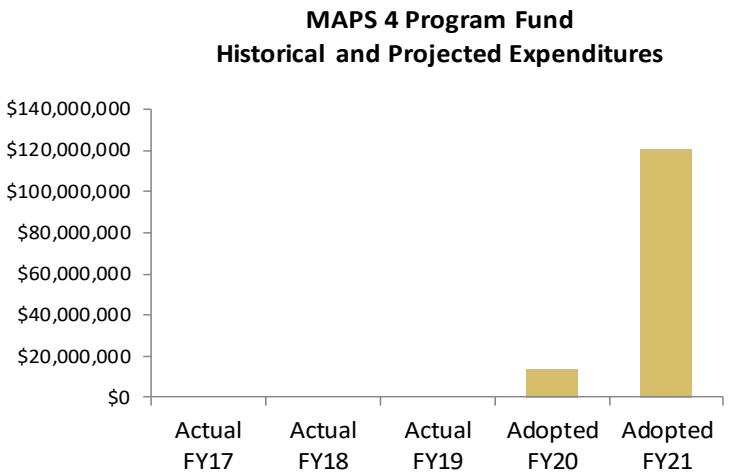
Following the approval of the one-cent MAPS 3 Sales Tax by City voters on December 8, 2009, the City Council approved an ordinance based on state statute that amended the City's use tax rate to be equal to the sales tax rate. The MAPS 3 Use Tax will be in effect for the same seven years and nine months as the MAPS 3 Sales Tax. The Use Tax will pay for the cost of the management and oversight of the MAPS 3 construction projects. In addition, the Use Tax was used to support enhanced public safety by providing funding for Police and Fire uniform positions that would otherwise have been cut from the General Fund in the FY11 budget. In FY13, a non-operating component was included in the MAPS 3 Use Tax Fund providing a reserve for future capital funding.

MAPS 4 PROGRAM FUND

	Actual FY19	Adopted FY20		Adopted FY21
Revenues				
Interest	$0	$0		$36,000
Transfers	0	13,569,828		106,988,204
Fund Balance	0	0		13,569,828
Total Revenues	**$0**	**$13,569,828**		**$120,594,032**
Expenditures - City Manager's Office				
Personal Services	$0	$0		$0
Other Services & Charges	0	0		0
Supplies	0	0		0
Capital Outlay	0	13,569,828		120,594,032
Transfers	0	0		0
Total Expenditures	**$0**	**$13,569,828**		**$120,594,032**
Use of Fund Balance				
Beginning Fund Balance	$0	$0		$13,569,828
Additions/(Reductions) to Fund Balance	0	13,569,828	*	(13,569,828)
Ending Fund Balance	**$0**	**$13,569,828**	*	**$0**

* Estimated.

** Assumes budgeted revenues and expenditures.



On December 10, 2019, the Oklahoma City voters approved a one-cent sales tax for MAPS 4 Program. The temporary general fund tax will begin on April 1, 2020 and will last for eight years, generating an estimated $978 million. The City will begin collecting revenue from the sales tax in May 2020. The initiative contains a broad array of sixteen projects addressing a variety of human and community needs including: enhancements to City parks; four new youth centers; a new senior wellness center and assistance to low-income seniors; three new mental health and addiction support centers; a family justice center; transit improvements, sidewalks, bike lanes, trails and streetlights; support for residents experiencing homelessness; maintenance and enhancements to Chesapeake Energy Arena and related facilities; an animal shelter; a new Fairgrounds Coliseum; a diversion hub for low-level criminal offenders; investments in the northeast Oklahoma City Innovation District; the renovation of the Freedom Center and a new Clara Luper Civil Rights Center; citywide beautification projects; and a new multipurpose

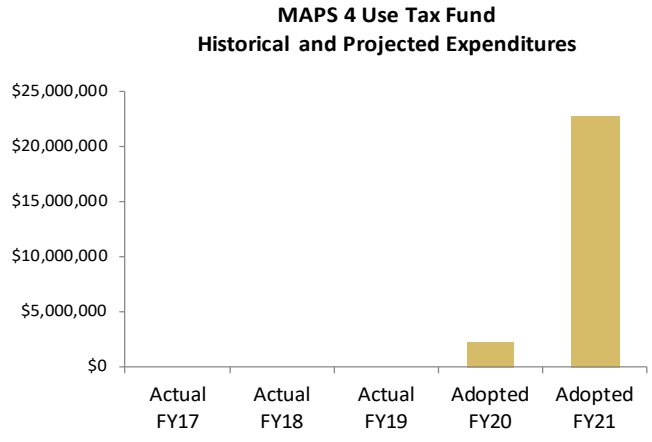
MAPS 4 USE TAX FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Use Tax	$0	$2,323,246	$20,423,098
Interest	0	0	12,000
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	0	2,323,246
Other	0	0	0
Total Revenues	**$0**	**$2,323,246**	**$22,758,344**
Expenditures			
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	2,323,246	1,500,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$2,323,246**	**$1,500,000**
Fire Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	5,111,291
Transfers	0	0	0
Department Total	**$0**	**$0**	**$5,111,291**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	1,987,724
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$0**	**$1,987,724**

	Actual FY19	Adopted FY20	Adopted FY21
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	7,060,315
Transfers	0	0	0
Department Total	**$0**	**$0**	**$7,060,315**
Police Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	7,099,014
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$0**	**$7,099,014**
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	0	2,323,246	1,500,000
Supplies	0	0	9,086,738
Capital Outlay	0	0	12,171,606
Transfers	0	0	0
Total Expenditures	**$0**	**$2,323,246**	**$22,758,344**
Use of Fund Balance			
Beginning Fund Balance	$0	$0	$2,323,246
Additions/(Reductions) to Fund Balance	0	2,323,246 *	(2,323,246) **
Ending Fund Balance	**$0**	**$2,323,246** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



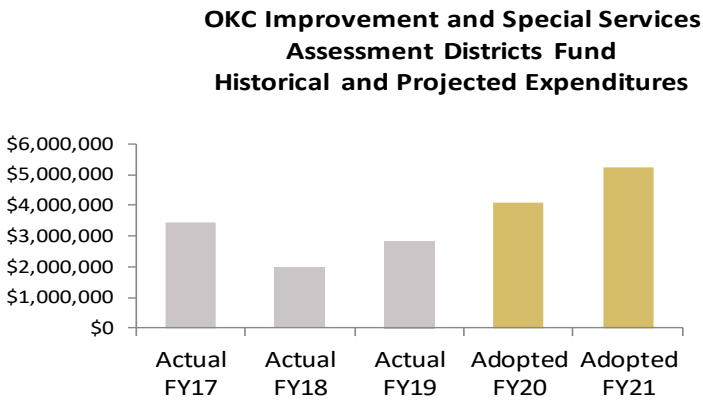
Following the approval of the one-cent sales tax for the MAPS 4 Program by the Oklahoma City voters on December 10, 2020, the City Council approved an ordinance based on state statute that amended the City's use tax rate to be equal to the sales tax rate. The MAPS 4 Use Tax will be in effect for the same eight year period as the corresponding sales tax. The MAPS 4 Use Tax will pay for the cost of the management and oversight of the MAPS 4 projects. In addition, the Use Tax will include a non-operating component to support public safety capital and other City capital improvements.

OKLAHOMA CITY IMPROVEMENT AND SPECIAL SERVICES ASSESSMENT DISTRICTS FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Assessments	$3,253,903	$4,043,341	$5,252,985
Interest	39,296	27,700	11,100
Service Charges	3,002	6,003	2,872
Transfers	0	0	0
Fund Balance	0	0	0
Total Revenues	**$3,296,201**	**$4,077,044**	**$5,266,957**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	2,839,843	3,837,121	5,266,957
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	239,923	0
Total Expenditures	**$2,839,843**	**$4,077,044**	**$5,266,957**
Use of Fund Balance			
Beginning Fund Balance	$1,384,616	$1,840,973	$30,801
Additions/(Reductions) to Fund Balance	456,357	(1,810,172) *	0 **
Ending Fund Balance	**$1,840,973**	**$30,801** *	**$30,801** **

* Estimated.

** Assumes budgeted revenues and expenditures.



The Oklahoma City Improvement and Special Services Assessment Districts Fund was created in 2001 for the Downtown Oklahoma City Business Improvement District (BID) and the Stockyards BID. Since then, BIDs for Western Avenue, Capitol Hill, the Adventure District, and Uptown 23rd Street have been formed. The Downtown Oklahoma City, Stockyards, Western Avenue, and Capitol Hill BIDs have all been renewed for a second ten-year term. Benefit assessment districts improve and convey special benefits to properties located within the boundaries of the districts. The districts also finance new improvements and services, including street beautification, maintenance, marketing and image enhancement programs above and beyond those currently provided by the City. Assessments are calculated annually and collected by the City of Oklahoma City in this fund. The districts provide claims to the City to cover services or debt service as detailed in the respective contracts. The assessment rates and contract for the upcoming fiscal year are not yet finalized. When the assessments and contracts are finalized an amendment to the budget may be presented to Council for consideration.

OKLAHOMA CITY METROPOLITAN AREA PUBLIC SCHOOLS SALES TAX FUND

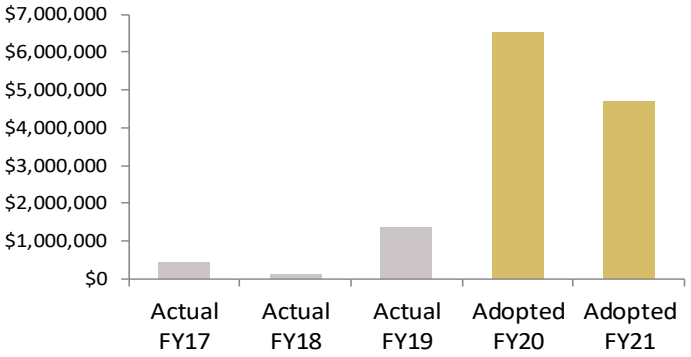
	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
City/Schools Sales Tax	$0	$0	$0
Interest	135,818	55,689	0
Other	9,986	0	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	6,483,744	4,702,088
Total Revenues	**$145,804**	**$6,539,433**	**$4,702,088**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	23,734	2,000,000	100,000
Supplies	0	0	0
Capital Outlay	1,346,435	4,539,433	4,602,088
Transfers	0	0	0
Total Expenditures	**$1,370,170**	**$6,539,433**	**$4,702,088**
Use of Fund Balance			
Beginning Fund Balance	$6,833,473	$5,609,107	$4,702,088
Additions/(Reductions) to Fund Balance	(1,224,366)	(907,019) *	(4,702,088) **
Ending Fund Balance	**$5,609,107**	**$4,702,088** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.

On November 13, 2001, Oklahoma City voters approved a limited term, limited purpose sales tax to be earmarked for certain public school capital projects. The rate of the tax was one-half percent from January 1, 2002 until April 1, 2003 when the rate changed to one percent. The tax expired on January 1, 2009. The OCMAPS trust was dissolved in FY18 and the remaining funds will be used to complete existing projects.

OKC Metropolitan Area Public Schools Sales Tax Fund
Historical and Projected Expenditures

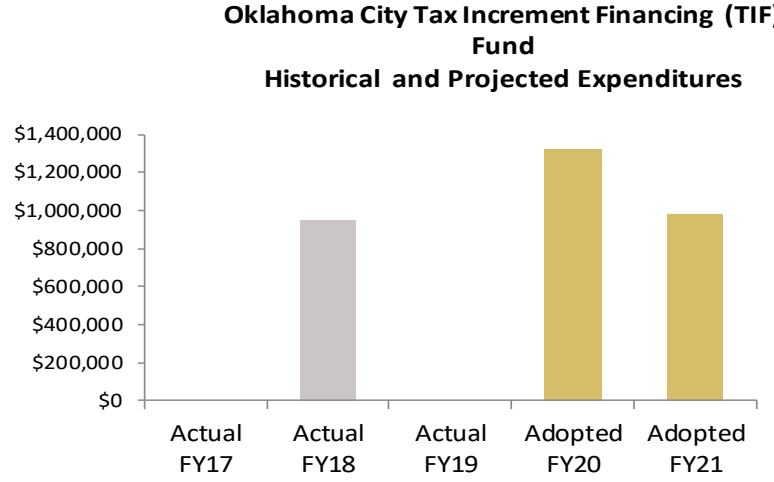


OKLAHOMA CITY TAX INCREMENT FINANCING (TIF) FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Tax Increment Financing Match	($147,665)	$1,325,000	$850,000
Interest	1,030	0	0
Fund Balance	0	0	130,188
Total Revenues	**($146,634)**	**$1,325,000**	**$980,188**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	1,325,000	980,188
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Reserve for Future Capital Costs	0	0	0
Total Expenditures	**$0**	**$1,325,000**	**$980,188**
Use of Fund Balance			
Beginning Fund Balance	$146,634	$0	$130,188
Additions/(Reductions) to Fund Balance	(146,634)	130,188 *	(130,188) **
Ending Fund Balance	**$0**	**$130,188** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



As part of the creation of some TIF districts, the State of Oklahoma committed to match sales and use tax derived from improvement efforts in the respective areas. This dedicated fund is restricted for economic development purposes associated with these TIF districts and is currently used to fund tax anticipation debt repayment in the Oklahoma City Economic Development Trust.

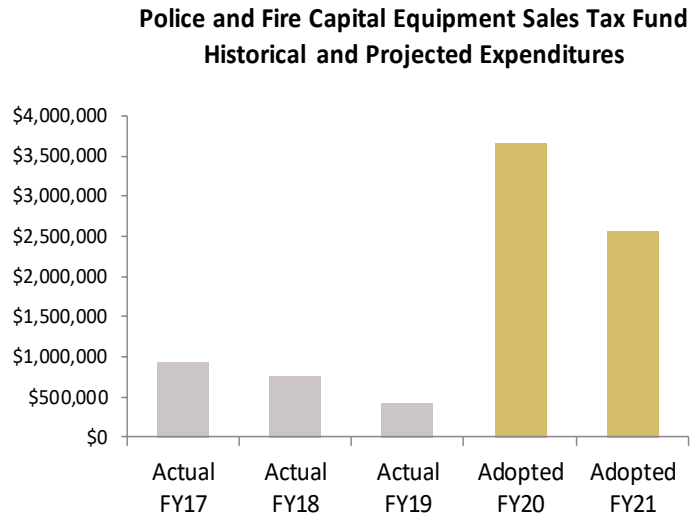
POLICE AND FIRE CAPITAL EQUIPMENT SALES TAX FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Police and Fire Equipment Sales Tax	$0	$0	$0
Interest	77,261	24,124	20,000
Other	83,194	0	0
Fund Balance	0	3,633,184	2,548,570
Total Revenues	**$160,455**	**$3,657,308**	**$2,568,570**
Expenditures			
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	349,931	1,198,631	1,194,691
Supplies	22,341	78,610	343,201
Capital Outlay	63,000	1,189,302	850,881
Transfers	0	0	0
Department Total	**$435,272**	**$2,466,543**	**$2,388,773**
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	1,937	1,937
Supplies	0	0	0
Capital Outlay	0	7,011	7,011
Transfers	0	0	0
Department Total	**$0**	**$8,948**	**$8,948**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	162,000	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$162,000**	**$0**
Non-Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	848,968	0
Transfers	0	0	0
Department Total	**$0**	**$848,968**	**$0**

	Actual FY19	Adopted FY20	Adopted FY21
Police			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	3,484	3,484
Capital Outlay	0	167,365	167,365
Transfers	0	0	0
Department Total	**$0**	**$170,849**	**$170,849**
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	349,931	1,362,568	1,196,628
Supplies	22,341	82,094	346,685
Capital Outlay	63,000	2,212,646	1,025,257
Transfers	0	0	0
Total Expenditures	**$435,272**	**$3,657,308**	**$2,568,570**
Use of Fund Balance			
Beginning Fund Balance	$3,680,616	$3,405,799	$5,097,140
Additions/(Reductions) to Fund Balance	(274,817)	1,691,341 *	(2,548,570) **
Ending Fund Balance	**$3,405,799**	**$5,097,140** *	**$2,548,570** **

* Estimated.

** Assumes budgeted revenues and expenditures.



The Police and Fire Capital Equipment Sales Tax Fund was established in FY01. Funding was provided through a 32-month one-half cent sales tax approved by City voters on March 14, 2000 for police and fire capital equipment projects beginning July 1, 2000 and ending March 1, 2003. Among the capital improvements funded are police and fire vehicles, information systems, mobile data systems, a Citywide radio communication system, City public safety computer-aided dispatch systems, a communications network to support mobile data systems, improvements in the public emergency warning system and police helicopters.

POLICE SALES TAX FUND (POLICE SERVICES, FACILITIES OR EQUIPMENT TAX FUND)

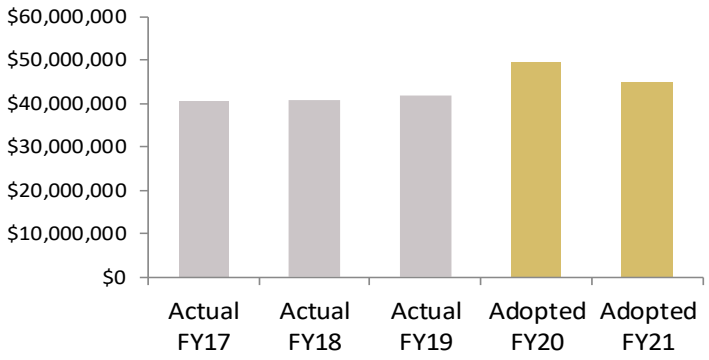
	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Special Sales Tax	$42,722,904	$43,711,118	$40,120,576
Interest	389,471	436,674	501,878
Other	4,244	0	0
Service Charges	141,041	0	0
Transfers	0	0	0
Fund Balance	0	5,380,449	4,410,311
Total Revenues	**$43,257,661**	**$49,528,241**	**$45,032,765**
Expenditures - Police			
Personal Services	$36,421,142	$38,124,917	$38,135,483
Other Services & Charges	2,869,688	5,016,591	4,630,292
Supplies	2,403,633	3,291,345	1,235,094
Capital Outlay	0	3,095,388	1,031,896
Transfers	0	0	0
Total Expenditures	**$41,694,463**	**$49,528,241**	**$45,032,765**
Use of Fund Balance			
Beginning Fund Balance	$15,545,739	$17,108,937	$14,617,988
Additions/(Reductions) to Fund Balance	1,563,198	(2,490,949) *	(4,410,311) **
Ending Fund Balance	**$17,108,937**	**$14,617,988** *	**$10,207,677** **

* Estimated.

** Assumes budgeted revenues and expenditures.

The Police Services, Facilities or Equipment Tax Fund was established in FY90. Funding is provided through a dedicated three-quarter-cent sales tax approved by City voters to fund new or improved public safety services. The Fund receives one-half of revenues collected through the special sales tax. Each year the City Council adopts a resolution specifying the specific projects and funding levels in the Police Services, Facilities or Equipment Tax Fund.

Police Services, Facilities or Equipment Tax Fund
Historical and Projected Expenditures

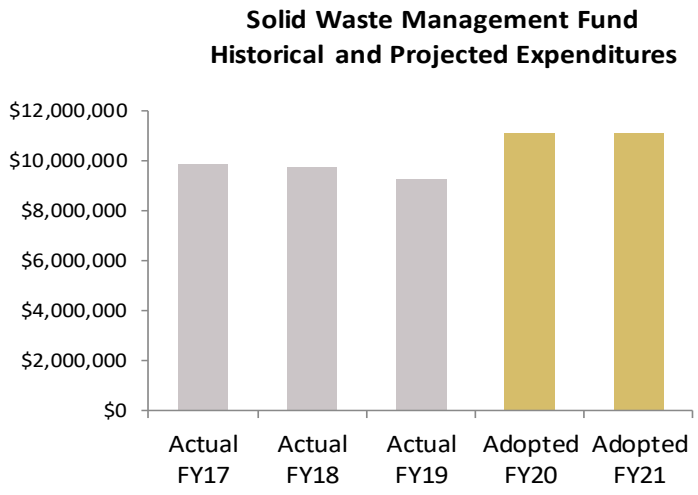


SOLID WASTE MANAGEMENT FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Interest	$38,522	$46,482	$50,862
Transfers	9,000,000	10,081,192	10,095,047
Fund Balance	0	1,001,021	1,000,000
Total Revenues	**$9,038,522**	**$11,128,695**	**$11,145,909**
Expenditures - Utilities			
Personal Services	$7,711,159	$9,108,975	$9,057,630
Other Services & Charges	1,421,747	1,832,199	1,886,119
Supplies	97,852	187,521	202,160
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$9,230,758**	**$11,128,695**	**$11,145,909**
Use of Fund Balance			
Beginning Fund Balance	$1,460,871	$1,268,635	$1,000,000
Additions/(Reductions) to Fund Balance	(192,236)	(268,635) *	(1,000,000) **
Ending Fund Balance	**$1,268,635**	**$1,000,000** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



The Solid Waste Management Fund, formerly the Sanitation Fund, was established to track the revenues and expenditures of refuse collection activities. Revenues are first collected by the Oklahoma City Environmental Assistance Trust (OCEAT) and then transferred monthly to the Solid Waste Management Fund for operations.

The Solid Waste Management Division was moved from the Public Works Department to the Water and Wastewater Utilities Department as part of the FY98 budget. The Division functions as an enterprise fund responsible for the supervision, coordination and control of various work activities that contribute to the health, welfare and beautification of the community through a high level of refuse collection services.

SPECIAL PURPOSE FUND

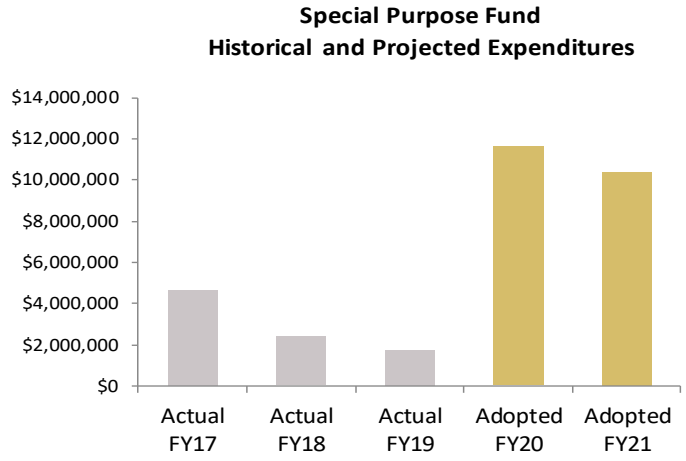
	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Donations	$501,814	$263,481	$362,245
Fees	254,662	242,237	347,876
Interest	301,969	178,703	320,211
Other	1,024,918	1,500,000	556,247
Service Charges	61,830	47,270	320,562
Transfers	2,302,000	1,000,000	1,000,000
Fund Balance	0	8,372,153	7,493,646
Total Revenues	**$4,447,194**	**$11,603,844**	**$10,400,787**
Expenditures			
City Clerk's Office			
Personal Services	$0	$0	$0
Other Services & Charges	71,163	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$71,163**	**$0**	**$0**
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	100,000	117,316	185,880
Supplies	0	0	0
Capital Outlay	0	1,200	2,100
Transfers	0	0	0
Department Total	**$100,000**	**$118,516**	**$187,980**
Development Services			
Personal Services	$0	$14,282	$0
Other Services & Charges	156,734	1,453,376	1,017,324
Supplies	53,747	87,929	598,233
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$210,480**	**$1,555,587**	**$1,615,557**
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	12,262	15,462
Supplies	0	20,396	23,411
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$32,658**	**$38,873**

	Actual FY19	Adopted FY20	Adopted FY21
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	500,000	500,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$500,000**	**$500,000**
Parks and Recreation			
Personal Services	$0	$0	$0
Other Services & Charges	63,600	867,074	2,054,065
Supplies	42,724	550,710	987,232
Capital Outlay	196,148	2,522,496	1,487,981
Transfers	0	0	0
Department Total	**$302,472**	**$3,940,280**	**$4,529,278**
Planning			
Personal Services	$0	$0	$0
Other Services & Charges	7,210	248,851	287,426
Supplies	25,000	0	0
Capital Outlay	0	113,222	7,482
Transfers	0	0	0
Department Total	**$32,210**	**$362,073**	**$294,908**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	19,000	65,151	37,542
Supplies	0	10,347	25,730
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$19,000**	**$75,498**	**$63,272**
Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	107,835	1,620,424	188,599
Supplies	0	0	0
Capital Outlay	873,401	3,398,808	2,982,320
Transfers	0	0	0
Department Total	**$981,236**	**$5,019,232**	**$3,170,919**

	Actual FY19	Adopted FY20	Adopted FY21
All Departments			
Personal Services	$0	$14,282	$0
Other Services & Charges	525,541	4,884,454	4,286,298
Supplies	121,471	669,382	1,634,606
Capital Outlay	1,069,549	6,035,726	4,479,883
Transfers	0	0	0
Total Expenditures	**$1,716,562**	**$11,603,844**	**$10,400,787**
Use of Fund Balance			
Beginning Fund Balance	$5,750,638	$8,481,270	$7,493,646
Additions/(Reductions) to Fund Balance	2,730,632	(987,624) *	(7,493,646) **
Ending Fund Balance	**$8,481,270**	**$7,493,646** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



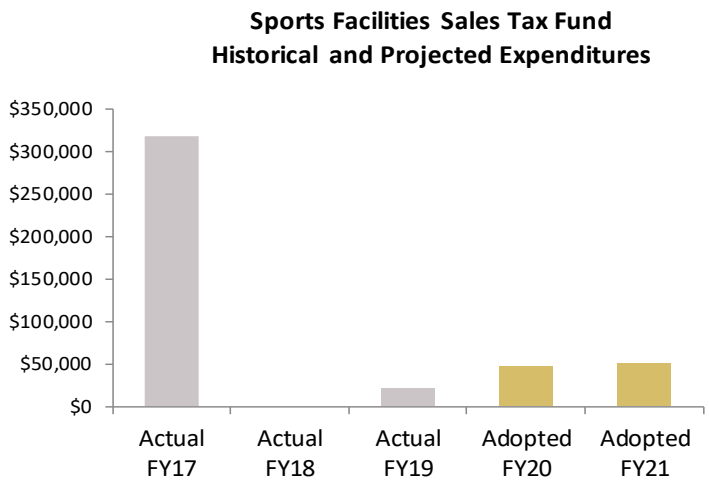
The Special Purpose Fund is used primarily for donations to the City of Oklahoma City or for other designated uses. The expenditures are made from specific accounts designated for each special purpose. Typical expenditures of the fund are projects relating to improvements by neighborhood associations, recreation improvements, renovations in parks, improvements at the animal shelter, and projects relating to fire safety.

SPORTS FACILITIES SALES TAX FUND (OKLAHOMA CITY SPORTS FACILITIES IMPROVEMENT SALES TAX FUND)

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Sports Facilities Sales Tax	$0	$0	$500
Interest	1,245	558	623
Other	609	0	0
Fund Balance	0	46,942	49,136
Total Revenues	**$1,854**	**$47,500**	**$50,259**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	20,578	26,029	28,788
Supplies	0	21,471	21,471
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$20,578**	**$47,500**	**$50,259**
Use of Fund Balance			
Beginning Fund Balance	$66,332	$47,608	$49,136
Additions/(Reductions) to Fund Balance	(18,724)	1,528 *	(49,136) **
Ending Fund Balance	**$47,608**	**$49,136** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



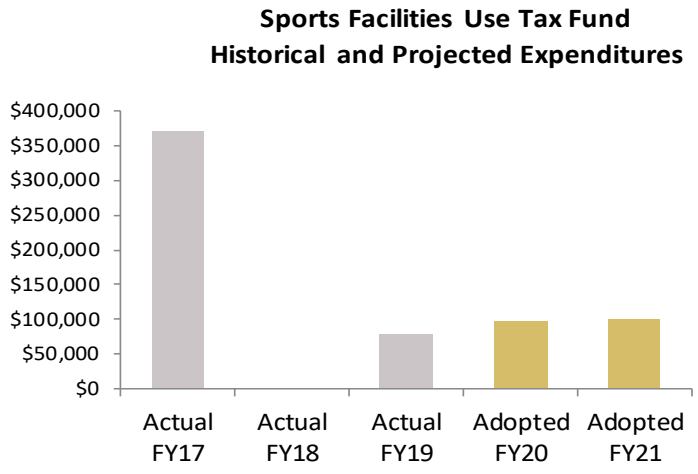
The Oklahoma City Sports Facilities Improvement Sales Tax Fund, established in FY08 pursuant to voter approval on March 4, 2008, is a limited term, limited purpose sales tax earmarked for certain capital improvements relating to the City's sports arena and the construction of the professional basketball team practice facility. Funding was provided through a one percent temporary sales tax that began on January 1, 2009 and expired on March 31, 2010.

SPORTS FACILITIES USE TAX FUND (OKLAHOMA CITY SPORTS FACILITIES IMPROVEMENT USE TAX FUND)

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Sports Facilities Use Tax	$0	$0	$0
Interest	2,305	913	1,153
Other	(283)	0	0
Fund Balance	0	97,023	98,652
Total Revenues	**$2,022**	**$97,936**	**$99,805**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	19,976	97,936	99,805
Supplies	58,520	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$78,496**	**$97,936**	**$99,805**
Use of Fund Balance			
Beginning Fund Balance	$174,452	$97,978	$98,652
Additions/(Reductions) to Fund Balance	(76,474)	674 *	(98,652) **
Ending Fund Balance	**$97,978**	**$98,652** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



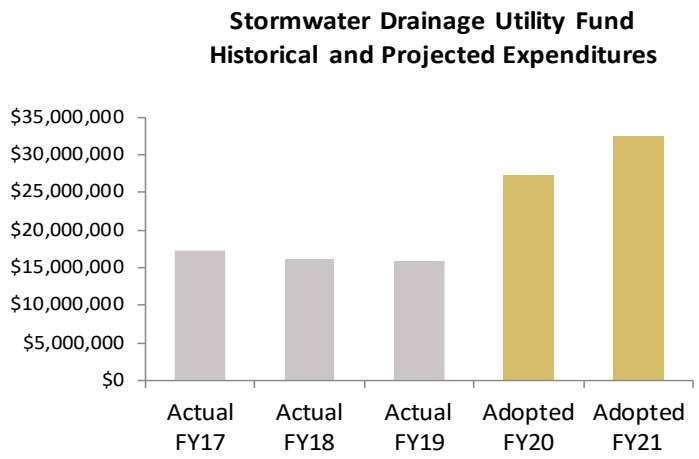
The Oklahoma City Sports Facilities Use Tax is the companion use tax to the one-cent Oklahoma City Sports Facilities Sales Tax. The tax provides a levy of one percent on the sale of tangible personal property not subject to sales tax from January 1, 2009 through March 21, 2010. The City Council has expressed its intent to use this fund for expenses related to the Oklahoma City Sports Facilities Sales Tax Fund and the funding of other City capital projects as specified by a resolution of the City Council.

STORMWATER DRAINAGE UTILITY FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Fees	$17,818,772	$18,022,200	$18,953,204
Interest	424,375	496,042	443,460
Other	0	0	0
Permits	124,280	127,251	109,399
Reimbursements	255,766	255,766	255,766
Service Charges	45,143	43,975	47,312
Transfers	0	0	0
Fund Balance	0	8,290,071	12,560,529
Total Revenues	**$18,668,336**	**$27,235,305**	**$32,369,670**
Expenditures - Public Works			
Personal Services	$9,473,216	$10,991,849	$11,040,430
Other Services & Charges	4,950,358	13,951,308	19,362,819
Supplies	1,072,788	1,666,772	1,405,804
Capital Outlay	355,008	625,376	560,617
Transfers	0	0	0
Total Expenditures	**$15,851,371**	**$27,235,305**	**$32,369,670**
Use of Fund Balance			
Beginning Fund Balance	$17,854,938	$20,671,903	$36,914,880
Additions/(Reductions) to Fund Balance	2,816,966	16,242,977 *	(12,560,529) **
Ending Fund Balance	**$20,671,903**	**$36,914,880** *	**$24,354,351** **

* Estimated.

** Assumes budgeted revenues and expenditures.



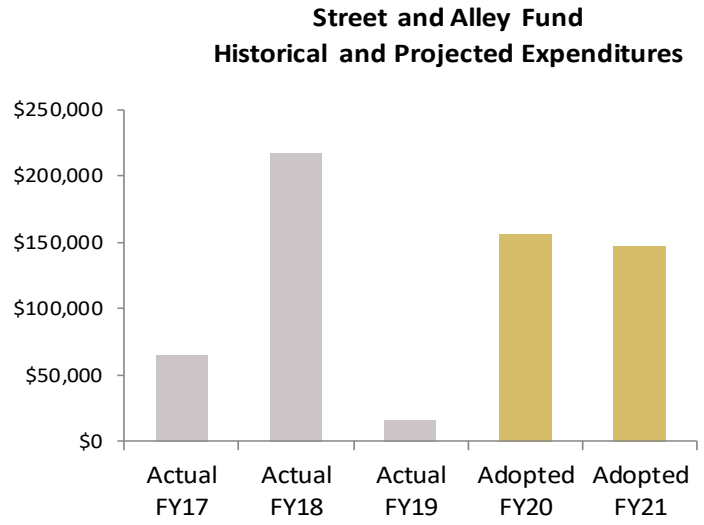
The Stormwater Drainage Utility Fund was established by Council on June 13, 1995 to address federal mandates governing National Pollution Discharge Elimination System (NPDES) programs and is responsible for planning and implementing strategies for improving the quality of storm and other runoff waters. The Stormwater Drainage Utility fund is an enterprise fund with operating revenues generated from a drainage fee. Fees are billed monthly along with water, wastewater, and solid waste fees.

STREET AND ALLEY FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Interest	$3,352	$0	$0
Other	(10,000)	0	0
Fund Balance	0	156,719	146,868
Total Revenues	**($6,648)**	**$156,719**	**$146,868**
Expenditures - Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	46	1,899	1,899
Supplies	0	5	5
Capital Outlay	16,209	154,815	144,964
Transfers	0	0	0
Total Expenditures	**$16,255**	**$156,719**	**$146,868**
Use of Fund Balance			
Beginning Fund Balance	$167,701	$144,799	$156,719
Additions/(Reductions) to Fund Balance	(22,903)	11,920 *	(146,868) **
Ending Fund Balance	**$144,799**	**$156,719** *	**$9,851** **

* Estimated.

** Assumes budgeted revenues and expenditures.



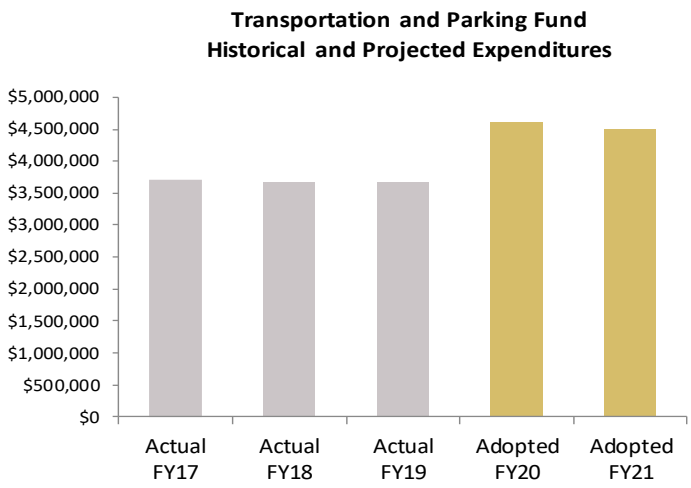
The Street and Alley Fund provides for street resurfacing and major repairs on City streets that are in addition to those projects funded through General Obligation Bonds. Fund Balance provides the funding for these projects.

TRANSPORTATION AND PARKING FUND

	Actual FY19	Adopted FY20	Adopted FY21	
Revenues				
Interest	$14,898	$19,039	$13,494	
Other	10,228	0	0	
Service Charges	462,214	631,605	347,753	
Transfers	2,926,070	3,889,306	4,141,164	
Fund Balance	0	52,878	0	
Total Revenues	**$3,413,410**	**$4,592,828**	**$4,502,411**	
Expenditures				
Parking				
Personal Services	$502,129	$563,198	$496,638	
Other Services & Charges	250,154	533,215	416,835	
Supplies	56,176	79,568	31,400	
Capital Outlay	0	0	0	
Transfers	0	0	0	
Department Total	**$808,458**	**$1,175,981**	**$944,873**	
Public Transportation				
Personal Services	$2,701,961	$3,095,122	$3,206,815	
Other Services & Charges	159,918	321,725	350,723	
Supplies	0	0	0	
Capital Outlay	0	0	0	
Transfers	0	0	0	
Department Total	**$2,861,879**	**$3,416,847**	**$3,557,538**	
All Departments				
Personal Services	$3,204,089	$3,658,320	$3,703,453	
Other Services & Charges	410,072	854,940	767,558	
Supplies	56,176	79,568	31,400	
Capital Outlay	0	0	0	
Transfers	0	0	0	
Total Expenditures	**$3,670,337**	**$4,592,828**	**$4,502,411**	
Use of Fund Balance				
Beginning Fund Balance	$321,982	$65,055	$0	
Additions/(Reductions) to Fund Balance	(256,927)	(65,055)	* 0	**
Ending Fund Balance	**$65,055**	**$0**	* **$0**	**

* Estimated.

** Assumes budgeted revenues and expenditures.



The Transportation and Parking Fund was established by Council action in September 1989. The Fund was established as a direct result of the reorganization of the Central Oklahoma Transportation and Parking Authority, in which administrative functions became part of the City organization. The reorganization also separated Public Transportation and Parking Services into two distinct operations identified separately.

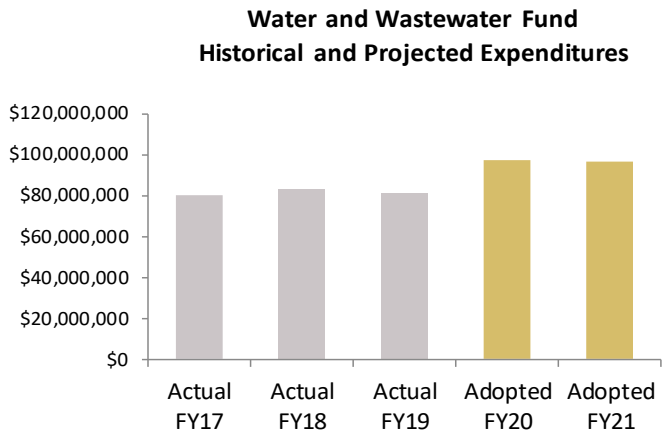
The Central Oklahoma Transportation and Parking Authority (COTPA) was created in 1966 as a Public Trust pursuant to Title 60 of the Oklahoma Statutes, Section 176. The purpose of COTPA is to provide a means of financing municipal public transportation services and functions. The trust indenture provides that COTPA will acquire and operate transportation service and equipment, receive all revenue generated from these services, pay the debt service requirements on the revenue bonds issued by COTPA, pay all operating expenses, and finance future improvements. The trust does not have the power to levy taxes.

WATER AND WASTEWATER FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Interest	$311,522	$367,085	$365,858
Other	15	0	0
Service charges	0	0	0
Transfers	80,800,000	95,475,866	95,255,941
Fund Balance	0	1,298,249	800,000
Total Revenues	**$81,111,537**	**$97,141,200**	**$96,421,799**
Expenditures			
Water			
Personal Services	$28,892,181	$31,669,240	$32,435,720
Other Services & Charges	17,369,573	22,902,426	22,323,096
Supplies	8,425,589	11,199,157	10,594,919
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	**$54,687,342**	**$65,770,823**	**$65,353,735**
Wastewater			
Personal Services	$18,549,261	$22,382,740	$21,691,897
Other Services & Charges	6,109,198	6,945,798	7,338,145
Supplies	1,548,460	2,041,839	2,038,022
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	**$26,206,919**	**$31,370,377**	**$31,068,064**
All Departments			
Personal Services	$47,441,442	$54,051,980	$54,127,617
Other Services & Charges	23,478,771	29,848,224	29,661,241
Supplies	9,974,048	13,240,996	12,632,941
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$80,894,261**	**$97,141,200**	**$96,421,799**
Use of Fund Balance			
Beginning Fund Balance	$2,912,803	$3,130,079	$800,000
Additions/(Reductions) to Fund Balance	217,276	(2,330,079) *	(800,000) **
Ending Fund Balance	**$3,130,079**	**$800,000** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.

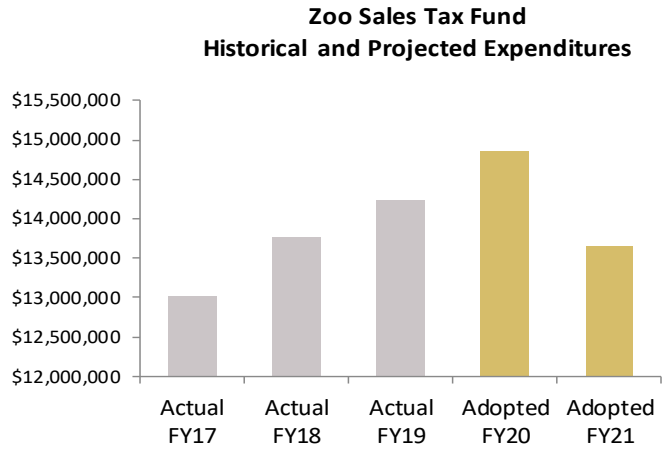


The Water and Wastewater Fund was established in 1988 by the City Council for the purpose of identifying operating expenditures of the Water and Wastewater Utilities Department. Expenditures from these funds are made for the treatment of water; the maintenance and repair of water treatment, pumping, transmission and distribution; maintenance of wastewater lift station, interceptor and collection systems; and the utility billing for water and wastewater functions. These expenditures are funded by monthly cash transfers from the Oklahoma City Water Utilities Trust.

ZOO SALES TAX FUND

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Zoo Sales Tax Revenue	$14,240,968	$14,570,373	$13,346,522
Interest	3,829	0	3,829
Fund Balance	0	291,407	301,798
Total Revenues	**$14,244,798**	**$14,861,780**	**$13,652,149**
Expenditures - Zoo			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	14,244,798	14,861,780	13,652,149
Total Expenditures	**$14,244,798**	**$14,861,780**	**$13,652,149**
Use of Fund Balance			
Beginning Fund Balance	$0	$0	$0
Additions/(Reductions) to Fund Balance	0	0 *	(301,798) **
Ending Fund Balance	**$0**	**$0** *	**($301,798)** **

* Estimated
** Assumes budgeted revenues and expenditures



On July 17, 1990, the Oklahoma City voters approved a one-eighth cent sales tax levy for the limited purpose of funding the Oklahoma City Zoo. The Oklahoma City Zoo Sales Tax Fund was created to collect all revenues pursuant to the Zoo tax levy. The ordinance provides that Zoo Sales Tax funds will only be used for the establishment, maintenance, replacement, and expansion of zoological parks, gardens, and entertainment facilities; the acquisition, maintenance, and replacement of real property, personal property, and buildings; the operational expenses, education research and program expenses, conservation program expenses, and all other expenses deemed necessary or advisable by the Oklahoma City Zoological Trust in connection with the operation of the Oklahoma City Zoo. The Oklahoma City Zoological Trust is a public trust of which the City of Oklahoma City is the sole beneficiary. The Trust operates the Oklahoma City Zoo under a lease and operating agreement with the City.



The City of
OKLAHOMA CITY

Capital Improvement Budget

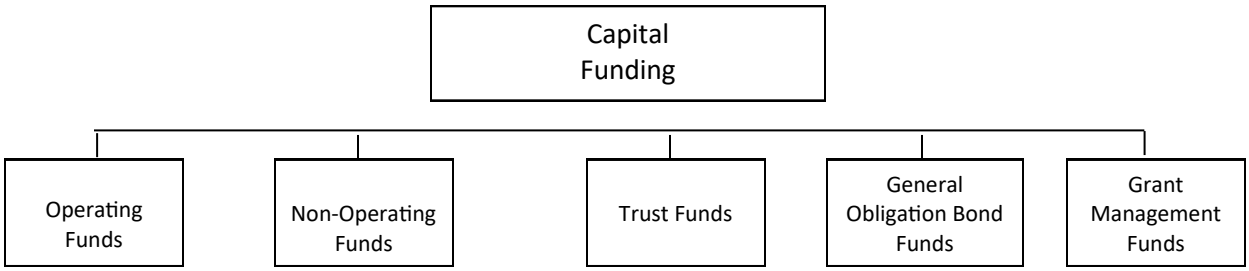
The Capital Improvement budget is separate from the city's operating budget approved by the city council. The provided capital budget is a listing of FY21 amounts budgeted and funding sources of each planned project. The planned capital expenditures represents the cost of new construction, renovation, acquisition or capital maintenance of City infrastructure, facilities, or other capital investments, to ensure the continuation of service, enhance operations and promote economic development.

A five-year Capital Improvement plan is prepared bi-annually to identify projects across the City which improve municipal services, strengthen infrastructure, enhance culture and recreation, and promote the economic development and growth of the City. The five-year CIP plan is available to the public and published online at https://www.okc.gov/departments/finance/financial-and-budget-reports/budget-and-tax-reports.



CAPITAL IMPROVEMENT FUNDING

The FY21 Capital Improvement Budget includes capital expenditures funded through various sources. Capital projects funded by General Obligation Bonds and Public Trusts are included in this section to provide a comprehensive capital position. Capital budgets for these two sources are not approved through the normal budget process. City voters approve General Obligation Bond propositions providing authorization for bond funded capital projects. Public trusts' capital budgets are approved by the trustees.



- Airports Fund
- General Fund
- Fire Sales Tax Fund

- Asset Forfeiture Fund
- Better Streets, Safer City Sales Tax Fund
- Better Streets, Safer City Use Tax Fund
- Capital Improvement Projects Fund
- City and Schools Capital Use Tax Fund
- MAPS Fund
- MAPS 3 Sales Tax Fund
- MAPS 3 Use Tax Fund
- MAPS 4 Program Fund
- MAPS 4 Use Tax Fund
- Police and Fire Equipment Sales Tax Fund
- Police Sales Tax Fund
- Special Purpose Funds
- Sports Facilities Sales Tax Fund
- Sports Facilities Use Tax Fund
- Stormwater Drainage Utility Fund

- Central Oklahoma Parking and Transportation Authority
- Oklahoma City Airports Trust
- Oklahoma City Economic Development Trust
- Oklahoma City Environmental Authority Trust
- Oklahoma City Municipal Facilities Authority
- Oklahoma City Public Property Authority
- Oklahoma City Water Utilities Trust
- Oklahoma City Zoological Trust

- 2007 General Obligation Bonds
- 2017 General Obligation Bonds

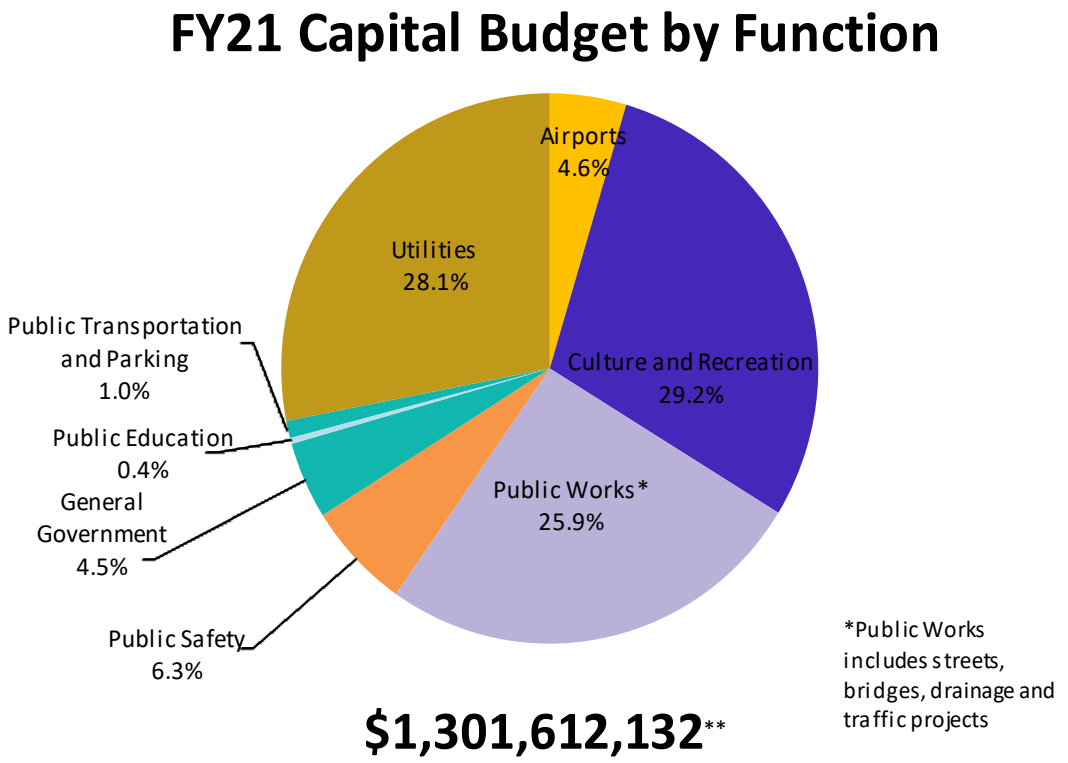
- Police Grants
- Public Works Grants
- Trust Grants

IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

The City recognizes that capital projects have an impact on the operating budget in two distinct ways and has taken appropriate steps to address those impacts. The first impact occurs during the design and construction phase of capital projects. As projects are being undertaken, City staff has numerous design, management, construction and oversight responsibilities. For example, implementation of the General Obligation Bond Programs have required significant resources, particularly within the Public Works Department, due to the extensive design and project management requirements of these programs. Where feasible, the costs of project management are charged to the associated projects by the department providing those services.

The second and primary impact of capital projects on the operating budget is the ongoing maintenance and operations requirements that continue after a project is completed. As part of the operating and capital budget development process, departments are asked to identify costs associated with the maintenance and operation of capital projects that are to be completed in the coming fiscal year and future fiscal year impacts.

The City's capital planning process includes the estimate of future operating and maintenance costs resulting from proposed capital improvements. Capital improvements that replace existing City assets generally reduce maintenance and operating costs in the near term. As the assets age, maintenance and operating costs will increase, but generally do not exceed the cost of operating and maintaining the assets they are replacing. For new capital projects, which increase City assets, Departments are required to provide estimates of future operating and maintenance costs to assist in the decision making for operating budgets and to allow for consideration of the feasibility of the projects.



** Estimated Capital Expenditures as of June 16, 2020

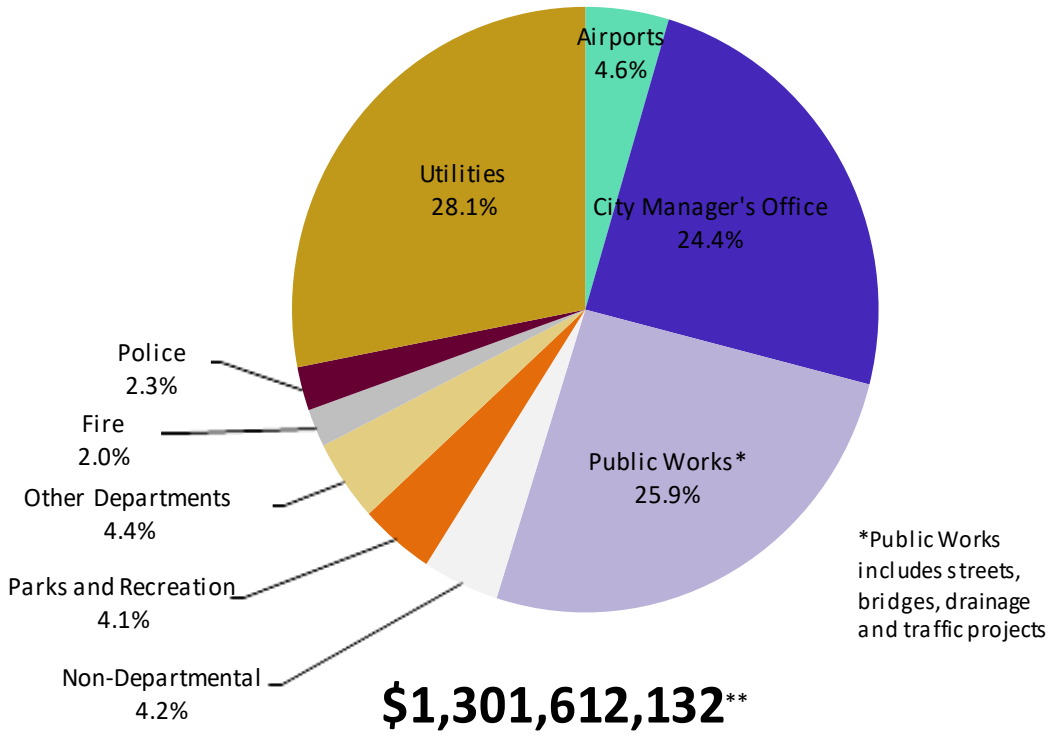
CAPITAL EXPENDITURES SUMMARY

	Actual FY19	Adopted FY20	Planned FY21
Operating Funds			
Airports Fund	$156,402	$500,000	$500,000
General Fund	20,994	0	0
Internal Service Fund	0	35,000	30,700
Medical Service Program Fund	257,374	0	3,600,000
Stormwater Drainage Fund	355,008	480,898	480,898
Total Operating Funds	**$789,778**	**$1,015,898**	**$4,611,598**
Non-Operating Funds			
Asset Forfeiture Funds	$0	$200,000	$200,000
Capital Improvements Projects Fund	2,155,220	39,340,583	50,208,915
Impact Fee Fund	817,000	21,431,470	33,826,064
Internal Service Capital Fund	0	185,000	245,298
Special Purpose Funds	1,069,549	6,535,726	4,479,883
Stormwater Drainage Capital Fund	0	1,650,000	1,650,000
Street and Alley Capital Fund	16,209	154,815	144,964
Total Non-Operating Funds	**$4,057,978**	**$69,497,594**	**$90,755,124**
Trust Funds *			
Central OK Trans. and Parking Auth. (COTPA)	$4,796,341	$31,757,726	1,771,855
OKC Airport Trust (OCAT)	30,983,063	77,314,378	50,095,725
OKC Environmental Assistance Trust (OCEAT)	3,360,027	3,484,000	3,665,000
OKC Economic Development Trust (OCEDT)	1,551,180	0	0
OKC Metro Area Projects Trust (OCMAPS)	0	0	0
OKC Municipal Facilities Authority (OCMFA)	583,220	6,808,526	3,526,645
OKC Public Property Authority (OCPPA)	2,132,025	14,966,998	9,435,114
OKC Water Utilities Trust (OCWUT)	130,992,033	387,730,000	361,490,000
OKC Zoological Trust (OCZT)	3,971,619	7,964,000	8,910,038
Total Trust Funds	**$178,369,508**	**$530,025,628**	**$438,894,377**
Special Tax Funds			
Special Tax Funds	$146,416,816	$593,883,601	$587,534,775
Total Special Tax Funds	**$146,416,816**	**$593,883,601**	**$587,534,775**
General Obligation Bond Funds			
General Obligation Bond Funds	$64,949,864	$140,049,000	$168,599,344
Total General Obligation Bond Funds	**$64,949,864**	**$140,049,000**	**$168,599,344**
Grant Management Funds			
Grant Management Funds	$5,930,123	$8,494,437	$11,216,914
Total Grant Management Funds	**$5,930,123**	**$8,494,437**	**$11,216,914**
Total Capital Expenditures **	**$400,514,067**	**$1,342,966,158**	**$1,301,612,132**

* Not included in the City's adopted budget

** Estimated Capital Expenditures as of June 16, 2020

CAPITAL BUDGET BY DEPARTMENT



$1,301,612,132**

	Planned FY21
Airports	$59,866,425
City Clerk's Office	51,817
City Manager's Office	317,305,149
Development Services	246,378
Finance	423,066
Fire	26,454,868
General Services	22,920,358
Information Technology	9,968,931
Mayor and Council	10,500
Municipal Counselor	8,984
Municipal Court	986,849
Non-Departmental	54,966,782
Parks and Recreation	53,395,674
Planning	7,482
Police	30,372,079
Public Transportation and Parking	13,221,644
Public Works	337,340,108
Utilities	365,155,000
Zoo	8,910,038
Capital Expenditures **	**$1,301,612,132**

** Estimated Capital Expenditures as of June 16, 2020



The City of
OKLAHOMA CITY

AIRPORTS

ARFF ACCESS ROAD PAVEMENT REPL - 7100 Terminal Drive, Oklahoma City 73159 (Ward 3)

Will Rogers World Airport - Remove and replace pavement connecting AAR Apron and Terminal Apron south of ARFF building. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$516,600
Project Total	**$516,600**

CEPA RECONSTRUCT FBO APRON - 2300 Cimmaron Road, Yukon, OK 73099 (Ward 3)

Clarence E. Page Airport- Reconstruction OCAT owned portion of FBO Apron. Estimated annual operating cost is $0.

	FY21 Cost
Other Grants	$5,544
Oklahoma City Airport Trust	$526
Project Total	**$6,070**

ELECTRIC CARTS FOR PASSENGER - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Four 8-passenger electric carts, including two wheelchair accessible carts to be used in the WRWA terminal concourse. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$56,000
Project Total	**$56,000**

ENVIRONMENTAL REMEDIATION - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - This will be used when its necessary to remediate buildings or areas before projects. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

GARAGE EXTERIOR PAINTING STUDY - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Analysis and engineering for painting of all Parking Garages B and C. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$250,000
Project Total	**$250,000**

MECHANICAL IMPROVEMENTS - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Roger World Airport - Emergency repairs. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

MECHANICAL SYSTEMS REPAIR - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - This will be used when its necessary to repair or maintain mechanical HVAC systems due to failures before a full project can begin. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

MEDIUM VOLTAGE SYSTEMS - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - This will be used when its necessary to repair or maintain medium voltage systems due to failures before a full project can begin. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

MMAC HANGAR 8 & 9 ELECTRICAL - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Replace main switch gear, electrical distribution system, and 400 hz aircraft charging system. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$438,254
Project Total	**$438,254**

MMAC HANGAR 8 BOILER AND HEAT - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Replace boilers, air handling units (AHUs), unit heaters, and heating distribution system. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$500,000
Project Total	**$500,000**

MMAC HEADQUARTERS ENVELOPE - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Repair the Headquarters Building envelope. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$1,000,000
Project Total	**$1,000,000**

MMAC LED STREET LIGHT UPGRADE - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Replace aging lamp post heads including lamps and ballasts. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$750,000
Project Total	**$750,000**

MMAC MEDIUM VOLTAGE 5521 - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Medium voltage circuit 5521 tie in. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$650,150
Project Total	**$650,150**

MMAC MIKE MONRONEY BLVD ENTRY - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Replacement of the paving from Regina Ave. through the intersection of Foster Ave. Also included are curb replacement and construction of crosswalks. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$2,425,000
Project Total	**$2,425,000**

MMAC MULTI-ELEVATOR REPLACE-I - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Replace the elevators in the following buildings: ARB (3 pass - 1 freight), CAMI (2 pass - 2 freight), CAMI Hi-Bay (1 freight), Hangar 8 (1 pass), Hangar 9 (3 pass - 1 freight), RTF (1 pass). Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$578,635
Project Total	**$578,635**

MMAC SLAB MONITOR AND REPLACE - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Replacement of pavement slabs around the Flight Standards Building, Air Navigation Facility 1, Air Traffic Building and Aviation Records Building ramps. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$250,000
Project Total	**$250,000**

MMAC STREETS AND PARKING - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Streets and parking reconstruction as identified in the FY 12 Annual Inspection. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$800,000
Project Total	**$800,000**

NATURAL GAS SYSTEM REPAIR - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - This will be used when its necessary to repair or maintain the natural gas master meter system due to failures before a full project can begin. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

OLD FIRE STATION UPPER ROOF - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Replace the upper and lower roof on the Old Fire Station. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$400,000
Project Total	**$400,000**

OTHER CCTV HARDWARE/SOFTWARE - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Other CCTV hardware and software, to be broken out and coded to specific projects/cost centers. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$150,000
Project Total	**$150,000**

PAVEMENT REPLACEMENT REHAB - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Funding for unexpected pavement repair or replacement project. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$500,000
Project Total	**$500,000**

Replace 22 Yr Old Dozier - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Replace equipment that's becoming less dependable, costly to maintain and obsolete parts Estimated annual operating cost is $10,000.

	FY21 Cost
Oklahoma City Airport Trust	$310,000
Project Total	**$310,000**

ROOF IMPROVEMENTS - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Funding for unexpected roof project. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$1,500,000
Project Total	**$1,500,000**

ROOF REPAIR AND MAINTENANCE - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - This will be used when its necessary to repair or maintain roofs due to damage before a full project can begin. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$250,000
Project Total	**$250,000**

TERMINAL EXPANSION PHASE III - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Terminal Expansion (PFC building), Apron (AIP), and PBBs (AIP). Estimated annual operating cost is $100,001.

	FY21 Cost
Oklahoma City Airport Trust	$527,020
PAX\Customer Facility Charges	$21,292,539
Project Total	**$21,819,559**

UPPER LEVEL DECK STRUCTURE - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Phase 1--Demolish Soffit on the underside of the deck; Phase 2--A&E to determine structural repairs and finished product; Phase 3--Repair structure and provide finish for underside of deck. Estimated annual operating cost is $0.

	FY21 Cost
Other Grants	$3,367,877
Oklahoma City Airport Trust	$1,089,903
Project Total	**$4,457,780**

WIDEN RWW 17R/35L TO 100' - 5915 Phillip Rhoads Ave., Bethany, OK 73008 (Ward 1)

Wiley Post Airport - Widen Runway 17R/35L from 75' to 100' and reconstruct asphalt section of runways. Install new lights in cans previously installed. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$111,125
Project Total	**$111,125**

WPA GULFSTREAM DEMO - 5915 Phillip Rhoads Ave., Bethany, OK 73008 (Ward 3)

Wiley Post Airport - WPA Gulfstream demolition. Estimated annual operating cost is $1,491,600.

	FY21 Cost
Oklahoma City Airport Trust	$749,112
Project Total	**$749,112**

WPA Hangar 10 Roof - 5915 Phillip Rhoads Ave., Bethany, OK 73008 (Ward 1)

Wiley Post Airport - Recoating of the Hangar 10 roof. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$10,000
Project Total	**$10,000**

WPA Hangar 3 and 6 Roof - 5915 Phillip Rhoads Ave., Bethany, OK 73008 (Ward 1)

Wiley Post Airport - Recoating of Hangar 6 and replacement of Hangar 3. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$290,000
Project Total	**$290,000**

WPA HGR 11 MIDDLE & HIGH ROOF - 5915 Phillip Rhoads Ave., Bethany, OK 73008 (Ward 1)

Wiley Post Airport - Re-Roof High Roof and Adjacent Equipment Room (middle roof). Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$380,000
Project Total	**$380,000**

WPA MECHANICAL AND PLUMBING - 5915 Phillip Rhoads Ave, Bethany, OK 73008 (Ward 1)

Wiley Post Airport - Upgrade and/or evaluate HVAC systems and plumbing infrastructure. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$835,000
Project Total	**$835,000**

WPA RW 13-31 REHABILITATION - 5915 Phillip Rhoads Ave., Bethany, OK 73008 (Ward 1)

Wiley Post Airport - Install new oversized base and conduit system with new LED edge lights, new cable and constant current regulator. Install new LED mandatory signs and new LED mandatory runway exit signs on RWY 13/31. Estimated annual operating cost is $0.

	FY21 Cost
Other Grants	$74,272
Oklahoma City Airport Trust	$27,368
Project Total	**$101,640**

WPA Terminal FAA Build Rehab - 5915 Phillip Rhoads Ave., Bethany, OK 73008 (Ward 1)

Wiley Post Airport - Terminal FAA Building Electrical Rehab, Replacement of electrical equipment, including transformers, cutoff switches, circuit panels and wiring as needed. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$60,000
Project Total	**$60,000**

WPA Terminal Roof Replacement - 5915 Phillip Rhoads Ave., Bethany, OK 73008 (Ward 1)

Wiley Post Airport - Replace the roof over the Terminal and Restaurant Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$40,000
Project Total	**$40,000**

WRWA RUNWAY 13-31 REHAB - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Rehabilitate the asphalt pavement through a mill and overlay of the complete surface, base and subgrade repairs as necessary, and new marking and grooving. Estimated annual operating cost is $0.

	FY21 Cost
Other Grants	$879,551
Oklahoma City Airport Trust	$220,419
Project Total	**$1,099,970**

WRWA BAGGAGE CLAIM UNITS - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Replace six baggage claim units. Estimated annual operating cost is $50,000.

	FY21 Cost
Oklahoma City Airport Trust	$500,000
Project Total	**$500,000**

WRWA FIDSAND ENGAGE IMPROVE - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Flight information display system (FIDS) and Engage hardware replacement of aging Legacy hardware and software. Estimated annual operating cost is $40,000.

	FY21 Cost
Oklahoma City Airport Trust	$50,000
Project Total	**$50,000**

WRWA Garage B and C - Repairs - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Garage B and C - Review/Repair Waterproofing and Structural Repairs. Estimated annual operating cost is $2,430,000.

	FY21 Cost
Oklahoma City Airport Trust	$300,000
Project Total	**$300,000**

WRWA MAINTENANCE AND MULTI-BAY - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Plan and design a new 2 or 3 bay maintenance facility at the south maintenance yard large enough to accommodate the new CNG 35-foot CONRAC busses, ARFF vehicles, and snow removal equipment. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$2,000,000
Project Total	**$2,000,000**

WRWA NETWORK INFRASTRUCTURE - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Multi-year project to replace failing, end of life network equipment for new hardware with 10-year life expectancy. Estimated annual operating cost is $10,000.

	FY21 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

WRWA SHUTTLE BUSES - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Purchase of replacement buses. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$190,000
Project Total	**$190,000**

WRWA SNOW REMOVAL EQUIPMENT - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Replace equipment that's becoming less dependable, costly to maintain and obsolete parts. Estimated annual operating cost is $10,000.

	FY21 Cost
Other Grants	$1,449,000
Oklahoma City Airport Trust	$161,000
Project Total	**$1,610,000**

WRWA STATION 2 RENOVATION - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Remove and upgrade the two existing elevators, and add a two-large machine room less elevator. Also replace the HVAC equipment and roof, upgrade lighting, and other upgrades to the enclosure for water tightness. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$4,922,600
Project Total	**$4,922,600**

WRWA TERMINAL ACCESS ROAD - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Rehabilitate the terminal entrance and exit road along with adjacent intersecting roads. Estimated annual operating cost is $0.

	FY21 Cost
Other Grants	$3,500,000
Oklahoma City Airport Trust	$1,425,000
Project Total	**$4,925,000**

WRWA TRITURATOR FACILITY - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - New Triturator Facility Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Airport Trust	$2,965,000
Project Total	**$2,965,000**

AIRPORTS FY21 TOTAL $59,422,495

BOND-OTHER

Downtown Buildings CNTRL_ULSTA - 201 North Walker Ave. Oklahoma City, OK 73102 (Ward 6)

Control project for unlisted bond funds related to Downtown City buildings. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$350,000
Project Total	**$350,000**

Libraries CNTRL_ULSTA - To be determined (N/A)

Libraries Unlisted Control Account Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$250,000
Project Total	**$250,000**

BOND-OTHER FY21 TOTAL $600,000

CITY MANAGER

Ballpark Improvements - 2 S Mickey Mantle Drive (Ward 7)

Various repairs and improvements that are needed at the Ballpark. Estimated annual operating cost is $0.

	FY21 Cost
OKC Public Property Authority	$1,400,000
Project Total	**$1,400,000**

Ballpark Maintenance - 2 S Mickey Mantle Drive (Ward 7)

Capital expenditures for scheduled capital maintenance at ballpark. Estimated annual operating cost is $0.

	FY21 Cost
OKC Public Property Authority	$1,460,000
Project Total	**$1,460,000**

COX Center Projects - 1 Myriad Gardens (Ward 6)

Capital maintenance to the facility and various improvements at the Cox Convention Center to enhance the visitor experience at the arena. Estimated annual operating cost is $0.

	FY21 Cost
OKC Public Property Authority	$450,000
Project Total	**$450,000**

Downtown Arena Improvements - 100 W Reno Ave. (Ward 7)

Repair, renovate, remodel, improve, equip, and furnish the City‘s Downtown Arena. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$4,000,000
Project Total	**$4,000,000**

Parking Lots and Resurfacing - Oklahoma State Fairgrounds (Citywide)

Improvements to various Fairgrounds' parking areas in support of activities conducted at the facilities. Estimated annual operating cost is $0.

	FY21 Cost
Capital Improvement Fund	$300,000
Project Total	**$300,000**

Softball Hall of Fame - 2801 NE 50th Street (Ward 7)

Phase IV of USA Softball Hall of Fame including various improvements the stadium; such as a new media center, ticket booths, press box, concourse and restrooms. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$3,000,000
Project Total	**$3,000,000**

CITY MANAGER FY21 TOTAL $10,610,000

CITY MANAGER - (MAPS 3)

MAPS 3 Convention Center - Downtown Oklahoma City (Ward 6)

Land acquisition and construction of the new MAPS 3 Downtown Convention Center. Estimated annual operating cost is $0.

	FY21 Cost
MAPS3 Sales Tax	$14,033,614
Project Total	**$14,033,614**

MAPS 3 Downtown Public Park - Downtown Oklahoma City (Ward 6)

Land acquisition and construction of the new MAPS 3 Downtown Public Park. Estimated annual operating cost is $1,200,000.

	FY21 Cost
MAPS3 Sales Tax	$14,110,557
Project Total	**$14,110,557**

MAPS 3 Oklahoma River - Along the Oklahoma River (Ward 7)

Improvements at the Oklahoma River including upgrades to the rowing and paddling venue and the construction of a new Whitewater Rapids facility. Estimated annual operating cost is $0.

	FY21 Cost
MAPS3 Sales Tax	$4,662,442
Project Total	**$4,662,442**

MAPS 3 Senior Health/Wellness - Citywide

Construction of Senior Health and Wellness Centers. Estimated annual operating cost is $0.

	FY21 Cost
MAPS3 Sales Tax	$19,235,719
Project Total	**$19,235,719**

MAPS 3 Sidewalks - Citywide

Construction of new MAPS 3 Sidewalk projects. Estimated annual operating cost is $0.

	FY21 Cost
MAPS3 Sales Tax	$1,115,425
Project Total	**$1,115,425**

MAPS 3 Trails - Citywide

Proposed construction of new trails including: the I-44 West Trail, the West River/Lake Overholser Trail, the Lake Draper Trail, and the Airport Trail. Estimated annual operating cost is $100,000.

	FY21 Cost
MAPS3 Sales Tax	$2,956,493
Project Total	**$2,956,493**

CITY MANAGER - (MAPS 3) FY21 TOTAL $56,114,250

FIRE

Fire Apparatus Replacement - (N/A)

Fire apparatus replacement plan. Fire apparatus is comprised of all the emergency vehicles responding from fire stations including command vehicles. Estimated annual operating cost is $0.

	FY21 Cost
Btr Streets Safer City Use Tax	$4,800,000
Project Total	**$4,800,000**

Fire CNTRL_ULSTA - Unlisted Control Account - Fire (N/A)

Fire Control Account-Unlisted Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$200,000
Project Total	**$200,000**

Fire Passenger Vehicles - (N/A)

Replacement of fire support vehicles. Estimated annual operating cost is $0.

	FY21 Cost
Btr Streets Safer City Use Tax	$230,000
Project Total	**$230,000**

Fire Training Center - In the vicinity of I-240 and S Air Depot (Ward 4)

Construct a new training center, new fire stations, and repair, renovate, remodel, replace, improve, furnish, equipment and technology improvements of Fire facilities. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$2,500,000
Project Total	**$2,500,000**

FIRE FY21 TOTAL $7,730,000

GENERAL SERVICES

ADA Compliance Program - Citywide

ADA program to assist in bringing City facilities into compliance. Estimated annual operating cost is $0.

	FY21 Cost
Capital Improvement Fund	$150,000
Project Total	**$150,000**

AMAG Hardware Replacement - (N/A)

AMAG - hardware replacement including locks, card and various maintenance items. Estimated annual operating cost is $0.

	FY21 Cost
Capital Improvement Fund	$75,000
Project Total	**$75,000**

City Buildings Downtown Campus - City buildings - Downtown Campus (Ward 6)

Repair, renovate, furnish, equip and improve City buildings and facilities within the Civic Center Complex. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$3,980,000
Project Total	**$3,980,000**

Citywide Carpet Replacement - Various City facilities (Ward 6)

Replace aged carpet that reaches the manufacturer's life cycle and documented wear percentage in the Downtown campus buildings, select CMF buildings, and SW Oklahoma City Library (approximately three departments per year). Estimated annual operating cost is $0.

	FY21 Cost
Capital Improvement Fund	$50,000
Project Total	**$50,000**

Citywide Facilities Reserve - Citywide

Reserve funding for Capital Maintenance. Estimated annual operating cost is $0.

	FY21 Cost
Capital Improvement Fund	$500,000
Project Total	**$500,000**

Citywide Fire Alarm Panel Rplc - (Citywide)

Replace the fire alarm panels at various City buildings. Estimated annual operating cost is $0.

	FY21 Cost
Capital Improvement Fund	$300,000
Project Total	**$300,000**

Citywide Fleet Replacement - (N/A)

Replacement of highway and non-highway equipment in the general fleet used by Animal Welfare, Development Services, Municipal Court, Parks, Public Transportation and Parking, and Public Works. Estimated annual operating cost is $0.

	FY21 Cost
Capital Improvement Fund	$3,300,000
Project Total	**$3,300,000**

Citywide Roofing - Citywide

Roof repairs and/or replacement as identified for various facilities citywide. Estimated annual operating cost is $0.

	FY21 Cost
Capital Improvement Fund	$70,000
Project Total	**$70,000**

Citywide Waterproofing - (Citywide)

Waterproof exterior walls of City buildings Estimated annual operating cost is $0.

	FY21 Cost
Capital Improvement Fund	$150,000
Project Total	**$150,000**

CMF Complex CNTRL_ULSTA - 3738 SW 15th Street (Ward 3)

Control project for unlisted bond funds related to the Central Maintenance Facility. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$200,000
Project Total	**$200,000**

CMF Painting - 3738 SW 15th Street (Ward 3)

Paint exterior of CMF building including Field Services, Street Maintenance, Training Center, Radio Shop, Fleet Maintenance and Truck Wash. Estimated annual operating cost is $0.

	FY21 Cost
Capital Improvement Fund	$175,000
Project Total	**$175,000**

GENERAL SERVICES FY21 TOTAL $8,950,000

NON-DEPARTMENTAL

EMSA Building - (N/A)

EMSA Building Purchase Estimated annual operating cost is $0.

	FY21 Cost
Other Unspecified	$3,600,000
Project Total	**$3,600,000**

NON-DEPARTMENTAL FY21 TOTAL $3,600,000

PARKS AND RECREATION

CCMH Interior Improvements - 201 N Walker Ave (Ward 6)

Civic Center Music Hall - Repair, renovate, furnish, equip and improvements to include Main Lobby, Freede Theatre and facility tuck pointing. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$7,190,000
Project Total	**$7,190,000**

Crown Heights Park - 600 NW 38th Street (Ward 2)

Install, upgrade, repair, and/or renovate park walks and path improvements and related design and/or landscaping. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$400,000
Project Total	**$400,000**

Deep Fork Greenway Trail - (Ward 7)

Construction of a new trail along the Deep Fork creek in Northeast Oklahoma City. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$1,000,000
Project Total	**$1,000,000**

Dolphin Wharton Park - 301 NE 63rd Street (Ward 7)

Improve parks by acquiring/installing/repairing and/or replacing playground equipment/spraygrounds and/or facilities which may include related design and landscaping. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$171,500
Project Total	**$171,500**

E. M. Sellers Park - 8301 S Villa Avenue (Ward 5)

Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$200,000
Project Total	**$200,000**

Earlywine Golf Clubhouse - 11600 S Portland Avenue (Ward 5)

Acquisition, construction, expansion, renovation, repair, relocation, or improvements to new and existing City golf courses, clubhouses, maintenance facilities, practice facilities, or tournament facilities. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$5,450,000
Project Total	**$5,450,000**

James Stewart Golf Clubhouse - 824 Frederick Douglass Ave (Ward 7)

Acquisition, construction, expansion, renovation, repair, relocation, or improvements to new and existing City golf courses, clubhouses, maintenance facilities, practice facilities, or tournament facilities. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$5,500,000
Project Total	**$5,500,000**

Lafayette Mike Dover Park - 4601 S Walker Avenue (Ward 4)

Improve parks by acquiring/installing/repairing and/or replacing playground equipment/spraygrounds and/or facilities which may include related design and landscaping. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$155,000
Project Total	**$155,000**

MG Air Handling Units - 301 West Reno (Ward 6)

Myriad Botanical Gardens - Replacement/repairs air handling units in the Crystal Bridge. Estimated annual operating cost is $0.

	FY21 Cost
Capital Improvement Fund	$150,000
Project Total	**$150,000**

Myriad Gardens Capital Fund - 301 W Reno Avenue (Ward 6)

Capital maintenance projects at Myriad Gardens facilities. Estimated annual operating cost is $0.

	FY21 Cost
Capital Improvement Fund	$215,000
Project Total	**$215,000**

Neighborhood Parks - New neighborhood parks in Wards 3, 4 and 8 (Citywide)

Acquisition, construction, expansion, equipping and improvement of new City parks, parkland, recreational facilities, or trails. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$5,500,000
Project Total	**$5,500,000**

New Park Northeast OKC - Northeast area of Oklahoma City (Ward 7)

Land acquisition and development of a new local, neighborhood park in NE OKC. Location TBD. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$441,000
Project Total	**$441,000**

North Highland Park - 301 NW 81st Street (Ward 7)

Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$85,000
Project Total	**$85,000**

North Rotary - North Oklahoma City Rotary Park - 5708 N Tulsa Avenue (Ward 2)

Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$260,000
Project Total	**$260,000**

North Rotary Park - 5708 N Tulsa Avenue (Ward 2)

Improve parks by acquiring/installing/repairing and/or replacing playground equipment/spraygrounds and/or facilities which may include related design and landscaping. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$150,000
Project Total	**$150,000**

Northeast Park - 1300 NE 33rd Street (Ward 7)

Improve existing community centers/gyms/party houses/picnic shelters or pavilions/recreational facilities by designing & improving HVAC/roofs/parking lots/windows/restrooms/locker rooms/structural/ acoustical/landscaping/accessibility or other repairs. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$500,000
Project Total	**$500,000**

NW Oklahoma City Park - New park in NW Oklahoma City (Ward 8)

Acquisition, construction, expansion, equipping and improvement of new City parks, parkland, recreational facilities, or trails. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$3,000,000
Project Total	**$3,000,000**

Oklahoma River Greenway Trail - (Ward 7)

Construction of a new trail on Oklahoma River. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$2,000,000
Project Total	**$2,000,000**

Parks and Rec Fac CNTRL_ULSTA - (N/A)

Control project for unlisted bond funds related to the Parks and Recreation Facilities. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,000,000
Project Total	**$1,000,000**

Pat Murphy Park - 4551 W Hefner Road (Ward 8)

Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$205,000
Project Total	**$205,000**

South Rotary Park - 1800 Westwood Blvd (Ward 5)

Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$235,000
Project Total	**$235,000**

Southern Oaks Park - 6818 S Walker Avenue (Ward 5)

Improve existing community centers/gyms/party houses/picnic shelters or pavilions/recreational facilities by designing & improving HVAC/roofs/parking lots/windows/restrooms/locker rooms/structural/ acoustical/landscaping/accessibility or other repairs. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$400,000
Project Total	**$400,000**

Syl Goldman Park - 5333 S Independence Avenue (Ward 3)

Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$335,000
Project Total	**$335,000**

Taylor Park - 1115 SW 70th Street (Ward 5)

Improve existing community centers/gyms/party houses/picnic shelters or pavilions/recreational facilities by designing & improving HVAC/roofs/parking lots/windows/restrooms/locker rooms/structural/ acoustical/landscaping/accessibility or other repairs. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$205,000
Project Total	**$205,000**

Trail wayfinding and signage - Throughout the Trail system (Citywide)

Acquisition, construction, expansion, renovation, repair, relocation, or improvements to new and/or existing City trails. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,700,000
Project Total	**$1,700,000**

Wiley Post Park - 2021 S Robinson Avenue (Ward 4)

Improve parklands by installing, providing, improving playgrounds, athletic, picnic, and aquatic facilities, trails, water features, horticulture, nature observation, landscaping, lighting, equipment, furniture and maintenance facilities. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$3,600,000
Project Total	**$3,600,000**

Will Rogers Park - 3400 NW 36th Street (Ward 3)

Acquisition, construction, expansion, equipping and improvement of new City parks, parkland, recreational facilities, or trails. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$2,000,000
Project Total	**$2,000,000**

Willa D. Johnson Rec Center - 900 N Frederick Douglass Avenue (Ward 7)

Acquisition, construction, expansion, equipping and improvement of new City parks, parkland, recreational facilities, or trails. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$5,000,000
Project Total	**$5,000,000**

Woodson Park - 3401 S May Avenue (Ward 3)

Improve parks by acquiring/installing/repairing and/or replacing playground equipment/spraygrounds and/or facilities which may include related design and landscaping. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$270,000
Project Total	**$270,000**

Zach D. Taylor Park - 633 NW 52nd Street (Ward 2)

Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$95,000
Project Total	**$95,000**

PARKS AND RECREATION FY21 TOTAL $47,412,500

POLICE

Headquarters/Courts Complex - 219 E Main St, Oklahoma City, OK 73104 (Ward 6)

Original projects to build a new Police Headquarters and Courts Complex have been completed. Remaining projects are to demolish old buildings and to construct a parking lot on the original sites. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$1,600,000
2017 G.O. Bonds	$348,959
Police Sales Tax Fund	$1,600,000
Project Total	**$3,548,959**

Helicopter Refurbishments - (N/A)

Refurbishment of police helicopter equipment. Estimated annual operating cost is $0.

	FY21 Cost
Btr Streets Safer City Use Tax	$1,180,000
Project Total	**$1,180,000**

Patrol Vehicles - (N/A)

Scheduled replacement of Police patrol sedans, sport utility vehicles, boats, motorcycles and bicycles. Project also includes the addition of Patrol vehicles as new Police Officers are added to the department. Estimated annual operating cost is $0.

	FY21 Cost
Btr Streets Safer City Use Tax	$7,172,884
Project Total	**$7,172,884**

Police Aviation Facility - In the vicinity of SW 54th Street and Portland Avenue (Ward 3)

Construct a police aviation facility with hanger for aircraft storage and maintenance to be located at the Southwest Police Briefing Station. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$3,400,000
Project Total	**$3,400,000**

Police Building Improvements - Citywide

Improvement to existing police facilities including construction, equipment, furnishings, installation or A&E services. This could include enhancements to equipment and infrastructure critical to efficient operations. Estimated annual operating cost is $0.

	FY21 Cost
Police Sales Tax Fund	$150,000
Project Total	**$150,000**

Police CNTRL_ULSTA - Citywide

2017 Control account for unlisted Police GOB funds. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$350,000
Project Total	**$350,000**

Police Training Center - Location to be determined. (Ward 4)

MB-1473-Construct a new Police/Fire training center (Phase 1, Building Construction and Parking and Phase 2, Site Ammenities) Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$2,500,000
Project Total	**$2,500,000**

Renovation of 616 Colcord Dr. - 616 Colcord Drive (Ward 6)

Renovations for this project include the first-floor expansion and remodel of the existing CSI Offices, Laboratory, and Firearms/Ballistics Laboratory. Estimated annual operating cost is $0.

	FY21 Cost
Police Sales Tax Fund	$554,000
Project Total	**$554,000**

Special Investigations Vehicle - (N/A)

Purchase of undercover vehicles for the Special Investigations Division. Estimated annual operating cost is $0.

	FY21 Cost
State Asset Forfeiture Funds	$200,000
Project Total	**$200,000**

Unmarked Vehicles Police - (N/A)

Scheduled replacement of unmarked Police vehicles. Estimated annual operating cost is $0.

	FY21 Cost
Btr Streets Safer City Use Tax	$793,763
Project Total	**$793,763**

POLICE FY21 TOTAL $19,849,606

PUBLIC TRANS AND PARKING

Bus Rapid Transit - Northwest Expressway and Meridian Avenue to the Downtown Transit Center (Citywide)

Northwest Corridor Bus Rapid Transit. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$4,000,000
Other Grants	$154,960
Other Unspecified	$819,840
Project Total	**$4,974,800**

Bus Replacement - Citywide

Replace aging buses utilized beyond their useful lives. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$3,880,000
Project Total	**$3,880,000**

Bus Shelters - Citywide

Bus shelters (12 annually). Estimated annual operating cost is $0.

	FY21 Cost
Cntrl OK Trans and Prkng Auth	$21,500
Other Grants	$86,000
Project Total	**$107,500**

Bus Stop Improvements - Citywide (N/A)

Acquisition of public transit buses, bus stop improvements, and construction, repair, improvement and acquisition of transit facilities, equipment and materials. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$250,000
Project Total	**$250,000**

Equipment Replacement - 2000 S May Avenue (Ward 6)

Purchase of maintenance equipment. Estimated annual operating cost is $10,000.

	FY21 Cost
Cntrl OK Trans and Prkng Auth	$5,000
Other Grants	$20,000
Project Total	**$25,000**

Paratransit Vans - Citywide

Replacement of 25 paratransit vehicles from FY 2019 through FY 2023. Estimated annual operating cost is $0.

	FY21 Cost
Cntrl OK Trans and Prkng Auth	$131,515
Other Grants	$745,254
Project Total	**$876,769**

Parking Garage Improvements - Downtown (Ward 6)

Repairs and improvements to all garages including revenue collection equipment Estimated annual operating cost is $0.

	FY21 Cost
Cntrl OK Trans and Prkng Auth	$500,000
Project Total	**$500,000**

Security at COTPA Facilities - Citywide

Provide access control, lighting, outside cameras and perimeter fencing at COTPA facilities. Estimated annual operating cost is $1,000.

	FY21 Cost
Cntrl OK Trans and Prkng Auth	$17,000
Other Grants	$68,000
Project Total	**$85,000**

Service Vehicle Replacement - Citywide

Replacement of service vehicles. Estimated annual operating cost is $0.

	FY21 Cost
Cntrl OK Trans and Prkng Auth	$32,000
Other Grants	$92,000
Project Total	**$124,000**

Technology Infrastructure - 2000 S May Ave (Ward 6)

Technology infrastructure. Fiber Installations at S. May, additional cameras at Transit Center along with interactive trip planning kiosk, stand up Reno mini-hub technology. Also includes computers, software and upgrading software. Estimated annual operating cost is $0.

	FY21 Cost
Cntrl OK Trans and Prkng Auth	$200,000
Other Grants	$800,000
Project Total	**$1,000,000**

Transit Center Improvements - 420 NW 5th Street (Ward 6)

Facilities improvements. Estimated annual operating cost is $0.

	FY21 Cost
Cntrl OK Trans and Prkng Auth	$50,000
Project Total	**$50,000**

Transit CNTRL_ULSTA - (Citywide)

Control project for unlisted bond funds related to Transit. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$250,000
Project Total	**$250,000**

PUBLIC TRANS AND PARKING FY21 TOTAL $12,123,069

PUBLIC WORKS - BRIDGES

Bridge CNTRL_ULSTA - (N/A)

Control project for unlisted bond funds related to the Bridges. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$295,000
Project Total	**$295,000**

NW 10th St, W Reno Ave - 0.5 Miles west of NW 10th St and N Council Rd (Ward 1)

Replacement, construction, reconstruction, rehabilitation, repair, or improvement of bridges, may include appurtenances, AE, ROW, utility relocation, drainage, lighting, or approach improvements. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$3,300,000
Project Total	**$3,300,000**

S Council, W Reno Ave - 0.6 Miles south of W Reno and Council (Ward 3)

Replacement, construction, reconstruction, rehabilitation, repair, or improvement of bridges, may include appurtenances, AE, ROW, utility relocation, drainage, lighting, or approach improvements. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$3,850,000
Project Total	**$3,850,000**

PUBLIC WORKS - BRIDGES FY21 TOTAL $7,445,000

PUBLIC WORKS - DRAINAGE

Belle Isle Park Detention Pond - 2525 NW 62nd Street (Ward 2)

Drainage, channel and water quality improvements, mapping and equipment, may include stormwater detention facilities, real property acquisition, construction and related activities, landscaping, or technology improvements. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,050,000
Project Total	**$1,050,000**

Drainage Cntrl Sys CNTRL_ULSTA - (Citywide)

Control project for unlisted bond funds related to Drainage. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$350,000
Project Total	**$350,000**

DRAINAGE STUDIES - Citywide

Drainage Studies Citywide Estimated annual operating cost is $0.

	FY21 Cost
Stormwater Drainage Utility	$150,000
Project Total	**$150,000**

Hog Creek Lake Thunderbird - SE 29th Street to SE 149th Street and South Post Road to South Peebly Road (Ward 4)

Drainage, channel and water quality improvements, mapping and equipment, may include stormwater detention facilities, real property acquisition, construction and related activities, landscaping, or technology improvements. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$2,400,000
Project Total	**$2,400,000**

Mapping Data Systems Programs - (N/A)

Drainage, channel and water quality improvements, mapping and equipment, may include stormwater detention facilities, real property acquisition, construction and related activities, landscaping, or technology improvements. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$500,000
Project Total	**$500,000**

NW 56, Western NW 55, Western - NW 56th and Western Avenue (Ward 2)

Drainage, channel and water quality improvements, mapping and equipment, may include stormwater detention facilities, real property acquisition, construction and related activities, landscaping, or technology improvements. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,655,000
Project Total	**$1,655,000**

NW 90 and County Line - In The Vicinity Of W Wilshire Blvd and W Britton Rd Off County Line Rd; NW 90th St and N County Line Rd (Ward 1)

Drainage, channel and water quality improvements, mapping and equipment, may include stormwater detention facilities, real property acquisition, construction and related activities, landscaping, or technology improvements. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$675,000
Project Total	**$675,000**

OK Rivr Sedimnt. Basn Dredging - Oklahoma River (North Canadian River) from South Eastern to South Meridian Avenue (Ward 6)

Project is to dredge the Oklahoma River Sediment basin to remove large amounts of sediment deposits that are caused by strong flows of water. Estimated annual operating cost is $0.

	FY21 Cost
Stormwater Drainage Utility	$1,500,000
Project Total	**$1,500,000**

West Elm Creek Lake Thndrbrd - SE 29th Street to SE 149th Street and South Post Road to South Peebly Road (Ward 4)

Drainage, channel and water quality improvements, mapping and equipment, may include stormwater detention facilities, real property acquisition, construction and related activities, landscaping, or technology improvements. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$2,000,000
Project Total	**$2,000,000**

PUBLIC WORKS - DRAINAGE FY21 TOTAL $10,280,000

PUBLIC WORKS - STREETS

2007 GOB Unlisted Control Acct - (Citywide)

Control project for unlisted bond funds related to the purpose of constructing, reconstructing, improving, and repairing streets. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$3,000,000
Project Total	**$3,000,000**

Bike_Walker/Shartel, 16/19 St - Britton to SW 104th along Walker and Shartel; Council to I-35 along 16th and 19th (Ward 6)

Street enhancements, may include reconstruction, construction, repair, resurfacing, or improvements of streets, pedestrian safety improvements, bicycle lanes, striping, markings, or pedestrian amenities Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$2,850,000
Project Total	**$2,850,000**

Britton, Piedmont to N Mustang - W Britton Rd from Piedmont Rd (Hwy 4) to N Mustang Rd (Ward 1)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$555,000
Project Total	**$555,000**

Bryant, SE 89 to SE 104 - Bryant Avenue from SE 89th St to SE 104th St (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$540,000
Project Total	**$540,000**

BSSC Sales Tax Control Acct - (Citywide)

Control project for the Better Streets, Safer City Program. Estimated annual operating cost is $0.

	FY21 Cost
Better Streets Safer City Tax	$68,000,000
Project Total	**$68,000,000**

Cemetery,Czech Hall,Reno,NW10 - Area bound by N Cemetery Rd, N Czech Hall Rd, W Reno Ave, NW 10 (Ward 3)

Resurfacing, repair, rehabilitation or improvement of the streets in areas bounded by listed streets, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, or sidewalks. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$3,050,000
Project Total	**$3,050,000**

EB Reno, N Meridian-Portland - East bound on W Reno Ave from N Meridian Ave to N Portland Ave (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Gemstone Acres Addition - In the vicinity of SW 44 and Cemetary Rd (Ward 3)

Resurfacing, repair, rehabilitation or improvement of the streets in areas bounded by listed streets, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, or sidewalks. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$555,000
Project Total	**$555,000**

Kelley, Britton to Hefner - Kelley Ave from Britton Rd to Hefner Rd (Ward 7)

Widening and improving the listed streets which may include related A&E/signals/signs/markings/devices/conduit & improvements/lighting/drainage/intersection improvements/ROW/utilities/sidewalks &/or landscaping & irrigation systems. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$1,500,000
Project Total	**$1,500,000**

Kelley, Wilshire to Britton - Kelley Avenue from Wilshire Boulevard to Britton Road (Ward 7)

Widening and improving the listed streets which may include related A&E/signals/signs/markings/devices/conduit & improvements/lighting/drainage/intersection improvements/ROW/utilities/sidewalks &/or landscaping & irrigation systems. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$1,500,000
Project Total	**$1,500,000**

Linwood Blvd, NW 6 and Western - Intersection at Linwood Boulevard, NW 6th Street and Western (Ward 6)

Street enhancements, may include reconstruction, construction, repair, resurfacing, or improvements of streets, pedestrian safety improvements, bicycle lanes, striping, markings, or pedestrian amenities Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$165,000
Project Total	**$165,000**

MacArthur, NW 150 to NW 164 - MacArthur Boulevard from NW 150th Street to NW 164th (Ward 8)

Widening and improving the listed streets which may include related A&E/signals/signs/markings/devices/conduit & improvements/lighting/drainage/intersection improvements/ROW/utilities/sidewalks &/or landscaping & irrigation systems. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$1,500,000
Project Total	**$1,500,000**

MacArthur, Wilshire to Britton - N MacArthur Blvd from W Wilshire Blvd to W Britton Rd (Ward 1)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,345,000
Project Total	**$1,345,000**

Morgan, SW 44 to SW 29 - Morgan Road from SW 44th Street to SW 29th Street (Ward 3)

Widening and improving the listed streets which may include related A&E/signals/signs/markings/devices/conduit & improvements/lighting/drainage/intersection improvements/ROW/utilities/sidewalks &/or landscaping & irrigation systems. Estimated annual operating cost is $0.

	FY21 Cost
2007 G.O. Bonds	$1,000,000
Project Total	**$1,000,000**

N MacArthr, W Hefner to NW 122 - N MacArthur Blvd from W Hefner Rd to NW 122nd St (Ward 8)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

N May, NW 63 - N May Ave from N Grand Blvd to NW 47th St and NW 63rd St from N Warren Ave to N Villa Ave (Ward 1)

Sidewalk improvements, may include reconstruction, construction, repair, resurfacing, or improvements of sidewalks, AE, signals, signs, lighting, landscaping, or pedestrian amenities. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$2,140,000
Project Total	**$2,140,000**

NE 10, NE 23, MLK, I-35 - Area bound by NE 10th St, NE 23rd St, MLK, and I-35 (Ward 7)

Resurfacing, repair, rehabilitation or improvement of the streets in areas bounded by listed streets, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, or sidewalks. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$6,100,000
Project Total	**$6,100,000**

NE 63, Midwest to Douglas - NE 63rd St from N Midwest Blvd to N Douglas Blvd (Ward 7)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

NW 23, Western to Broadway - NW 23rd St from Western Ave to Broadway Ave (Ward 2)

Street enhancements, may include reconstruction, construction, repair, resurfacing, or improvements of streets, pedestrian safety improvements, bicycle lanes, striping, markings, or pedestrian amenities Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$3,300,000
Project Total	**$3,300,000**

NW 36, Penn to Western - NW 36th St from N Pennsylvania Ave to N Western Ave (Ward 2)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,335,000
Project Total	**$1,335,000**

Peebly, SE 74 to SE 59 - S Peebly Rd from SE 74th St to SE 59th St (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Portland, NW 10 to NW 23 - Portland from NW 10th to NW 23rd (Ward 3)

Street enhancements, may include reconstruction, construction, repair, resurfacing, or improvements of streets, pedestrian safety improvements, bicycle lanes, striping, markings, or pedestrian amenities Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,540,000
Project Total	**$1,540,000**

Sara Rd, SW 15 and SW 29 - Sara Road from SW 15th St to SW 29th St (Ward 3)

Widening and improving listed streets, may include AE, signals, signs, markings, devices, conduit and improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, landscaping, or irrigation systems. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$7,425,000
Project Total	**$7,425,000**

SE 59,Harrah,Katy,Old Town - Area Bound by SE 59th St, Harrah Rd, Katy St, and Old Town St (Ward 4)

Resurfacing, repair, rehabilitation or improvement of the streets in areas bounded by listed streets, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, or sidewalks. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$830,000
Project Total	**$830,000**

Streets CNTRL_ULSTA - (Citywide)

Control project for unlisted bond funds related to the Streets. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$6,552,885
Project Total	**$6,552,885**

SW 25, Walker to Western - SW 25th St from Walker Avenue to Western Avenue (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$270,000
Project Total	**$270,000**

SW 29, Robinson toWestern - SW 29th St from Robinson to Western (Ward 6)

Street enhancements, may include reconstruction, construction, repair, resurfacing, or improvements of streets, pedestrian safety improvements, bicycle lanes, striping, markings, or pedestrian amenities Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$3,300,000
Project Total	**$3,300,000**

SW 29, Western to Penn - SW 29th St from Western to Pennsylvania (Ward 6)

Street enhancements, may include reconstruction, construction, repair, resurfacing, or improvements of streets, pedestrian safety improvements, bicycle lanes, striping, markings, or pedestrian amenities Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$3,300,000
Project Total	**$3,300,000**

SW 59, County Line to Hwy 152 - SW 59th St from County Line Rd to Hwy 152 (Ward 3)

Widening and improving listed streets, may include AE, signals, signs, markings, devices, conduit and improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, landscaping, or irrigation systems. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$4,400,000
Project Total	**$4,400,000**

SW 59, Penn to Western - SW 59th St from S Pennsylvania Ave to S Western Ave (N/A)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

SW 89, Western to Santa Fe - SW 89th St from S Western Ave to S Santa Fe Ave (Ward 5)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

Turtle Lake Additions - In the vicinity of SE 149th St and Sooner Rd (Ward 4)

Resurfacing, repair, rehabilitation or improvement of the streets in areas bounded by listed streets, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, or sidewalks. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,110,000
Project Total	**$1,110,000**

W Main and N Western - Main and Western (Ward 6)

Street enhancements, may include reconstruction, construction, repair, resurfacing, or improvements of streets, pedestrian safety improvements, bicycle lanes, striping, markings, or pedestrian amenities Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$825,000
Project Total	**$825,000**

W Reno, N Portland-Meridian - West bound on Reno Ave from N Portland to N Meridian Ave (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$555,000
Project Total	**$555,000**

W Reno, N Western to Penn - W Reno Ave from N Western Ave to N Pennsylvania Ave (Ward 6)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,335,000
Project Total	**$1,335,000**

Western, NW 14 to I-40 - Western Ave from NW 14th to I-40 (Ward 6)

Street enhancements, may include reconstruction, construction, repair, resurfacing, or improvements of streets, pedestrian safety improvements, bicycle lanes, striping, markings, or pedestrian amenities
Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,485,000
Project Total	**$1,485,000**

PUBLIC WORKS - STREETS FY21 TOTAL $136,972,885

PUBLIC WORKS - TRAFFIC

Independence and NW Expressway - N Independence Avenue and NW Expressway (Ward 2)

Installation, acquisition of new, improvement, replacement or repair of existing traffic signals, signs, equipment, and devices, may include AE, ROW, utility relocation, conduit installation, drainage, intersection improvements, or lighting. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$930,000
Project Total	**$930,000**

Penn, NW 10 and Virginia - Intersection of N Pennsylvania Ave, NW 10th St and Virginia Ave (Ward 6)

Installation, acquisition of new, improvement, replacement or repair of existing traffic signals, signs, equipment, and devices, may include AE, ROW, utility relocation, conduit installation, drainage, intersection improvements, or lighting. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$2,000,000
Project Total	**$2,000,000**

S Sooner and Embers Dr, SE 48 - S Sooner Road at Embers Drive and SE 48 St (Ward 7)

Installation, acquisition of new, improvement, replacement or repair of existing traffic signals, signs, equipment, and devices, may include AE, ROW, utility relocation, conduit installation, drainage, intersection improvements, or lighting. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$1,215,000
Project Total	**$1,215,000**

Traffic Cntrl Sys CNTRL_ULSTA - (Citywide)

Control project for unlisted bond funds related to the Traffic control systems. Estimated annual operating cost is $0.

	FY21 Cost
2017 G.O. Bonds	$300,000
Project Total	**$300,000**

PUBLIC WORKS - TRAFFIC FY21 TOTAL $4,445,000

SOLID WASTE MANAGEMENT

Cart Purchases - (N/A)

Replacement of recycling and collection carts and the addition of carts for expanded service. Estimated annual operating cost is $0.

	FY21 Cost
OKC Environmental Asst Trust	$1,205,000
Project Total	**$1,205,000**

Mobile Equipment - (N/A)

Replacement of pick-up trucks, refuse trucks, side loaders, and other mobile equipment. Estimated annual operating cost is $0.

	FY21 Cost
OKC Environmental Asst Trust	$2,460,000
Project Total	**$2,460,000**

SOLID WASTE MANAGEMENT FY21 TOTAL $3,665,000

WASTEWATER

420 Office Space Modifications - 420 W. Main or 5th Street and Pennsylvania (Ward 6)

Modifications to office space at 420 W Main Street to accommodate current and future staffing requirements. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$520,000
Project Total	**$520,000**

Capital Plan Program Mgt - (Citywide)

The program management portion of the contract is to perform the program management services for the Capital Improvement Plan that incorporate developing, reporting, scheduling, coordination with internal and external agencies, and quarterly updates. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$5,270,000
Project Total	**$5,270,000**

Chisholm Creek WWTP R & R - 22000 N. Western Avenue (Ward 8)

The funds in this category provide for plant upgrades to improve, replace, and renew existing facilities as necessary to continue reliable and regulatory compliant operation. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$2,470,000
Project Total	**$2,470,000**

Citywide Sanitary Sewer R & R - Citywide

To provide for renewal and/or replacement of deficient sanitary sewer lines. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$13,390,000
Project Total	**$13,390,000**

Condition Assessment - Citywide

This program will assess the condition of collection system assets to determine which assets require replacement or rehabilitation. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$4,890,000
Project Total	**$4,890,000**

Customer Service Division - Citywide

Replaces meters and meter pits. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$2,630,000
Project Total	**$2,630,000**

Emergency Projects - Citywide

Wastewater related emergency projects. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$620,000
Project Total	**$620,000**

Equipment Replacement - (N/A)

Mobile equipment replacement. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$1,290,000
Project Total	**$1,290,000**

Flow Metering Isolation - Citywide

This program will be used to measure wastewater flows within specific basins to identify areas of high inflow and infiltration in order to determine and prioritize abatement projects. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$1,550,000
Project Total	**$1,550,000**

Gen WWTP & Collection Sys Imp. - Citywide

Collection system and treatment plant modifications and upgrades to meet increasing demands and regulatory requirements. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$5,150,000
Project Total	**$5,150,000**

I/I Abatement - Citywide

This program will further investigate the cause of inflow and infiltration and install the required capital improvements necessary to prevent them from entering the collection system. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$1,550,000
Project Total	**$1,550,000**

Lift Station R & R - Citywide

Lift station renewals and/or replacements. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$50,000
Project Total	**$50,000**

N Canadian WWT R & R - 12800 N. Anderson Road (Ward 7)

The funds in this category provide for plant upgrades to improve, replace, and renew existing facilities as necessary to continue reliable and regulatory compliant operation. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$2,060,000
Project Total	**$2,060,000**

Policy B and B-1 Projects - Citywide

Policy B or B-1 may be used if a development is located within a sewer shed where the potential for additional growth will require proposed wastewater mains to be upsized to meet future development. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$2,740,000
Project Total	**$2,740,000**

Public Works Reimbursements - Citywide

Public Works Reimbursement Projects. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$310,000
Project Total	**$310,000**

Relocation for Road Projects - Citywide

Relocations of sewer roadway improvement projects. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$1,040,000
Project Total	**$1,040,000**

South Canadian Expansion - 15924 S. May Avenue (Ward 5)

South Canadian Wastewater Treatment Plant expansion. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$113,320,000
Project Total	**$113,320,000**

System upgrades to Draper Resv - Westside of Stanley Draper Reservoir (Ward 4)

Sewer system upgrades to provide more reliable collection of wastewater flows along the westside of the Stanley Draper Reservoir. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$3,090,000
Project Total	**$3,090,000**

Technology Upgrades - (N/A)

Technology Upgrades. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$4,120,000
Project Total	**$4,120,000**

WASTEWATER FY21 TOTAL $166,060,000

WATER

Capital Plan Program Mgt - (Citywide)

The program management portion of the contract is to perform the program management services for the Capital Improvement Plan that incorporate developing, reporting, scheduling, coordination with internal and external agencies, and quarterly updates. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$2,060,000
Project Total	**$2,060,000**

Citywide Water Main R & R - Citywide

Water main renewals and replacements. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$2,060,000
Project Total	**$2,060,000**

Customer Service Division Proj - Citywide

Replaces water meters and meter pits. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$4,690,000
Project Total	**$4,690,000**

Draper 72" Replace from WTP - Citywide

In-depth condition assessment of 72-inch transmission main from the Draper water treatment plant. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$3,090,000
Project Total	**$3,090,000**

Draper Plant R & R - 13700 S. Douglas Boulevard (Ward 4)

Draper Plant renewal and replacement. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$1,030,000
Project Total	**$1,030,000**

Draper WTP Upgrades - 13700 S. Douglas Boulevard (Ward 4)

Improvements to the Draper Water Treatment Plant. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$2,060,000
Project Total	**$2,060,000**

Draper/Hefner Interconnection - Citywide

Transmission and booster station improvements to interconnect the Draper and Hefner service areas. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$16,800,000
Project Total	**$16,800,000**

Emergency Projects - Citywide

Water related emergency projects. The department deals with a number of emergencies during the operation of raw water supply and potable water distribution. Funds are allocated every fiscal year to pay for these emergencies. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$820,000
Project Total	**$820,000**

Equipment Replacement - (N/A)

Mobile equipment replacement. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$1,370,000
Project Total	**$1,370,000**

Existing Atoka Pipeline - Lake Atoka to Lake Stanley Draper (Citywide)

Maintenance and repair of the existing raw water pipeline. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$260,000
Project Total	**$260,000**

Ext Atoka Pipeline Stat Upgrd - Macomb Pump Station for the existing Atoka pipeline (Citywide)

Upgrades to the balancing tanks for the existing pump stations and new surge facility for the Macomb Pump Station for the existing Atoka pipeline. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$5,310,000
Project Total	**$5,310,000**

Hefner Plant R & R - 3827 W. Hefner Road (Ward 8)

Hefner water treatment plant renewal and replacement. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$1,030,000
Project Total	**$1,030,000**

Hefner WTP Upgrades - 3827 W. Hefner Road (Ward 8)

Improvements to the Hefner Water Treatment Plant to meet regulatory requirement and maintain reliable operation. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$52,550,000
Project Total	**$52,550,000**

Laboratory Improvements - Citywide

Laboratory Improvements Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$110,000
Project Total	**$110,000**

Lake management projects - Citywide

The City owns and operates Lake Draper, Lake Hefner, Lake Overholser, and Lake Atoka. Many of the functional and structural components of the reservoir require capital funds to do major repairs and or upgrades. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$4,120,000
Project Total	**$4,120,000**

Overholser Plant R & R - 601 N. Pennsylvania (Ward 6)

Overholser Plant renewals and/or replacement. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$150,000
Project Total	**$150,000**

Policy A and A-1 Projects - Citywide

Policy A and A-1 may be used if a development is located within a service area where the potential for additional growth will require proposed water mains to be upsized to meet future development. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$100,000
Project Total	**$100,000**

Public Works Reimbursements - Citywide

Public Works reimbursement projects. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$320,000
Project Total	**$320,000**

Raw Water 2nd Atoka Pipeline - Lake Atoka to Lake Stanley Draper (Citywide)

Construction of a second raw water pipeline from Lake Atoka to Lake Stanley Draper. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$88,190,000
Project Total	**$88,190,000**

Relocation for Road Projects - Citywide

Relocation of water roadway improvement projects. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$780,000
Project Total	**$780,000**

Reservoir Maintenance - Citywide

The City owns and operates Lake Draper, Lake Hefner, Lake Overholser, and Lake Atoka. Many of the functional and structural components of the reservoir require capital funds to do major repairs. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$1,060,000
Project Total	**$1,060,000**

Technology Upgrade - (N/A)

Technology Upgrades. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$2,830,000
Project Total	**$2,830,000**

Upgrades to Booster Stations - Citywide

Upgrades to booster stations to improve reliability and resiliency. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$1,550,000
Project Total	**$1,550,000**

Water System Pressure Mgmt - Citywide

Project to develop and/or update automated water system pressure zones throughout the system to provide reliable, resilient water service. Estimated annual operating cost is $0.

	FY21 Cost
OKC Water Utilities Trust	$3,090,000
Project Total	**$3,090,000**

WATER FY21 TOTAL $195,430,000

ZOO

Administration Building - 2101 NE 50th Street (Ward 6)

Construction of new exhibit at the Oklahoma City Zoo. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Zoo Trust	$1,741,442
Project Total	**$1,741,442**

Africa Exhibit - 2101 NE 50th Street (Ward 6)

Construction of new exhibit at the Oklahoma City Zoo. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Zoo Trust	$4,143,750
Project Total	**$4,143,750**

Cheetah/Wild Dog Exhibit - 2101 NE 50th Street (Ward 6)

Construction of new exhibit at the Oklahoma City Zoo. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Zoo Trust	$2,110,525
Project Total	**$2,110,525**

Condor/Azalea Garden Exhibit - 2101 NE 50th Street (Ward 6)

Construction of new exhibit at the Oklahoma City Zoo. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Zoo Trust	$201,046
Project Total	**$201,046**

HVAC Replacement - 2101 NE 50th Street (Ward 6)

HVAC replacement at the Oklahoma City Zoo. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Zoo Trust	$210,000
Project Total	**$210,000**

Lake Park Site and Utilities - 2101 NE 50th Street (Ward 6)

Capital maintenance for the Lake Park site and utilities at the Oklahoma City Zoo. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Zoo Trust	$328,500
Project Total	**$328,500**

Roof Replacement - 2101 NE 50th Street (Ward 6)

Roof replacement at the Oklahoma City Zoo. Estimated annual operating cost is $0.

	FY21 Cost
Oklahoma City Zoo Trust	$100,000
Project Total	**$100,000**

ZOO FY21 TOTAL $8,835,263

OVERVIEW OF BONDS AND DEBT SERVICE

Major capital improvements such as streets, drainage, facilities, and major equipment are often financed by bonds. This funding mechanism allows payment for infrastructure improvements to be made over multiple years, usually over the life of the improvement.

General Obligation Bonds (GO Bonds) are issued only upon voter approval. Voters must be informed of the purpose of the bonds and review a list of bond projects to be funded.

Each year, the City repays a portion of the remaining principal on GO Bonds it has issued, along with interest on the remaining balance. Together these payments are called Debt Service. The ad valorem tax (property tax) is the primary revenue source used for repaying GO Bonds. The Debt Service Fund is totally independent of the City's operating funds, using a different source of revenue. Because of this independence, debt service costs do not affect current or future operations.

State law does not place a cap on the amount of debt the City can incur through our General Obligation Bonds, but does limit the amount of debt on General Obligation Limited Tax (GOLT) Bonds to $5 per $1,000 assessed. Revenue bonds for water, sewer, airport and parking projects, backed by user fees, have been issued by various trusts established by the City. The City is the legal beneficiary of these trusts.

General Obligation Bonds are backed by the full faith and credit of the City, meaning the City must levy ad valorem taxes sufficient to pay the annual principal and interest payments. By State law, cities may only use ad valorem taxes to support the Debt Service Fund. The Mayor and City Council of Oklahoma City follow an informal policy of keeping the ad valorem tax rate for debt service at or near $16 per $1,000 dollars of net assessed value.

In addition to paying the principal and interest on General Obligation Bonds issued by the City, the Debt Service Fund also pays certain legal judgments against the City. The Debt Service budget is adopted and filed with the County Excise Board, which establishes property tax rates once the results from the previous year are finalized. The City's adopted budget will be amended during the fiscal year to address any differences that exist between the adopted budget and the final budget approved by the County Excise Board.

The City has retired approximately $61.42 million in General Obligation bonded debt and has issued $111.48 million in FY20, which will leave the total General Obligation Bond indebtedness at the end of FY20 at approximately $919.26 million. This equates to $1,372 per capita estimated for FY20 compared to $1,310 per capita at the end of FY19.

Since 2009, Standard & Poor's and Moody's Investor Service have rated Oklahoma City's General Obligation debt at the highest levels, AAA and Aaa respectively, for the City's General Obligation Bonds. Oklahoma City's expanding economic base, ongoing downtown redevelopment, conservative financial management, and moderate debt contributed to the City's high rating. This high rating means lower interest rates enabling the City to spend a larger portion of the funds on major capital projects.

AAA

The City of Oklahoma City's General Obligation bonds are rated "AAA" by Standard & Poor's and "Aaa" by Moody's Investor Service, the highest rating available.

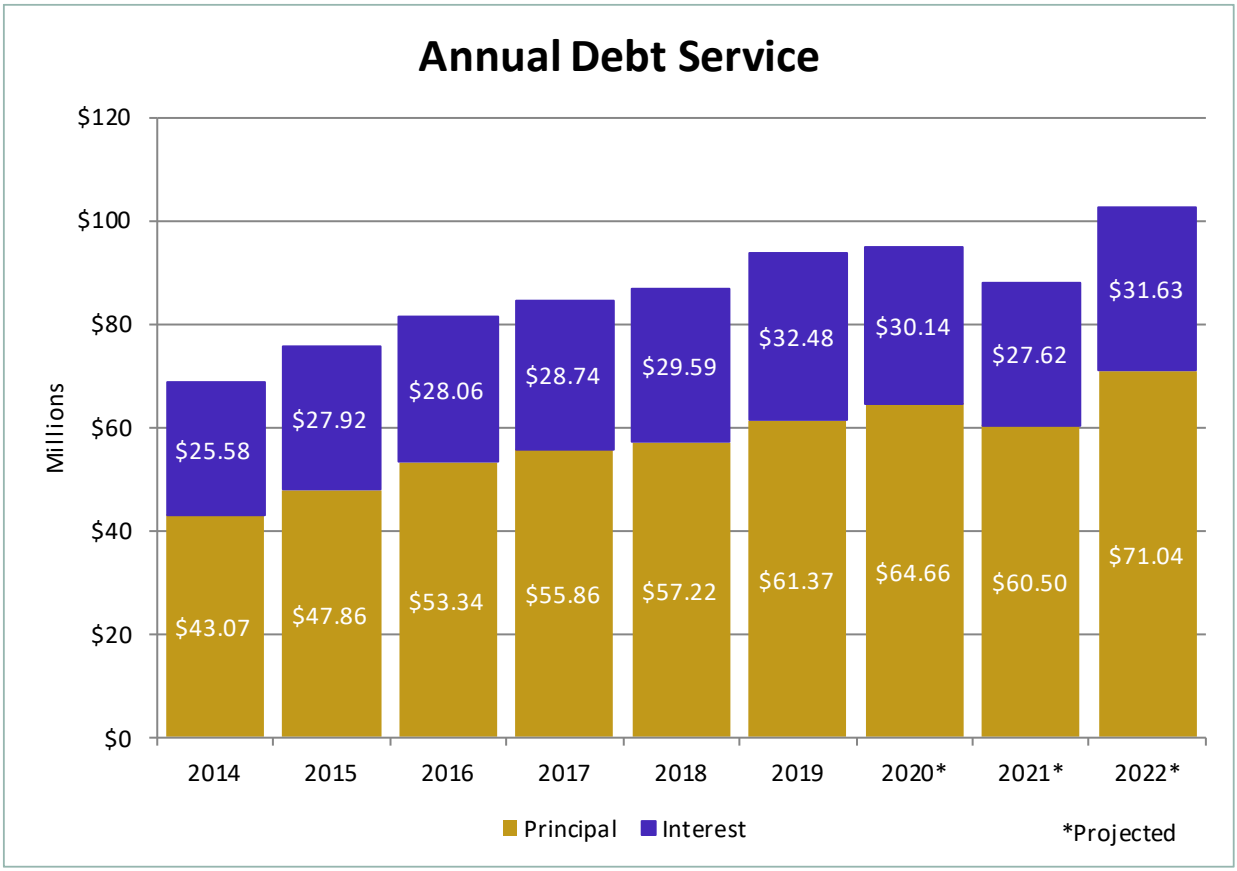
DEBT SERVICE BUDGET

	Actual FY19	Adopted FY20	Adopted FY21
Revenues			
Ad Valorem (Property Tax)	$93,737,616	$95,053,573	$98,838,747
Interest	2,961,960	1,000,000	1,000,000
Other	6,710,914	6,000,000	7,000,000
Fund Balance	0	3,911,844	3,911,844
Total Revenues	**$103,410,490**	**$105,965,417**	**$110,750,591**
Expenditures - Non-Departmental			
Judgments	$4,262,085	$5,974,000	$3,365,948
Judgment Interest	217,033	221,000	214,645
Fiscal Agency Fees	299,500	400,000	600,000
Bond Retirement	61,365,000	64,660,123	65,925,000
Interest on Bonds	32,480,563	34,710,294	34,126,511
Reserve For Future Debt Service Payments	0	0	6,518,487
Total Expenditures	**$98,624,181**	**$105,965,417**	**$110,750,591**
Use of Fund Balance			
Beginning Fund Balance	$112,640,770	$117,427,080	$113,515,236
Additions/(Reductions) to Fund Balance	4,786,309	(3,911,844) *	2,606,643 **
Ending Fund Balance	**$117,427,080**	**$113,515,236** *	**$116,121,879** **

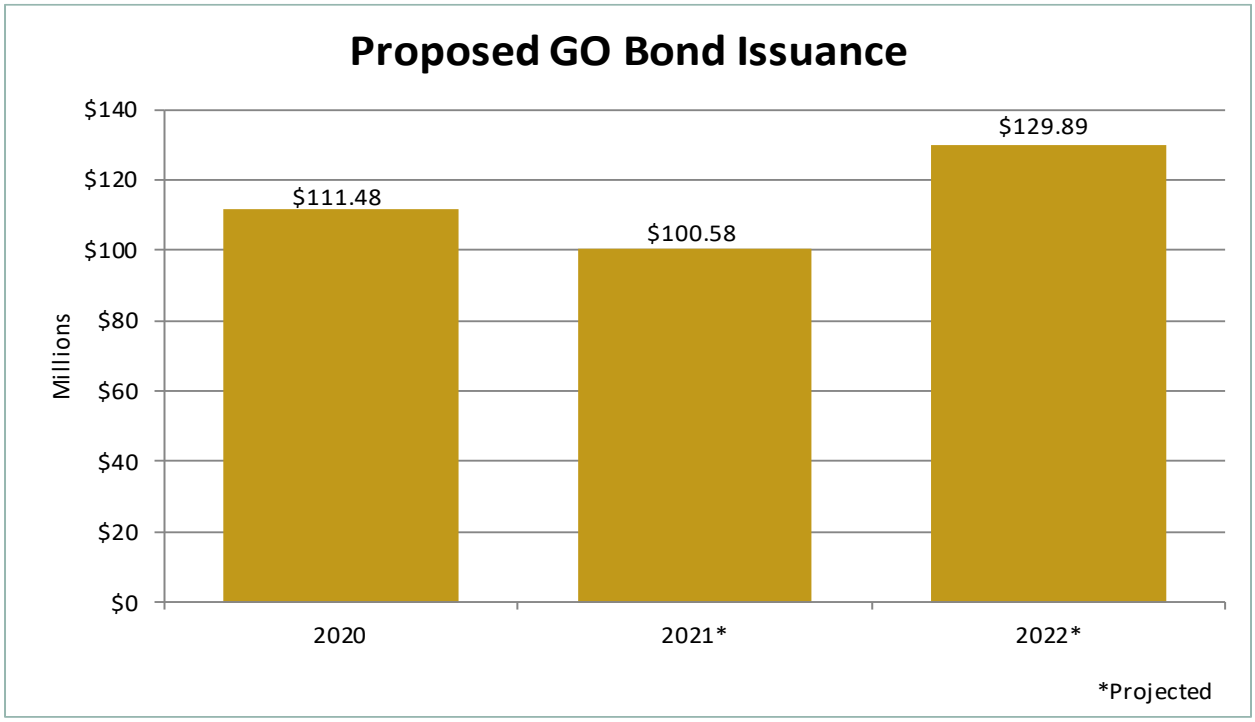
* Estimated.

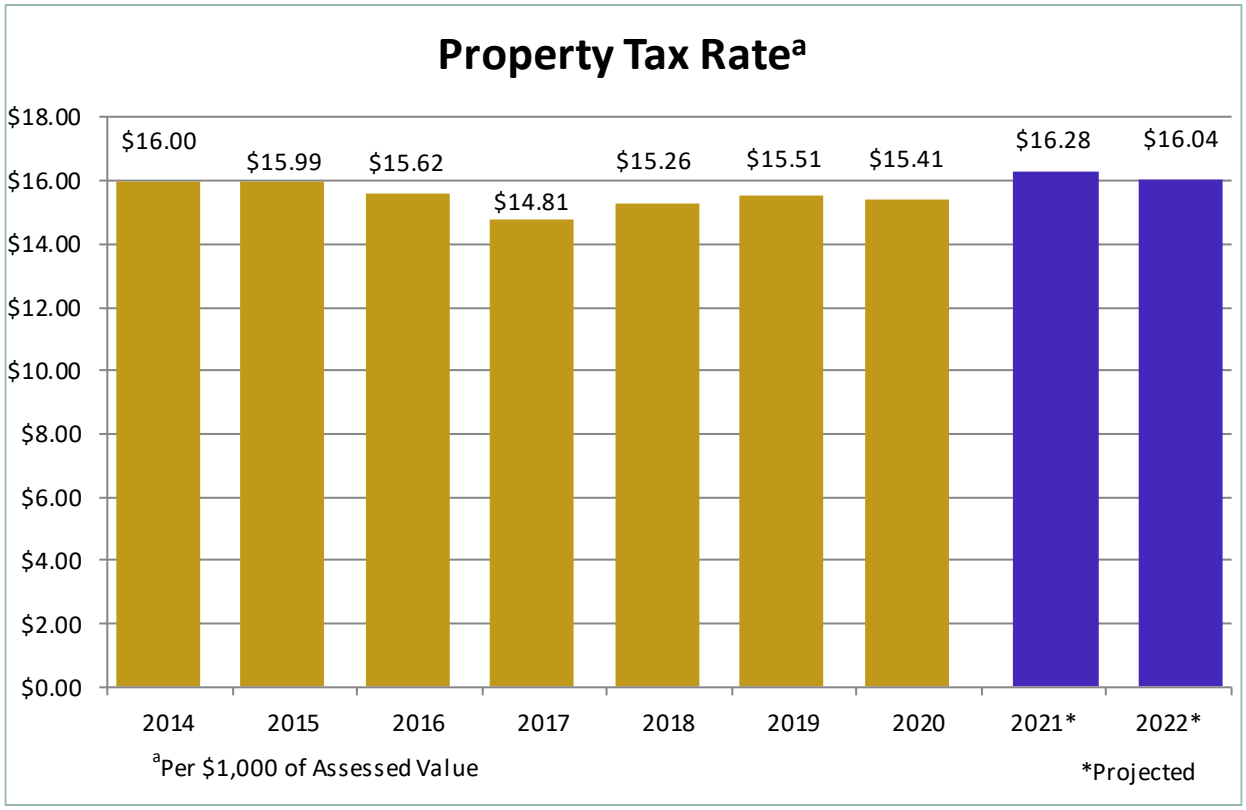
** Assumes budgeted revenues and expenditures.

REMAINING BOND AUTHORIZATION ISSUANCE PLAN



NOTE: This information includes debt service for bonds anticipated to be issued.





NOTE: This information includes tax rates for anticipated bond issues. Although there is no limit in Oklahoma State Law, the Mayor and City Council of Oklahoma City follow an informal policy of keeping the mill levy/ad valorem tax rate at or near $16 per $1,000 dollars of net assessed value.



The City of
OKLAHOMA CITY

OVERVIEW OF BUDGET GUIDELINES AND CONTROL

THE BUDGET GUIDELINES AND CONTROL SECTION DESCRIBES OKLAHOMA CITY'S FINANCIAL PLANNING AND BUDGETING PRACTICES, INCLUDING STATE LAWS THAT AFFECT BUDGETING, HOW THE BUDGET MAY CHANGE DURING THE FISCAL YEAR, AND THE MAJOR FINANCIAL POLICIES AND PRACTICES OF THE CITY.



Legislative Requirements

Oklahoma State Law allows for two methods of budgeting. The City of Oklahoma City has chosen the fund and department method and these are the requirements:

1. A budget that discloses the complete financial position and condition of the City must be prepared and submitted to the Mayor and City Council at least thirty days prior to the beginning of the fiscal year.

2. The budget must contain a summary, a message from the City Manager and a description of important budget features. Actual revenues and expenditures for the immediate prior fiscal year must be included along with the budgeted revenues and expenditures for the current year and estimated revenues and expenditures for the upcoming fiscal year.

3. The estimate of revenues and expenditures must be accounted for by fund and account. The budget of expenditures for each fund may not exceed the estimated revenues. No more than 10 percent of the total budget for any fund may be budgeted for miscellaneous purposes (e.g., contingencies and reserves).

4. No later than fifteen days prior to the beginning of the budget year, the Council must hold a public hearing on the proposed budget. The date, time and place of the hearing, along with a summary of the budget, must be published in a newspaper of general circulation no less than five days before the hearing. The proposed budget is available to the public at this time.

5. After the hearing and at least seven days prior to the beginning of the budget year, Council must adopt the budget.

6. The adopted budget must be filed with the State Auditor and Inspector and the City Clerk. The adopted budget becomes effective on the first day of the fiscal year.

7. No expenditures or encumbrances may exceed 90 percent of the appropriation for any fund until revenues, including the prior fiscal year's fund balance, in an amount equal to at least 90 percent of the appropriation for the fund are collected.

8. General obligation operating debt and deficit spending are prohibited. Oklahoma City's debt service requirements are, therefore, budgeted in a Debt Service Fund. Revenue bonds may be issued by Trusts and Authorities, while voter approved general obligation bond issues may be used to finance specific capital projects.

9. The Municipal Budget Act also allows cities to transfer funds between departments and/or between expenditure categories (i.e., Capital Outlay to Personal Services, Supplies to Capital Outlay, etc.). Since these transfers represent a deviation from the adopted budget, the City Manager reports these transfers to the City Council as an informational item. This practice keeps the governing body informed of necessary operational changes as the adopted budget is implemented.

10. Trusts that have been created to benefit the City are required to submit budgets, financial reports and related materials to the Mayor and City Council.

LEVELS OF BUDGETARY CONTROL

THE BUDGET IS ADOPTED BY THE MAYOR AND CITY COUNCIL BY FUND, DEPARTMENT AND EXPENDITURE CLASSIFICATION.

The following are the definitions for each classification:

Personal Services are the costs of personnel, such as compensating City employees for salaries, wages, and employee benefits (social security, retirement, and insurance), the cost of health insurance for retired employees, and other personnel related costs such as uniform allowance.

Other Services and Charges are for expenditures for services (e.g., advertising, repairs, postage), contractual arrangements, and any other expenditures that are not applicable to the other classifications.

Supplies and Materials are items used to provide City services such as fuel, parts, and office supplies.

Capital Outlay is the purchase, construction or improvement of machinery and equipment, furniture, land, buildings, and similar assets. Capital outlay items have a useful life of over one year and a cost of $50,000 or more. Definitions differ for grant and certain special revenue funds.

Transfers are payments to other funds or trusts related to the City. Some transfers are general fund subsidies to other City funds.

Debt Service is the payment of principal and interest on bonds that financed the purchase or construction of City facilities such as roads, buildings, and water supply systems.

Actual expenditures are charged to more detailed accounts. For example, the supplies and materials classification contains distinct object accounts for fuel, office supplies, computer supplies and other commodities.

Departments have the flexibility to shift funds between accounts within the same classification (e.g., from the fuel account to the office supplies account) or between organizational divisions in the same classification (e.g., from the Fire Department/ Administration Division's personal service classification to the Fire Department / Fire Suppression Division's personal service classification).

A department cannot exceed the adopted budget for any classification without either a budget amendment or an appropriately approved budget transfer.

Budget Transfers

Transfers are more common than budget amendments and must be approved by the department (or, if funds are transferred from one department to another, by both departments), the Office of Management and Budget, the Finance Director, and in some cases, the City Manager. Transfers are reported quarterly to the Mayor and City Council for informational purposes.

Budget Amendments

The Oklahoma Municipal Budget Act permits the City Council to amend the City's annual adopted budget. The budget may be amended for supplemental appropriations up to the amount of any additional revenues that are available due to:

1. Revenues received from unanticipated sources;
2. Revenues from anticipated sources in excess of unbudgeted estimates; or
3. Unanticipated, unencumbered cash balances on hand at the end of the previous fiscal year in excess of budgeted estimates.

The Oklahoma Municipal Budget Act also allows the City Council to take action, as it deems necessary, to amend the budget if it appears that projected revenues will be insufficient to meet appropriations.

The budget amendment must be adopted at a City Council meeting and filed with the City Clerk and the State Auditor and Inspector. In the event of a budget amendment, Oklahoma City incorporates the same public notice and public hearing practices used in the adoption of the original budget.

ACCOUNTING BASIS

THE CITY OF OKLAHOMA CITY'S BUDGET IS BEST CHARACTERIZED AS BEING DEVELOPED ON A MODIFIED CASH AND EXPENDITURES/ENCUMBRANCES BASIS.

The operating budget is an estimate of revenues and expenditures for one fiscal year. Only revenues expected to be received in cash during the year or soon thereafter are included in revenue estimates, as well as any fund balance that will be used for one-time expenditures during the coming year. Only amounts that will be spent or encumbered (under contract) by the end of the fiscal year are budgeted as expenditures. This is in conformance with the Oklahoma Municipal Budget Act that does not allow the City to incur operating fund obligations for more than one fiscal year.

Annual financial reports are prepared under the modified accrual and accrual basis of accounting, as required by Generally Accepted Accounting Principles (GAAP). The annual financial report also compares actual revenues and expenditures on the budgetary basis to the budget so that budget performance can be measured.

The City of Oklahoma City's budgetary basis of accounting differs from the basis of accounting required by GAAP for preparing the City's Comprehensive Annual Financial Report (CAFR). The major differences between the budgetary basis of accounting and the basis of accounting required by GAAP are listed in the following paragraphs. A reconciliation of the budgetary basis and GAAP basis fund balances is provided each year in the CAFR.

1. For budgetary purposes, only revenues expected to be received in cash during the year or soon thereafter are included in revenue estimates along with unreserved fund balance expected to be used during the coming year. For GAAP purposes, governmental fund type revenues are recognized when they are both "measurable and available" according to the modified accrual basis of accounting. Proprietary fund type revenues are recognized when earned according to the accrual basis of accounting.

2. For budgetary purposes, only amounts that will be spent or encumbered (under contract) by the end of the fiscal year are budgeted as expenditures. For GAAP purposes, governmental and proprietary fund type expenditures are recorded when incurred according to the modified accrual and accrual basis of accounting. Encumbered amounts are commonly treated as expenditures for budgetary purposes, while encumbrances are never treated as expenditures for GAAP purposes.

3. Transactions, such as transfers, classified as "other financing sources (or uses)" in the CAFR for GAAP purposes are classified as revenues and expenditures for budgetary purposes.

4. All City public trust revenues and expenses are incorporated for GAAP purposes but only included in budgetary revenues and expenses to the extent that transfers are budgeted from or to a City fund by the public trust.

Overview of Financial Policies and Practices

This section describes the major policies and practices that guide Oklahoma City's financial planning and management. Policies are shaped by state law and established by the Mayor and City Council. Practices are determined by City management and, while often ratified by the Mayor and City Council in annual budgeting and other major decisions, have not been adopted as policies.

The financial policies and practices described in this section address:

- Budgeting and Financial Planning
- Capital Planning
- Revenue
- Investments
- Debt Management
- Procurement
- Accounting and Auditing

BUDGETING AND FINANCIAL PLANNING POLICIES

A RESOLUTION ADOPTING BUDGETING AND FINANCIAL PLANNING POLICIES, ADOPTED BY THE CITY COUNCIL MARCH 27, 2018, REQUIRES THAT THE CITY MANAGER PREPARE AND SUBMIT THE PROPOSED BUDGET IN ACCORDANCE WITH THE FOLLOWING POLICIES. A STATEMENT OF COMPLIANCE AND TABLE CAN BE FOUND ON PAGES F19-F20.

1. **Balanced Budget.** Under Title 11, Oklahoma statutes, Section 17-206, the budget of expenditures for a fund may not exceed the estimated revenues, including budgeted fund balance, for the fund.

2. **Municipal Budget Act.** The City of Oklahoma City originally chose to begin using and complying with the Municipal Budget Act (Title 11 Sections 17-201 through 17-218) on December 18, 1979 (Item VIII. B.) for its budget process. The City will continue to follow the provisions and requirements of the Municipal Budget Act in its annual budgeting process.

3. **Borrowing for Operations.** The City will not borrow from any external source to fund ongoing operations.

4. **Fund Balance.** Fund Balance should not be budgeted as revenue to support ongoing operations in the annual budget. Fund Balance may be budgeted to fund one-time expenditures such as capital projects. Fund balance may be drawn upon for cash flow needs, and may be used as revenue without amending the budget if other revenue sources in total fall short of the estimate used in the adopted budget.

5. **Reserves.** To provide cash flow, to meet unexpected needs, and to minimize the disruption caused by decreases in revenues over the course of a fiscal year, City operating funds should maintain two types of reserves: contingency and operating reserve.

    a. **Contingency.** Each City fund should include an appropriation adequate to fund a contingency account of a targeted amount of two percent of the fund's budgeted expenditures. As needs arise, appropriations may be transferred from the contingency account within legal and procedural limitations on transfers. The Municipal Budget Act specifies that no more than ten percent of the total budget may be budgeted for miscellaneous purposes. This account would count as a miscellaneous purpose under the Municipal Budget Act because what it will be used for cannot be known.

    b. **Operating Reserve.** Operating reserve is the fund balance carried forward into the next fiscal year that is not budgeted. Each city fund will maintain an operating reserve, although the requirements for operating reserve differ depending on the type of fund.

        i. **General Fund:** The General Fund shall maintain operating reserves at the beginning of each fiscal year in the amount of no less than fourteen percent and no more than twenty percent of the total General Fund budget for that fiscal year. This equates to maintaining approximately two months of expenditures in operating reserves. The Government Finance Officers Association (GFOA) recommends a minimum of two months' worth of expenditures be maintained in operating reserve. General Fund operating reserves should be counter cyclical; reserve requirements are higher when the financial condition of the City is better so that operating reserves may be drawn down should the financial condition worsen. If the operating reserve falls outside of the fourteen to twenty percent range, the City Manager will recommend appropriate action to address the situation. Should operating reserve fall below the minimum level it will be the goal of the City to restore the operating reserve back to the minimum level within two years. Should the operating reserve exceed the recommended maximum level the City Manager may recommend it be used to fund one -time expenditures, such as capital projects.

ii. **Other Funds:** Any fund that supports personnel or other ongoing operating expenditures shall maintain operating reserves at a target level of five to twenty percent of the total budgeted expenditures of the fund for the ensuing fiscal year. For the purposes of this section, "budgeted expenditures" means total budgeted expenditures and budgeted transfers to other funds for the ensuing fiscal year for a fund. City enterprise funds that are fully supported by a trust of the City, such as the Oklahoma City Water Utilities Trust, Oklahoma City Airports Trust or the Oklahoma City Environmental Assistance Trust, are excepted from this operating reserve requirement. Funds that are fully supported by a trust will follow the trust policy for operating reserve requirements.

c. Reporting requirements: The City Manager shall notify the Mayor and Council of reserve and contingency levels for all funds in the proposed budget.

6. Performance-based Budget. The City Manager shall develop and present a budget that includes meaningful measures of the performance of City government in meeting its various service demands. Such measures should be tied to individual programs, address specific services or functions and should measure the effectiveness and efficiency of services delivered rather than only the workload generated. Historical performance measures data and performance targets for the coming fiscal year shall be transmitted to the Mayor and City Council along with the proposed budget. The same information should be published in the Annual Budget Book. The City Manager shall take into account the validity of the measures and the ability of departments to meet the expected level of performance in allocating funds in the proposed budget.

7. Scope of Budget. The annual budget shall estimate revenues and make appropriations for spending on all city, state, and federal funds estimated to be available to the City during the fiscal year.

a. Several funds within the budget have differing controls over them than the adopted budget. These are Grant Funds, the Debt Service Fund and the Bond Fund. While appropriations for these funds are contained in the annual budget, they are controlled by different sources than the annual budget.

i. The annual budget will contain an estimate of revenues and expenditures in the federal, state and private grant funds; however, the control on those funds is at the individual grant level, not at the broader fund level.

ii. The Debt Service Fund, also referred to as the Sinking Fund, will be included in the annual budget, however, it is the County Excise Board which approves the final Debt Service budget. The Finance Department will amend the annual budget to bring it in line with the final budget approved by the County Excise Boards for the counties in which Oklahoma City is located; however, it is that budget and state law which governs the Debt Service Fund budget.

8. **Annual Budget Book.** In addition to the annual budget adopted by the City Council, the City shall make available an Annual Budget Book on the City's website. This book shall include such additional information as may be useful to citizens, including information on programs, performance and staffing levels.

9. Appropriations for Fiscal Year.

a. Level of control. The annual budget shall be filed with the State Auditor and Inspector as required by Title 11 Oklahoma Statutes, Section 17-209, to the level of specificity required by Title 11 Oklahoma Statutes, Section 17-213. The annual budget shall make appropriations specific to the fund, department and general character of expenditure. Funds may be encumbered in accordance with Title 62 Oklahoma Statutes, Section 310.2 and the City Charter and Code, provided that the unencumbered unexpended balance of the appropriation as a whole is not exceeded.

b. Transfers. The Oklahoma Municipal Budget Act (Oklahoma Statutes Title 11, section 17-201 et. seq) provides for certain transfers of unexpended and unencumbered appropriations by the chief executive officer or designee as authorized by the governing body. In order to streamline the process and decrease delays in processing, the following procedure is put in place:

i. The City Manager may authorize transfers of any unexpended and unencumbered appropriation or any portion thereof from one account class (categories of budget as described in the Municipal Budget Act) to another within the same department or from one department to another within the same fund (except that no appropriation for debt service or other appropriation required by law or ordinance may be reduced below the minimum required).

ii. The City Manager may designate the Assistant City Managers to authorize transfers.

iii. The Finance Director may authorize transfers between account classes within any department within the same fund.

iv. The City Manager will inform the Council of all transfers through regular City Manager reports on adjustments to the budget by transfers.

c. Lapsed appropriations. The fiscal year ends on June 30th. State law, under Title 62 of Oklahoma Statutes Section 310.4, provides a 90 day period from June 30th to September 30th where claims for payment for goods or services ordered in the previous fiscal year can be made against appropriations from the prior fiscal year. After that time, no further claims can be made against prior year appropriations.

10. Budget Amendments. The annual budget shall be amended in accordance with Title 11 Oklahoma Statutes, Section 17-216.

a. The governing body may amend the budget to make supplemental appropriations to any fund up to the amount of additional revenues which are available for current expenditures for the fund due to:

i. Revenues received or to be received from sources not anticipated in the budget for that year;

ii. Revenues received or to be received from anticipated sources but in excess of the budget estimates therefor; or

iii. Unexpended and unencumbered fund balances on hand at the end of the preceding fiscal year which had not been anticipated or appropriated in the budget. Any appropriation authorizing the creating an indebtedness shall be governed by the applicable provisions of Article 10 of the Oklahoma Constitution.

b. If at any time during the budget year it appears probable that revenues available will be insufficient to meet the amount appropriated, or that due to unforeseen emergencies there is temporarily insufficient money in a particular fund to meet the requirements of appropriation for the fund, the governing body shall take action as it deems necessary. For that purpose, it may amend the budget to reduce one or more appropriations or it may amend the budget to transfer money from one fund to another fund, but no appropriation for debt service may be reduced and no appropriation may be reduced by more than the amount of the unencumbered and unexpended balance thereof. No transfer shall be made from the debt service fund to any other fund except as may be permitted by the terms of the bond issue or applicable law.

c. A budget amendment as provided in this section authorizing supplemental appropriations or a decrease in the total appropriation of funds shall be adopted at a meeting of the governing body and filed with the municipal clerk and the State Auditor and Inspector.

Any resolution amending the budget of any fund to recognize and appropriate fund balance shall state the reason for the amendment and the estimated impact upon reserve levels.

11. **Long-Term Planning**. The City Manager shall, at least, every other year prepare and transmit to the Mayor and City Council a forecast of City revenues and expenditures for the ensuing five years, and the major financial policy issues likely to be addressed in that five-year period.

12. **Decentralization.** The City Manager shall make every effort to involve departments in the preparation of the proposed budget and to give managers maximum legal flexibility in encumbering and expending funds once the budget is adopted. See e.g., Title 62 Oklahoma Statutes, Section 310.2.

13. **Capital Expenditure.** Capital expenditure is the cost of new construction, renovation, acquisition or capital maintenance of City infrastructure, facilities, or other capital investments, to ensure the continuation of service, enhance operations and promote economic development. The City will make efforts to fund capital expenditures through an increase in General Fund spending and commitment of "non-recurring" revenue sources. As a target, the City will work to budget 1-3% of the General Fund for capital expenditures.

14. **Capital Planning.** Every other year, the City Manager shall submit a five-year capital improvement plan to the Mayor and City Council. This plan shall seek to assure the adequate condition and sustainability of the City's infrastructure, facilities, and capital investments. The Plan should also address the City Council's priorities, federal and state mandates, and be in compliance with the City's current comprehensive plan.

15. **Arbitrage Compliance.** To comply with federal regulations on interest earnings on tax-exempt bonds the City shall annually project payments to the federal government for arbitrage penalties, rebates and other payments for the next five years. Funds that owe arbitrage penalties will pay their own costs each year.

16. **Cost Allocation Plan**. The City Manager shall annually prepare and distribute a cost allocation plan. This plan should allocate the costs of the various administrative departments among all departments offering direct service to the public. The plan should conform to all requirements of federal funding agencies regarding such plans. The plan should be as simple as possible while maintaining equity. In preparing the cost allocation plan, the City Manager shall solicit input from both the administrative departments whose costs are allocated and the direct service departments to which costs are allocated. The City Manager may determine which allocated costs are paid from one department or fund to another based on ability to pay, but shall maintain equitable treatment of all departments or funds.

17. **Interest and Investment Income.** Interest and investment income earned by each fund shall be deposited in the same fund. All interest and investment income shall have the same purpose as that of the fund.

18. **Revenues.** The City must be sensitive to the balance between the need for services and the City's ability to support those services.

    a. **Mix of Revenues.** The City should strive to maintain a diversified mix of revenues in order to balance the sources of revenue amongst taxpayers and to provide ongoing stability and predictability. The City will strive to keep a total revenue mix that encourages growth, and keeps Oklahoma City economically competitive and a city of choice for people to live and do business.

    b. **Charges for Services.** As much as is reasonably possible, City services that provide direct benefit should be supported by fees and charges in order to provide maximum flexibility in use of general City taxes to meet the cost of services of broader public benefit. Fees should recover full costs, including all direct costs, capital costs, department overhead, and Citywide overhead. Departments that impose fees or service charges should prepare and periodically update cost-of-service studies for such services.

19. **Retirement Contributions.** The City shall provide its share of contributions to the City's Police and Fire retirement systems in accordance with the state statutes establishing each system. Consistent with §40-62(b) of the Municipal Code, the City shall provide the actuarially determined contribution for all employees covered by the Oklahoma City Employee Retirement System (OCERS) to maintain a fully funded position, as determined in the annual report from the OCERS actuary, up to a maximum of ten percent.

Capital Planning

Oklahoma City's capital planning process is governed by ordinances and resolutions adopted by the City Council. The capital planning policies are summarized below:

1. The Capital Improvement Plan (CIP) covers five years and is prepared every two years.
2. The CIP identifies projects and includes estimated capital cost, operating cost impact, justification, relationship to adopted plans and policies, and proposed sources of funding.
3. Project evaluation criteria are established by the City Manager.
4. The CIP is sent to applicable boards, trusts, authorities and commissions for review and comment prior to its adoption. Comments and recommendations need not be incorporated in the plan.
5. The City Council adopts the CIP after at least one public hearing with adequate notice to citizens of hearing time and place.
6. The CIP may be amended by the City Council. Amendments may change the priority for a project, change the proposed commencement year, or increase the estimated cost.
7. Projects may be added to the CIP by the City Council after recommendation by the City Manager, review by appropriate boards, trusts, authorities and commissions, and a public hearing.

The City Manager provides the City Council periodic progress reports on the status of capital improvement projects.

REVENUE

OKLAHOMA CITY'S AUTHORITY FOR GENERATING REVENUE IS LIMITED BY STATE LAW. SPECIFIC USER FEES ARE SET BY THE CITY COUNCIL, WHILE MUNICIPAL TAXES REQUIRE VOTER APPROVAL.

REVENUE POLICIES SUMMARIZED

1. The City sales tax rate is currently established at 4.125%. Of this amount, the General Fund receives 2.25%, the Public Safety Sales Tax Fund receives 0.75%, divided equally between the Police and Fire Departments, the Oklahoma City Zoo receives 0.125%, and 1.00% is dedicated to Better Streets Safer City.
2. The hotel tax collection rate is established at 5.5% of gross receipts of all room rentals at the sales value of the room. Collections are dedicated to promoting convention and tourism and to capital improvements at the fairgrounds.
3. Occupational taxes and utility taxes and fees are established at various rates.
4. User fees are established and revised by the City Council. The City Code includes a general schedule of fees which is updated by ordinance each time fees change.
5. Fees, penalties, and assessments for late payment are authorized by the various provisions establishing fees and taxes.

REVENUE PRACTICES

1. Revenues are estimated annually.
2. Efforts are made to diversify revenues.
3. User charges are reviewed periodically and recommendations to increase or decrease charges are based on the following:
    a. The history of charge levels, including how long present charges have been in place.
    b. For charges that defray all or part of the cost of delivering a service, how revenues compare to costs.
    c. How City charges compare to those of surrounding and comparable cities.
    d. The potential impact on the City, the local economy and on individuals and firms who will pay the charge.
4. Increases to user charges are to be implemented incrementally whenever possible.

Sales, use and hotel tax revenues are monitored and reported to the City Manager, the Mayor and City Council each month. Total City revenues are monitored, analyzed and reported to the City Manager monthly and to the Mayor and City Council quarterly.

INVESTMENT

THE CITY TREASURER FOLLOWS THREE MAJOR PRIORITIZED OBJECTIVES IN INVESTING THE CITY'S FUNDS: SAFETY, LIQUIDITY AND RETURN ON INVESTMENTS.

The City Council approved a revised and updated investment policy effective August 1, 2017. The City's investment policy incorporates City Charter, Municipal Code and statutory requirements and recognizes standards promulgated by the Government Finance Officers Association and the Association of Public Treasurers of the United States and Canada. In accordance with this policy, the City Treasurer follows three major prioritized objectives in investing the City's funds: safety, liquidity and return on investments.

Safety. Safety of principal is the foremost objective of the City's investment program. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital of the portfolio. This objective will be to minimize credit risk and interest rate risk.

Liquidity. The City's investment portfolio shall at all times be sufficiently liquid to enable the City to meet all operating cash flow needs that are reasonably anticipated. This will be accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands.

Return on Investments. The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints, liquidity needs and cash flow characteristics of the portfolio. Return shall be subordinate to safety and liquidity.

The Charter of Oklahoma City Article IV, § 13, provides for the investment of municipal funds in the custody of the City Treasurer upon the direction of the Council and only in such securities as are provided by the Constitution and the laws of the State of Oklahoma for the investment of the municipal funds. The statutes that bear on the investment of municipal funds are 62 O.S. Supp. 2000 § 348.1; 62 O.S. Supp. 2000 §§ 348.3 and 62 O.S. Supp. 2000 §§ 517.1 et seq. The City Manager is authorized to appoint Assistant City Treasurers to assist with the function of the City Treasurer and perform the duties of City Treasurer in absence or incapacity as specified in the Oklahoma City Municipal Code, § 2-232 (2002). In accordance with these provisions, the City Treasurer and Assistant City Treasurers will authorize all purchases, sales and trades of investments in accordance with the scope, objectives and covenants of the policy including those recommended by any independent professional investment consultants hired by the City. The City Treasury personnel involved in the investment process shall act responsibly as custodians of public funds. The City Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls and procedures to regulate the activities of assistants and any independent professional investment consultants.

The City Treasury personnel who have authority to invest public funds, make wire transfers, or who have signatory authority for depository accounts are required to be bonded in accordance with the Oklahoma City Municipal Code, § 2-233 (2002). The City Treasurer and a designee of the City Manager's Office will review all investment transactions.

The City currently invests in short-term U.S. Treasury securities, callable and non-callable agencies, collateralized or insured certificates of deposit, collateralized savings accounts, money market funds repurchase agreements and prime commercial paper. Repurchase agreements are fully collateralized by U.S. Treasury securities and agencies under a master repurchase agreement.

The City's basic investment strategy is to structure the investment portfolio to meet various cash flow needs and attain a market-average rate of return.

Through historical experience, the Treasurer has documented the on-going cash flow needs of the City (e.g. bi-weekly payroll, vendor payments, debt service payments, and capital project requirements). In most instances, investment maturities are laddered to cover specific, known cash flow requirements throughout the year, such as debt service payments and capital improvement program expenditures. Short term investments, including money market funds, high balance savings accounts and prime commercial paper are maintained for liquidity.

This portfolio strategy allows the City to meet liquidity requirements and provides the City reasonable rates of return under various market conditions. The portfolio is structured within the maturity and type limitations described below.

MATURITY LIMITATIONS

Percentage of Total Invested Principle

	MAXIMUM %	MINIMUM %
0-1 Year	100%	5%-25%
1-3 Years	90%	0%
3-5 Years	90%	0%

INVESTMENT TYPE LIMITATIONS

Percentage of Total Invested Principal

	MAXIMUM %	MINIMUM %
Repurchase agreements	100%	0%
U.S. Treasury Securities*	100%	0%
Certificates of deposit	50%	0%
Money market funds	100%	0%
Savings account	100%	0%
U.S. non-callable agencies securities	100%	0%
U.S. callable agencies securities	20%	0%
Prime commercial paper	7.5%	0%
Direct City debt obligation and judgments	5%	0%

*Includes SLGS

The investment policy also has additional provisions pertaining to the following:

- Standard of care
- Ethics and conflict of interest
- Authorized depository institutions/financial dealers
- Collateralization
- Safekeeping and custody
- Delivery versus payment
- Internal controls
- Investment committee
- Investment procedures
- Record keeping and reporting
- Interest earnings
- Competitive selection of investments
- Performance standards
- Bond fund proceeds
- Policy adoption
- Advance refunding escrows

DEBT MANAGEMENT

THE ISSUANCE OF DEBT IS CONTROLLED BY THE RELEVANT PROVISIONS OF THE OKLAHOMA STATE CONSTITUTION, OKLAHOMA STATE STATUTES, OKLAHOMA CITY CHARTER, OKLAHOMA CITY MUNICIPAL CODE, OKLAHOMA CITY DEBT MANAGEMENT POLICY AND OTHER RULES AND REGULATIONS PROMOGULATED BY VARIOUS REGULATORY AND GOVERNMENT AGENCIES SUCH AS THE SECURITIES AND EXCHANGE COMMISSION AND THE INTERNAL REVENUE SERVICE.

THE CITY AND THE PUBLIC TRUSTS, OF WHICH THE CITY IS A BENEFICIARY, ISSUE THE FOLLOWING TYPES OF BONDS:

General Obligation Bonds. The City may issue general obligation bonds that have been approved by a majority of the voters, voting in an election, for the purpose of approving various municipal improvements. These bonds are sold at a competitive public sale, backed by the full faith and credit of the City, and retired by an annual ad valorem property tax levy. The City strives to issue general obligation bonds in amounts designed to keep the ten year average ad valorem tax rate at or near 16 mills.

2. **Revenue Bonds**. The City has created a number of trusts to finance City services that have issued revenue bonds to acquire assets or construct improvements. The debt of these trusts does not constitute debt of the City and is payable solely from the resources of the trusts.

THE CITY'S CAPITAL FUNDING AND DEBT MANAGEMENT PRACTICES ARE DESIGNED, AS FOLLOWS:

1. To maintain a balanced relationship between issuing debt and pay-as-you-go financing.
2. To use debt only for capital projects that cannot be financed from current revenues.
3. To schedule maturities of debt so as not to exceed the expected useful life of the capital project or asset(s) financed.
4. To maintain and improve current bond ratings so that borrowing costs are minimized and access to credit is preserved. Good communication with bond rating agencies will be maintained and the City will follow a policy of full disclosure on official bond statements.
5. To actively monitor its investment practices to ensure maximum returns on its invested bond proceeds while complying with Federal arbitrage requirements.
6. To comply with all continuing disclosure obligations and reporting of material events as required by the Securities and Exchange Commission Rule 15c2-12.

PROCUREMENT

THE CITY COUNCIL HAS ADOPTED THE FOLLOWING PURCHASING POLICIES:

1. Comply with all pertinent state and local legal requirements governing purchasing.
2. Act to purchase for the City the highest quality in supplies and contractual services at the least expense consistent with prevailing economic conditions, while establishing and maintaining a reputation of fairness and integrity.
3. Endeavor to obtain as full and open competition as possible on all purchases and sales, and to competitively bid all formal contracts without undue restrictions and with open competition.
4. Provide a fair and equal opportunity to all vendors.
5. Maximize the possibilities of buying in large quantities, so as to take full advantage of discounts.
6. Strive to process all payments due vendors promptly and without unnecessary delay.
7. Obtain the greatest possible revenue from the disposal of surplus or obsolete materials and equipment.
8. Conduct the entire process of public purchasing in an open, impartial and ethical manner. In this regard, this policy prohibits the acceptance of gratuities, gifts or other favors that might raise questions concerning the impartiality of the process.
9. Maintain accountability through a system of checks and balances, stringent accounting and budget controls and periodic reports to supervising officials.
10. Keep abreast of current developments in the field of purchasing, pricing, market conditions and new product development, and to secure for the City the benefits of any research done in the field of purchasing.
11. The City Manager, with the assistance of the Municipal Counselor and City Auditor, has issued a City of Oklahoma City Purchasing Policies and Procedures Manual to all departments based on the formal policies established by the City Council.
12. The City Manager shall amend the manual as required by changes in pertinent law, ordinances or operating procedures.

ACCOUNTING AND AUDITING

FINANCIAL REPORTING

1. The City's approach to financial reporting and disclosure is comprehensive, open and accessible. The objective of financial reporting activities is to provide interested parties with accurate, timely and understandable information concerning the City's financial operations and results.
2. The City has a comprehensive accounting information system. Interim financial statements provide City management, the Mayor and City Council with regular financial analyses. The City's accounting and financial reporting comply with Generally Accepted Accounting Principles (GAAP).
3. The City produces a Comprehensive Annual Financial Report (CAFR) for the City and the Oklahoma City Employee Retirement System and annual reports for major public trusts, in accordance with state and federal law. This reporting attempts to meet or exceed industry standards (established by the Governmental Accounting Standards Board) for financial reporting. The CAFR encompasses the City and related public trusts, associations, foundations, etc. as determined to comprise the City's reporting entity and over which the City exercises accountability and serves as the City's primary external reporting document.
4. The City also produces financial reports meeting regulatory requirements for secondary market disclosure, as determined by the Securities and Exchange Commission and other financial documents required to maintain the City's regulatory compliance.

INTERNAL CONTROLS

1. The City's internal control environment is designed to safeguard City assets and provide reliable financial records. Reasonable assurances are provided through implementation of the following internal controls.
    a. Transactions are executed in accordance with City Council and/or management's general or specific authorization.
    b. Transactions are recorded as necessary to permit preparation of financial statements in conformity with GAAP or other criteria applicable to such statements and/or to maintain accountability for assets.
    c. Access to assets is permitted only in accordance with the City Council and/or management's authorization.
    d. The recorded accountability for assets is compared with the existing assets at reasonable intervals and appropriate action is taken with respect to any differences.
2. The City's internal controls are reviewed annually as a part of the independent audit and in compliance with federal and state regulations. Internal controls are also routinely reviewed by internal auditors. The City implements cost effective management and internal control recommendations.

AUDITING

1. By City Council resolution, the Audit Committee Charter was established as a standing committee of the City Council.
2. The Audit Committee reviews matters relating to internal and external auditing and the City's system of internal controls. The Audit Committee promotes cooperation among auditors and management, preserves the independence of the auditing function and ensures that appropriate action is taken on audit findings.
3. The City Charter and Oklahoma Statutes require an annual independent audit. Statutes also require annual audits of active public trusts. The City and its public trusts comply with audit requirements.
4. The City's independent auditor is competitively selected based on technical qualifications to obtain qualified audit services at the lowest cost to the City.
5. By City Council resolution, public trusts of which the City is the beneficiary are encouraged to use the independent auditor competitively selected by the City. The City complies with the Single Audit Act which requires that a comprehensive audit of federal funds be conducted in conjunction with the City's annual financial audit associated with the CAFR.
6. The City Auditor is appointed by the Mayor and City Council. The position of City Auditor is established by the City Charter and the office has been confirmed and established by ordinance as the Auditing Department. The Auditing Department and the City Auditor are a part of the Division of Public Affairs whose duties and responsibilities as established by the City Charter or related ordinance include, but are not limited, to the following:
    a. determine whether management has established and complied with procedures and practices to ensure that:

        City operations are being conducted efficiently and effectively, in a manner consistent with the intended objectives of the governing body and in compliance with applicable laws and regulations; resources, including funds, contractual rights, property and personnel, are adequately safeguarded; and financial and management records and reports disclose fairly, accurately and completely all information that is required by law, that is necessary to assess the City's financial position and that is necessary to understand and evaluate the results of operations.

    b. evaluate and report on the adequacy and effectiveness of the internal control structure established and utilized over the payment of municipal funds;
    c. attend bid openings and verify the correctness, completeness and accuracy of bids received; and
    d. receive and file annually property inventories.
7. The Office of the City Auditor develops an audit plan which is submitted for the review and approval of Mayor and Council. The Comprehensive Audit Plan is a detailed work program that allocates the professional hours available among specified audit engagements.
8. Policies and procedures adopted by resolution of Mayor and Council direct that the operations of the Office of the City Auditor shall be conducted in accordance with government auditing standards.

STATEMENT OF COMPLIANCE WITH BUDGETING AND FINANCIAL PLANNING POLICIES

A RESOLUTION ADOPTING BUDGETING AND FINANCIAL PLANNING POLICIES, ADOPTED BY THE CITY COUNCIL MARCH 27TH, 2018 REQUIRES THAT THE CITY MANAGER PREPARE AND SUBMIT THE PROPOSED BUDGET IN ACCORDANCE WITH THE POLICIES SPECIFIED BY THE RESOLUTION AND THAT THE PROPOSED BUDGET INCLUDE A STATEMENT OF THE EXTENT TO WHICH IT COMPLIES WITH THOSE POLICIES.

SUMMARY OF BUDGET REQUIREMENTS

1. **Scope of Budget**. This budget complies with the policy requiring that all City funds be budgeted.
2. **Appropriations for Fiscal Year**. The budget complies with policy requirements regarding level of budgetary control and appropriations lapsing at the end of the fiscal year.
3. **Financial Forecast**. Information from the five-year financial forecast, required at least every two years, was last presented to Council in February.
4. **Decentralization**. This budget was prepared with department involvement as required by the policy.
5. **Performance-based Budget**. This budget includes measures of performance and has considered them when allocating funds, as required by the policy.
6. **Operating Reserves**. The policy requires each City fund to maintain two types of reserves: fund balance and contingency.
    - **Contingency**. Each City fund should include an appropriation adequate to fund a contingency account of a targeted amount of 2% of the fund's budgeted expenditures. Refer to the Table of Compliance for contingency levels for each operating fund.
    - **Fund Balance**. Fund Balance is an unbudgeted reserve which may be drawn upon for cash flow needs, and may be used as revenue without amending the budget if other revenue sources in total fall short of the estimate used in the adopted budget. The policy states that Fund Balance should not be used to fund on-going operations and this budget meets this requirement.
    - **General Fund**. The General Fund shall maintain reserves at the beginning of each fiscal year in the amount of no less than fourteen percent and no more than twenty percent of the total General Fund budget for that fiscal year. This equates to maintaining approximately two months of expenditures in operating reserves. For the purposes of this section, "budgeted expenditures" means total budgeted General Fund expenditures and budgeted transfers to other funds for the ensuing fiscal year.
    - **Other Funds**. Any fund that is not partially funded through transfers from the General Fund and supports personnel or other ongoing operating expenditures shall maintain reserves at a target level of five to twenty percent of the total budgeted expenditures of the fund for the ensuing fiscal year. City enterprise funds that are fully supported by a trust of the City are excepted from this operating reserve requirement. Funds that are fully supported by a trust will follow the trust policy for operating reserve requirements.
7. **Borrowing for Operations**. This budget will not require any fund to borrow for ongoing operations.
8. **Balanced Budget**. The budget is balanced in accordance with the Municipal Budget Act. Estimated revenues, including budgeted fund balance, meet or exceed anticipated expenditures.
9. **Capital Expenditures**. City policy is that non-recurring revenue be used for capital and one-time expenses. As a target, the City works to budget 1-3% of the General Fund for capital expenditures.
10. **Cost Allocation Plan**. A cost allocation plan was prepared, distributed to departments, and used as the basis for determining Administrative Service Chargebacks as required by policy.
11. **Interest and Investment Income.** Interest and investment income earned by each fund shall be deposited in the same fund.
12. **Budget Amendments**. If budget amendments are necessary, they will be conducted as required by policy.

TABLE OF COMPLIANCE WITH RESERVE POLICY

Operating Only		FY21 Adopted Budget	FY21 Budgeted Contingency (a)	Contingency as a % of Budget (b)	Projected Unbudgeted Fund Balance (c)	Fund Bal. as a % of Budget (d)
(e)	General Fund	$456,511,388	$6,800,851	1.49%	$103,320,637	22.63%
(g)	Asset Forfeiture Fund	$1,998,292	434,325	21.73%	$1,141,857	57.14%
	Court Admin. and Training Fund	227,000	6,400	2.82%	26,029	11.47%
(e,g)	Fire Sales Tax Fund	43,557,389	515,000	1.18%	9,740,624	22.36%
(e,f,g)	Hotel/Motel Tax Fund	7,843,932	0	0.00%	4,114,745	52.46%
(e)	MAPS 3 Use Tax	4,400,119	0	0.00%	0	0.00%
	MAPS 4 Use Tax	1,500,000	500,000	33.33%	0	0.00%
(e,g)	Medical Service Program Fund	8,726,360	141,000	1.62%	8,303,824	95.16%
(g)	Police Sales Tax Fund	42,406,840	860,479	2.03%	10,207,677	24.07%
(g)	Stormwater Drainage Fund	19,063,635	600,000	3.15%	11,792,171	61.86%
(f,i)	Zoo Sales Tax Fund	13,652,149	0	0.00%	0	0.00%
	Funds Supported by the General Fund or Other Entities (h)					
(i)	Airports	$20,273,057	$336,882	1.66%	$1,547,947	7.64%
	Emergency Management Fund	9,244,913	200,000	2.16%	665,085	7.19%
	Internal Service Fund	51,851,413	844,918	1.63%	7,014,974	13.53%
(i)	Transportaion and Parking Fund	4,502,411	150,767	3.35%	0	0.00%
(i)	Solid Waste Mgmt. Fund	11,145,909	300,000	2.69%	0	0.00%
(i)	Water Fund	65,353,735	1,260,000	1.93%	0	0.00%
(i)	Wastewater Fund	31,068,064	630,000	2.03%	0	0.00%

NOTES:

(a) The budgeted contingency includes only operating contingencies.

(b) The City's Financial Policies set a target of 2% for budgeted contingency.

(c) The Projected Unbudgeted Fund Balance figures were calculated using estimates developed at the time the budget was presented to the City Council

(d) The City's Financial Policies set an 14-20% target for unbudgeted fund balance in the General Fund and 5 to 20% in other funds.

(e) Contingency is below target levels of 2% because of a management decision to lower contingency in order to maximize availability of funds for departmental programs.

(f) These funds are dedicated for use by other entities; contingency is included in the receiving entity's budget.

(g) These funds carry a high unbudgeted fund balance as a reserve for future projects.

(h) These funds can rely on the General Fund or other entities for some or all of their funding and, therefore, do not have the same fund balance requirements as other funds.

(i) All expenditures managed in these funds are expended on behalf of trusts. City enterprise funds that are fully supported by a trust of the City are excepted from the unbudgeted fund balance requirement.

GLOSSARY

Account – An entity for recording specific revenues or expenditures, or for grouping related or similar classes of revenues and expenditures and recording them within a fund or department.

Account Class – A category of expenditures used in the budget and based on the Municipal Budget Act. Specifically, Personal Services, Other Services and Charges, Materials and Supplies, Capital Outlay, Debt Service and Transfers.

Account Code – An expenditure or revenue account number such as office supplies or rental of equipment. This is synonymous with line item.

Accrual Basis of Accounting – The accrual basis of accounting recognizes revenues, when earned, and expenses, when incurred, as opposed to recognizing revenues when received and expenses when paid. The accrual basis of accounting is used in proprietary fund types and the pension trust fund.

ADA – Americans with Disabilities Act. Enacted in 1990 and amended in 2008 as a wide-ranging civil rights law that prohibits discrimination based on disability. In regard to public entities, the act also mandates compliance with specific physical and procedural access regulations to all service and programs offered.

Administrative Services Charge – An internal charge to departments for central services provided by General Fund departments.

Adopted Budget – A plan of financial operation, legally adopted by the City Council, providing an estimate of expenditures for a given fiscal year and a proposed means of financing them. The legal requirements for adopting a budget are set forth in the Oklahoma State Statutes (Title 11 Sections 17-201 - 17-216, known as the Municipal Budget Act).

Ad Valorem Tax – A tax based on the value of real property, most commonly real estate. The City can only use this revenue source to pay General Obligation Bond debt and pay judgments against the City.

A/E or A&E – Architect and engineering services.

AFSCME – American Federation of State, County and Municipal Employees. This bargaining unit represents non-uniform and non-management City employees.

Agenda – A list or outline of items to be considered or performed by the governing body.

Allocation – Part of a lump-sum appropriation designated for expenditure by specific organizational units and/or for special purposes, activities or objects.

Appropriated Fund Balance – Any fund balance appropriated for a fund for the budget year.

Appropriation – An authorization to expend or encumber revenues and fund balance of a fund.

Arbitrage – A requirement that if the investment earnings on tax-exempt bond proceeds exceed the interest paid on the bond issue, then the excess earnings above the interest paid on the bonds must be forwarded to the U.S. Treasury.

ARRA – American Recovery and Reinvestment Act. Enacted in 2009, an economic stimulus package enacted by the 111th U.S. Congress in February 2009 to create jobs and promote investment and consumer spending.

Balanced Budget – A budget developed wherein estimated revenues, including budgeted fund balance, meets or exceeds budgeted expenditures.

Base Budget – An estimate of the funding available for existing programs as established by the Office of Management and Budget for each department at the beginning of a budget cycle.

BEDI – Brownfield Economic Development Initiative. An economic development grant program designed to assist cities with the redevelopment of abandoned and underused industrial and commercial facilities impacted by environmental contamination.

Better Streets, Safer City – On Sept. 12, 2017, Oklahoma City voters approved 13 bond propositions and two sales tax initiatives known as the Better Streets, Safer City projects. The 10-year, $967 million bond package invests in streets, police and fire facilities, parks and other basic needs. A permanent 1/4 cent sales tax was passed that provided funding for 129 more police officers and 57 more firefighters with an annual $26 million boost for public safety and other day-to-day operations. It's the first increase in the permanent general operations sales tax rate since 1976. The final initiative is a temporary, 27-month one cent sales tax will generate $240 million for street resurfacing, streetscapes, trails, sidewalks and bicycle infrastructure.

BID – Business Improvement District. A public/private sector partnership in which property and business owners of a defined area elect to make a collective contribution to the maintenance, development, and marketing of their commercial district. This is accomplished through an additional assessment against each property in the Business Improvement District.

Bond Rating – A bond rating performs the isolated function of credit risk evaluation. While many factors go into the investment decision-making process, the bond rating is often the single most important factor affecting the interest cost on bonds.

Budget – A plan of financial operations for a fiscal year, including an estimate of proposed expenditures for given purposes and the proposed means for financing them.

Budget Summary – A tabular listing of revenues by source and expenditures by fund and by department within each fund for the budget year.

Budget Year – The fiscal year for which a budget is prepared or being prepared.

Budgetary Basis – The basis of accounting used for the purpose of budgeting. The City uses a modified cash and expenditures basis. This means that revenues are not recognized until they are received, and expenditures are recognized when they are incurred or committed not when the funds are actually spent.

Budgeted Fund Balance – The amount of the carryover or Fund Balance from the prior year that is projected to be used to fund expenditures in the budget. Budgeted Fund Balance is counted as revenue for budget purposes.

Budgeted Reserve – See Contingency.

CAFR – Comprehensive Annual Financial Report. The City prepares this annual report which provides the public with an accurate picture of current financial conditions.

CALEA – Commission on Accreditation for Law Enforcement Agencies. Created in 1979, a program for establishing a body of standards for law enforcement professionals and administering an accreditation process.

Capital Budget – A one-year plan for financing a program of long-term work projects for the physical development of the City. The capital budget is usually enacted as part of the complete annual budget, which includes other operating and capital outlay and is based on a Capital Improvement Program.

Capital Improvement Program (CIP) – A five-year plan for financing long-term work projects for the physical development of the City which identifies each project, the expected beginning and ending date, annual cost and proposed method of financing each project.

Capital Outlay – Expenditures of at least $50,000 that result either in the acquisition of fixed assets or property, durable for longer than one year.

Capital Project – A project to acquire, develop, improve, or maintain City infrastructure, facilities, and/or capital assets (long-term investments held for a period of more than one year)

CCTV – Closed Circuit Television. CCTV is a video camera and TV monitoring system primarily used for surveillance and security.

CDBG – Community Development Block Grant. The CDBG is a program of the U.S. Department of Housing and Urban Development. CDBG grants fund local community development through affordable housing, anti-poverty programs and infrastructure development. National priorities include activities that benefit citizens with low to moderate income, prevent or eliminate slums or blight, and other community development activities that address an urgent threat to health or safety. These grants may be used for real estate acquisition, relocation, demolition, rehabilitation of housing and commercial buildings, construction of public facilities, improvements to water and sewer facilities, streets, neighborhood centers, the conversion of school buildings, as well as for public services, such as economic development and job creation/retention.

CEPA – Clarence E. Page Airport. This general aviation airport is home to small aircraft and aviation-related enterprises.

CHAPPS – Cops Helping Alleviate Police Problems. Developed in 1983, CHAPPS offers support to the Oklahoma City Police Department employees and their families without cost or obligation by responding to "critical incidents" that may overwhelm a person's emotional coping mechanisms.

Chargeback – A charge to departments receiving services from another City department. See Internal Service Fund.

Chief Executive Officer – The mayor of an aldermanic city or a strong-mayor-council city, the mayor of a town, or the city manager or chief administrative officer as it may be defined by applicable law, charter or ordinance.

CLEET – Council on Law Enforcement, Education and Training. Established in 1963, CLEET supports Oklahoma law enforcement by enhancing public safety, providing education and training, promoting professionalism and enhancing competency within the ranks of Oklahoma law enforcement.

CWA – Clean Water Act. Enacted in 1972, the Act establishes the basic structure for regulating discharges of pollutants into the waters of the United States and regulating quality standards for surface waters.

C-MOM – Capacity Assurance, Management, Operation and Maintenance Programs. C-MOM is an approach presented by the Environmental Protection Agency to manage wastewater facilities. The plan includes using an information-based approach to setting priorities, evaluating capacity for all parts of the system, developing a strategic approach to preventative maintenance, and conducting periodic program audits to identify deficiencies and potential problems.

CNG – Compressed Natural Gas. CNG is a fossil fuel and clean burning alternative to gasoline, diesel and propane.

COBRA – Consolidated Omnibus Budget Reconciliation Act. Enacted in 1985, a portion of the Act sets forth requirements for employers and employees with regard to health insurance after leaving employment.

Contingency – An amount designated in the budget of a specific fund for use in unforeseen circumstances.

COTPA – Central Oklahoma Transportation and Parking Authority. Established in 1966, COTPA provides public transit services in the City and, through contracts, in many suburban areas and also operates downtown parking garages.

Core to Shore – A planning process to focus on development between the downtown core south to the shore of the Oklahoma River. The Core to Shore zone covers approximately 1,375 acres impacted by the I-40 realignment.

Current year – The year in which the budget is prepared and adopted, or the fiscal year immediately preceding the budget year.

Debt Service – The amount owed for principal and interest of bonds and other debt instruments according to a predetermined payment schedule.

Dedicated Revenues – Income that is restricted by law to fund specific purposes.

Deficit – The excess of a fund's current liabilities and encumbrances over its current financial assets as reflected by its books of account.

Demand Measure – A specific type of performance measure used in the City's Leading for Results process referring to the number of total units of service expected to be requested or required.

Department – A functional unit within a fund which carries on a specific activity, such as a fire department or a police department within a general fund.

Division – See "Line of Business."

DOE – Department of Energy. The federal agency whose mission is to advance energy technology and promote related innovation in the United States.

DOJ – Department of Justice. The federal agency responsible for criminal investigation and law enforcement.

EEOC – Equal Employment Opportunity Commission. The federal agency tasked with ending employment discrimination in the United States.

Efficiency Measure – A specific type of performance measure used in the City's Leading for Results process measuring cost or expenditure per Output or Result.

EMSA – Emergency Medical Services Authority. EMSA is a trust of the Tulsa and Oklahoma City governments. As an arm of local government, EMSA puts out bids for a private ambulance service to provide emergency and non-emergency medical services and dispatching in the Oklahoma City area.

Encumbrances – Obligations in the form of purchase orders, contracts, or salary commitments that are charged to an appropriation and for which a part of the appropriation is reserved. Encumbrances are eliminated when paid or when an actual liability is set up.

Enterprise Fund – Funds where the costs are financed primarily through user charges.

EPA – Environmental Protection Agency. The agency of the federal government charged with protecting human health and with safeguarding the natural environment (air, water, and land).

Estimated Revenue – The amount of revenues estimated to be received during the budget year in each fund for which a budget is prepared.

Excise Tax – Taxes paid when purchases are made on specific goods or activities and often included in the price of the product or service. An example would be taxes on tobacco.

Expenditures – The total outflow of funds represented by: (a) supplies, materials and services received for current operations; (b) payments in the form of goods or services received; (c) equipment and other assets received; (d) payment for servicing debts including interest or principal; and (e) transfers to other funds.

FAA – Federal Aviation Administration. The federal agency responsible for the regulation of civil aviation and overseeing the development of air traffic control.

FEMA – Federal Emergency Management Agency. An agency of the United States Department of Homeland Security established to coordinate the response to disaster that has occurred in the United States and overwhelms the resources of local and state authorities.

Fiscal Year (FY) – The annual period for reporting fiscal operations which begins and ends on dates as the Legislature provides or as provided by law. The City's fiscal year is July 1 to June 30.

Fixed Assets – Assets with a useful life in excess of one year and an initial cost equal to or exceeding $50,000 Classifications include land, buildings, machinery, furniture, equipment, and construction in progress.

FLSA – Fair Labor Standards Act. Enacted in 1938, a federal law that established the national minimum wage, guaranteed time and-a-half for overtime for certain jobs, and other employment laws.

FMLA – Family and Medical Leave Act. Enacted in 1993, this federal labor law allows an employee to take unpaid leave due to illness or to care for a sick family member.

FOP – Fraternal Order of Police. This bargaining unit represents sworn law enforcement officers.

Franchise Tax – A gross receipts tax assessed on public utilities granted a franchise by the voters for use of City rights of way.

Fund – An independent fiscal and accounting entity with a self-balancing set of accounts to record cash and other financial resources, together with all liabilities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance – The excess of a fund's current financial assets over its current liabilities and encumbrances, as reflected by its books of account.

Generally Accepted Accounting Principles (GAAP) – The standard framework of guidelines for financial accounting which sets forth the standards conventions, and rules accountants follow in recording and summarizing transactions and preparing of financial statements and annual reports.

General Fund – A fund used to account for all monies received and disbursed for general municipal government purposes including all assets, liabilities, reserves, fund balances, revenues, and expenditures that are not accounted for in any other fund.

GIS – Geographical Information System. GIS integrates hardware, software, and data for capturing, managing, analyzing, editing and sharing and displaying all forms of geographically referenced information and can be integrated into any enterprise information system framework.

GO Bond – General Obligation Bond. GO Bonds are issued by The City of Oklahoma City to finance major capital improvements and infrastructure projects. GO bonds require a vote of the citizens and they are repaid over time with real property (ad valorem) taxes.

GOLT Bond – General Obligation Limited Tax Bond. GOLT Bonds are issued by The City of Oklahoma City for economic development to provide funding for the City's Strategic Investment Program. GOLT bonds require a vote of the citizens and they are repaid over time with real property (ad valorem) taxes.

Governing Body – The city council of a city, the board of trustees of a town, or the legislative body of a municipality as it may be defined by applicable law or charter provision.

Grant – A contribution by an organization (most often the federal government) to support a particular function.

GRAVE – Gun Resistance and Violence Education. An educational awareness program sponsored by the Oklahoma City Police.

HIDTA – High Intensity Drug Trafficking Area. Established in 1990, a drug-prohibition enforcement program that identifies certain areas for increased law enforcement activity.

Hiring Freeze – A temporary restriction on hiring in order to achieve financial savings.

HOME – Home Investment Partnership Program. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. Each year it allocates approximately $2 billion among the states for hundreds of localities nationwide.

HOPWA – Housing Opportunities for People with AIDS. This HUD program addresses the specific needs of persons living with HIV/AIDS and their families. It makes grants to local communities, states, and nonprofit organizations for projects that benefit those individuals.

HP – Historic Preservation is the theory and practice of creatively maintaining the historic built environment and controlling the landscape component of which it is an integral part.

HUD – U.S. Department of Housing and Urban Development. HUD is a Cabinet department of the United States government founded in 1965 to develop and execute policy on housing and cities. It has largely scaled back its urban development function and now focuses primarily on housing.

IAFF – International Association of Fire Fighters. This bargaining unit represents professional firefighters.

ICMA – International City/County Management Association. Founded in 1914, ICMA is an organization for local government leaders and managers. Their mission is to create excellence in local government by advocating and developing the professional management of local government worldwide.

Immediate Prior Fiscal Year – The year preceding the current year.

IMPACT – Initiating Multiple Police Actions Against Criminal Targets. This is a Police Department program administered through the briefing stations that focuses on reducing crime.

Infrastructure – The main physical foundation of the City including roads, utilities, water mains, streets, and bridges.

Internal Service Fund – A fund established to finance and account for services and commodities furnished by one department to another department on a cost reimbursement basis. See Chargeback.

ISTEA – Intermodal Surface Transportation Efficiency Act. Enacted in 1991, a federal law that allows for the distribution of funds for highway, mass transportation, trails, and other transportation purposes. Oklahoma City uses ISTEA funds for highway improvement projects and for a network of trails around the City.

Issue Statement – Identifies the critical trends that will impact the department and its customers over the next two to five years.

LARA – Lake Atoka Reservation Association. Lake Atoka is 100 miles southeast of Oklahoma City. In 1959, the City constructed the reservoir to supply water to Lake Draper through a 60-inch pipeline. LARA was created by The City of Oklahoma City, the Oklahoma City Water Utilities Trust, and the City of Atoka in 1974 to administer use of the Reservation, its resources, and facilities. The eight members are the Mayors of Oklahoma City and City of Atoka, the Manager of Oklahoma City, the Chairman of the Oklahoma City Water Utilities Trust (OCWUT), one appointee from Oklahoma City, and three citizens of Atoka County who are appointed by the City of Atoka.

Levy – To impose ad valorem taxes or the total amount of ad valorem taxes for a purpose or entity.

LFR – See “Leading for Results.”

Leading for Results – The strategic planning process used by all City departments to develop strategic business plans, the performance-based program budget and related performance measures to document the results achieved by departmental programs.

Line Item – An account for recording specific revenues or expenditures within a fund or department.

Line of Business – A set of programs within a department sharing a common purpose that produce results for citizens. Lines of Business represent broad result areas and are the second highest level of organization in the City. A Department is typically comprised of several Lines of Business. This terminology is used in the Leading for Results process and is comparable to a Division within a Department.

Listed Project – A capital improvement project listed for funding in a specific bond issuance statement.

Maintenance and Operations Expenditures (M & O’s) – Costs of services and supplies needed for a service, program or department. Under Oklahoma's Municipal Budget Act, these are budgeted and accounted for under two distinct classes: “other services and charges” and “materials and supplies.”

MAPS – Metropolitan Area Projects. The MAPS Sales Tax Fund was established by City ordinance on October 13, 1993 for a one cent limited purpose City sales tax approved by voters on December 14, 1993 and extended for six months on December 8, 1998 to support certain capital projects in the Central Business District and Fair Park. The tax expired on June 30, 1999.

MAPS 3 – On December 9, 2009, voters extended a one-cent temporary sales tax initiative to continue the progress started with MAPS (1993) and the MAPS for Kid's sales tax (2001). The $777 million MAPS 3 tax began April 2010 and ended December 2017. Proceeds funded a new downtown convention center and 70-acre park, a modern downtown streetcar system, bicycle trails, sidewalks, senior centers and improvements along the Oklahoma River.

MAPS for Kids Sales Tax – On November 13, 2001, the voters approved a limited term, limited purpose sales tax earmarked for certain public school capital projects for public school districts within the boundaries of the City of Oklahoma City. The tax rate was one-half percent from January 1, 2002 until April 1, 2003 when the rate changed to one percent. The tax expired on January 1, 2009. 70% of the sales tax was dedicated to Oklahoma City School District I-89, the district serving the center of the City. The remaining 30% was divided among the City's other 23 public school districts serving Oklahoma City residents based on student population.

MCA – McGee Creek Authority. MCA became responsible for the care, operation and maintenance of the McGee Creek Dam and Reservoir project on September 1, 1990. The dam and reservoir supply municipal and industrial water to the MCA, as well as downstream flood protection, recreation, and fish and wildlife enhancement. Participants include the Southern Oklahoma Development Trust; the City of Atoka, the Oklahoma City Water Utilities Trust (OCWUT), and the City of Oklahoma City.

Mill Levy – The percentage rate of total taxable property values needed for General Obligation bond debt service and judgments often referenced as property tax rate.

Mission – A clear, concise statement of the purpose for the entire department focused on the broad yet distinct results the department will achieve for its customers.

Modified Accrual Basis of Accounting – The modified accrual basis of accounting recognizes revenues when both "measurable and available." Measurable means the amount can be determined. Available means collectible within the current period to pay current liabilities. Also, under the modified accrual basis of accounting, expenditures are recorded when the related fund liability is incurred, except for general obligation bond principal and interest which are reported as expenditures in the year due. The City uses the modified accrual basis of accounting for governmental and agency funds.

MS 4 Permit – Municipal separate storm water program that operates under approval by the Oklahoma Department of Environmental Quality.

Municipality – Any incorporated city or town.

NDC – National Drug Control a.k.a. Office of National Drug Control Policy. Created in 1988, a component of the Executive Office of the President responsible for the coordination drug-control efforts and funding.

NPDES – National Pollution Discharge Elimination System. This is the system that grants and regulates discharge permits and regulates both point and non-point sources that discharge pollutants into U. S. waters.

OCAT – Oklahoma City Airport Trust. OCAT was established on April 1, 1956 to provide leadership and oversight for operations at Will Rogers World Airport, Wiley Post Airport, and Clarence E. Page Airport, along with buildings and grounds for Mike Monroney Aeronautical Center, a major Federal Administration Complex.

OCEAT – Oklahoma City Environmental Assistance Trust. OCEAT provides services and activities on behalf of the City of Oklahoma City that includes financing and partial operation of the City's sanitation activities of pollution control and waste disposal, and certain cultural, educational, and housing activities. The Mayor and Council are the trustees; the City Manager is the General Manager.

OCEDT – Oklahoma City Economic Development Trust. OCEDT was established October 9, 2007 to facilitate, enable, operate, manage, market, administer, and finance all forms of economic or community development projects within or near the City of Oklahoma City by providing loans, grants, and other incentives to further job creation and private investment.

OCERS – Oklahoma City Employee Retirement System. OCERS provides retirement benefits and disability allowances for virtually all full-time, civilian employees of the City and public trusts included in the City's reporting entity. Assets are held separately from the City and may be used only for the payment of member benefits.

OCMAPS – Oklahoma City Metropolitan Area Public Schools Trust. The OCMAPS Trust is the governing body responsible for the MAPS for Kids sales tax funds and management of its construction projects. The trust is authorized to purchase public school sites and improve public school sites; erect, purchase or demolish school buildings; furnish, equip, or repair public school buildings and purchase school transportation equipment.

OCMFA – Oklahoma City Municipal Facilities Authority. OCMFA was established on November 16, 1976 to provides services on behalf of the City that include financing, partial operation, and capital purchases for administration of the City's risk management activities, water and wastewater assets, information technology, capital leasing and other general government activities. The Mayor and Council serve as the Authority's trustees and the City Manager serves as the General Manager.

OCPPA – Oklahoma City Public Property Authority. OCPPA was established in 1961 to provide services on behalf of the City that include the financing and operating of five municipal golf courses, the Oklahoma City Fairgrounds, Cox Business Services Convention Center, Ford Center Arena, Civic Center Music Hall, and other City buildings. The Mayor and Council serve as OCPPA trustees and the City Manager is the General Manager.

OCRA – Oklahoma City Redevelopment Authority. OCRA was established to conserve, develop, and redevelop the central business district.

OCRRA – Oklahoma City Riverfront Redevelopment Authority. OCRRA was established to develop, finance, and maintain the property adjacent to the Oklahoma River.

OCWUT – Oklahoma City Water Utilities Trust. OCWUT was established in 1960 to oversee the construction of the Atoka Reservoir and its Pipeline Project. OCWUT provides utility customers with outstanding quality water and wastewater services.

OCZT – Oklahoma City Zoological Trust. OCZT was created on January 7, 1975 to develop, maintain, operate and manage the Oklahoma City Zoo. Trustees include the Mayor, the City Manager, one Council Member and six other members recommended by the Oklahoma Zoological Society.

ODOC – Oklahoma Department of Commerce. ODOC is the primary economic development arm of the state government.

ODOT – Oklahoma Department of Transportation. ODOT is the state department in charge of maintaining public roadways in Oklahoma.

OESC – Oklahoma Employment Security Commission. OESC is the state's employment services agency.

OMB – Office of Management and Budget. OMB prepares, coordinates and monitors the City's operating and capital budgets and develops an annual revenue forecast, month-by-month revenue and expenditure targets, and five-year revenue and expenditure projections.

OPEBT – Oklahoma City Post-Employment Benefits Trust. OPEBT provides post-employment health insurance benefits for substantially all full-time, civilian employees of the City and public trusts included in the City's reporting entity. Assets are held separate from the City and may only be used to pay member benefits.

Operating Reserve – That portion of the fund balance which has not been appropriated in a budget year.

Other Services and Charges – An account class for expenditures for services (e.g., advertising, repairs, postage) and other expenditures that do not fit in the remaining classifications.

Output Measure – A specific type of performance measure used in the City's Leading for Results process referring to the amount produced or workload.

Performance Based Budgeting – Structures the budget around allocating resources to programs and the results expected from each program. The results from each program are conveyed through performance measures.

Performance Measures – Specific quantitative measures of work performed within an activity or program (e.g., total miles of streets cleaned) or specific quantitative measures of results obtained under a program or activity (e.g., reduced vandalism due to street lighting program).

Personal Services – The account class containing the costs of personnel such as salaries, wages and employee benefits (social security, retirement and insurance), costs for travel, and training reimbursements.

Program – Identifies the third highest level in the formal City organization in which a specific activity is carried out. A program is characterized by a grouping of related activities and services for a common objective. In the Leading for Results format, programs replaced sections and multiple programs comprise a Line of Business.

Project 180 – A massive renovation project of more than 180 acres in downtown Oklahoma City. The three-year, $140 million initiative includes the redesign of downtown streets, sidewalks, parks and plazas to improve appearance and make the central core more pedestrian friendly.

Proposed Budget – A plan of financial operation, proposed by the City Manager to the City Council, providing an estimate of expenditures for a given fiscal year and a means to finance them.

Proprietary Fund Accounting – Accounting used for government operations that are financed and operated in a manner similar to business enterprises and for which preparation of an income statement is desirable.

Reserve for Prior Year Encumbrances – An amount budgeted as revenue to provide budget authority for items encumbered in one year which will not be received and paid for until a future year.

Result Measure – A specific type of performance measure used in the City's Leading for Results process measuring the degree to which the customer experiences the desired impact or benefit.

Revenue Estimate – A formal estimate of how much income will be earned from a specific revenue source for some future period, typically, a future fiscal year. Revenue sources can include taxes, intergovernmental grants, and fees for services, fines and permits.

RFP – Request for Proposal. This is an invitation for consultants, suppliers and other companies to submit a formal offer to provide a specific product or service. The Proposals are then reviewed and scored on a set of criteria to select a vendor or vendors to negotiate a contract to provide the product or service.

Right-of-Way (ROW) – A passageway reserved or granted over land for purposes of transportation or maintenance of existing services.

SCADA – Supervisory Control and Data Acquisition system. This is a large-scale, distributed measurement and control system that provides for monitoring, control and alarming of complete and/or remote sites.

Section – Identifies the third highest level in the formal City organization in which a specific activity is carried out. With the implementation of Leading for Results, a section was reorganized into a Program. Previously, a Division may have consisted of several sections. See Program.

SID – Special Improvement District. A public/private sector partnership in which property and business owners in a defined area elect to make a collective contribution to the maintenance, development and marketing of their commercial district. This is accomplished through an additional assessment against each property in the Special Improvement District.

Special Purpose Funds – Funds dedicated for a specific purpose, such as a fund established to receive donations to support parks and recreation activities.

GLOSSARY

Special Revenue Funds – Funds used to account for receipts from revenue sources that have been earmarked for specific activities and related expenditures.

Strategic Result – Two to five-year goals that, if achieved, demonstrate how departments are responding to issues.

Strategy – A tactic accomplished by departments operationally that contributes to achieving Strategic Result goals.

Supplies – The account class that includes articles and items which are consumed or materially altered when used by operating activities, such as office supplies, maintenance parts and small tools, and minor equipment.

TANF – Temporary Assistance for Needy Families. This program provides cash assistance to indigent American families with dependent children through the United States Department of Health and Human Services. It is the government program commonly known as "welfare."

TIF – Tax Increment Financing. TIF captures the future tax benefits of real estate improvements in a designated area to pay the present cost of those improvements. It is designed to channel funding, or tax increment, toward improvements in blighted or underdeveloped areas where development would not otherwise occur.

TOC – Total Organic Carbon. The amount of carbon bound in organic compounds, often used as an indicator of water quality.

Transfer – An account class that includes payments from one City fund to another or to a related trust.

Trust – A public trust created by a municipality to issue obligations and enter into financing for the benefit of the municipality.

TSA – Transportation Security Administration. The federal agency in charge of security standards for passenger and freight transportation in the United States.

Unbudgeted Reserve – The amount of fund balance that is not budgeted and available for cash flow purposes.

Use Tax – A consumption tax assessed on products/services used or stored by a resident of the assessing state but purchased outside the state and where a sales tax was not paid on the purchase.

USDOC – United States Department of Commerce. The Cabinet department of the United States government concerned with promoting economic growth, technology, entrepreneurship and business development, environmental stewardship and statistical research and analysis.

Vacancy Discount – Projected salary savings from personnel turnover. The discount is budgeted as a percentage of the budgeted salary, insurance and retirement for departments in funds with significant Personal Services expenses. In FY16, the discount is 2.0% of combined salary, insurance and retirement for civilian positions, and 1.5% for uniform Police and Fire positions.

Vision – The guiding beliefs of Oklahoma City that serve as a basis for all strategic business planning.

Weed and Seed – A neighborhood specific crime prevention strategy led by the U.S. Department of Justice, The City of Oklahoma City, various law enforcement and government agencies, non-profit groups, and community residents, who are committed to preventing, reducing and controlling crime and delivering programs and services for community residents.

WIA – Workforce Investment Act. The WIA is a United States federal law passed August 7, 1998 to replace the Job Training Partnership Act and certain other Federal job training laws with new workforce investment systems.

WPA – Wiley Post Airport. WPA is a reliever airport for Will Rogers World Airport, serving both business and corporate air travelers.

WRWA – Will Rogers World Airport. WRWA is the commercial airport for the City of Oklahoma City with over 3.9 million boarding passengers each year.

Performance Management—Leading For Results

Reader's Guide

In this section, long-term issues and program performance measures are provided for each department. The long-term issues are highlighted in blue and appear at the beginning of each department section.

Long-Term Issues includes issue statements, strategies and strategic results for each department. The issue statements describe the critical trends expected to impact the department and their customers over the next two to five years. The strategies summarize the department's operational plans to ensure the achievement of strategic results. Strategic results are goals that go beyond current practice and status quo to measure the impact on the aligned issue statement.

Performance Measures are included for each program. Measures are structured so that each program has a full family of measures to report not only the customer experience or satisfaction but also the workload of the program, the demand on the program, and the efficiency or cost of providing services. Required for each program are result measures to illustrate the outcome each program delivers to customers and output measures to provide an idea of the workload of each program. Many programs also include demand measures where there may be a gap between demand and output, illustrating a need for additional resources, and efficiency measures which help show cost over time for a program with a narrowly focused service delivery area.

Legend


The key symbol indicates a key measure. These measures align directly with the purpose of the program and best measure the impact on the program's customers.


Measure aligns with council priority to promote safe, secure, and thriving neighborhoods.


Measure aligns with council priority to develop a transportation system that works for all residents.


Measure aligns with council priority to maintain strong financial management.


Measure aligns with council priority to enhance recreational opportunities and community wellness.


Measure aligns with council priority to encourage a robust local economy.


Measure aligns with council priority to uphold high standards for all city services.


Measure aligns with council priority to continue to pursue social and criminal justice initiatives.

More information about Oklahoma City Council Priorities can be found beginning on page A-12 of the FY21 Budget Book.

Leading FOR results

The way we do business

Performance Management—Leading For Results

Leading for Results (LFR) is the "way we do business." What this means is that the City uses a performance management system for all City departments linking department operations to a strategic business plan. The strategic business plan is organized into programs with each program having an established budget and family of performance measures. The performance measures are used to set department goals and measure progress in achieving those goals using the resources allocated to programs. The entire process is focused on the benefit received by the customer (residents). Leading for Results provides better information to decision makers, which in turn helps them determine how to allocate resources.

The Leading for Results performance management system includes planning, employee performance, budgeting, data collecting, reporting, evaluating, and decision-making. The Strategic Business Plan contains the information needed to perform these functions and provides a concise overview of departmental operations. The graph below illustrates the performance management process. As the arrows indicate, each step is critical and flows into the next, which creates a continuous cycle.

Leading for Results equips departments with the ability to develop strategic or department-wide Issue Statements and Strategic Results as well as the ability to focus operationally on individual performance measures.

The strategic portion of the process begins with an assessment of the future where departments identify the biggest challenges impacting them and their customers over the next two to five years. These challenges are then refined into Issue Statements which help the department clearly communicate what the trend is that they are facing and the consequences of the trend if not addressed. With the Issue Statements clearly identified, departments develop Strategic Results which are typically stretch goals that, if achieved, demonstrate the department's ability to respond to the challenges they identified as Issue Statements. Departments will also develop Strategies which are the operational tactics that will be used to achieve Strategic Results. Issue Statements, Strategic Results, and Strategies can be reviewed at the beginning of each department section.

The operational portion of the process organizes the services each department provides into programs and performance measures.



Airports

Long-Term Issue - Unstable Revenue Passenger Growth and Facility Demands

The unstable nature of some revenue sources, passenger growth and facility demands, long-term property leases that lag current market rates, and continued increases in the cost of providing services, if not addressed, will result in:

- *A decrease in the quality of service*
- *Deferred maintenance*
- *A lack of funding for capital improvement projects*

Strategies to address the Long-Term Issue

- *Rates for new/renewed leases will be based on benchmarking of the airport industry, and appraisals to determine market value rates.*
- *Analyze rates structures with funding required to support airport infrastructure.*
- *As provided for in the food, beverage and retail concession agreements, airport staff will do periodic reviews of goods/services provided, and an inspection of the books and records.*
- *Review parking revenue reports quarterly.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Increase and stabilize airport revenue in order to finance operations and capital needs as evidenced by:

- *Maintain all new/renewed leases at market rate and/or include rates sufficient to fund airport provided infrastructure.*
- *Maintain food, beverage and retail concession revenue growth of at least 2% per year.*
- *Maintain parking revenue growth per transaction of at least 2% per year.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
1	% of new/renewed leases at market rate and/or rates sufficient to fund airport provided infrastructure	100%	100%	100%	100%	100%
2	% increase in Food, beverage, and retail concession revenues per boarding passenger	6%	4%	0%	2%	2%
3	% change in parking revenue per transaction per year	2%	4%	0%	2%	2%

Airports

Long-Term Issue - Changing Aviation Industry Environment

The changing nature of the aviation industry along with increasing safety, security, and environmental requirements, if not addressed, will have an impact on:

- *Staffing, workload and performance*
- *Funding requirements for future capital improvements*
- *Long-term airport planning*
- *Customer satisfaction*

Strategies to address the Long-Term Issue

- *Complete a terminal expansion project.*
- *Improve passenger processing through the completion of a new consolidated security checkpoint while meeting TSA requirements for security screening.*
- *Improve and enhance the airport roadway and garage signage through implementing the new wayfinding plan.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Improve the airport environment utilized by the traveling public and tenants through long-term planning and infrastructure improvements as evidenced by:

- *By 2021, 100% of new signs will be installed to implement the wayfinding plan.*
- *By 2022, 100% of total square footage of terminal expansion including a consolidated security checkpoint completed.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
4	% of new signs installed to implement the wayfinding plan	25%	25%	0%	12%	88%
5	% of terminal expansion project completed	12%	13%	0%	50%	85%

Airports

Long-Term Issue - Air Service Development

The growth in Oklahoma City's population and business activity has resulted in an increased demand for additional air service that, if not addressed could result in:

- *Missed revenues*
- *Missed economic development, tourism, and convention business opportunities*
- *Decreased customer satisfaction*

Strategies to address the Long-Term Issue

- *Conduct annual airline rate-based analysis for cost recovery of operations and maintenance (O&M) expenses.*
- *Attend air service conferences and perform target market presentations to specific airlines.*
- *Review passenger trends and forecasts, the FAA Terminal Area Forecast, community activities, local business climate, and economic climate.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Continue efforts to attract air service in Oklahoma City as evidenced by:

- *Limit growth in airport cost to airlines per boarding passenger to no more than 5% per year.*
- *Staff will accomplish a minimum of three marketing presentations to airlines per year.*
- *Achieve a 2% increase in boarding passengers each year.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
6	% increase in the airport cost to the airline per boarding passenger	5%	-23%	-23%	5%	5%
7	# of marketing presentations to air carriers each year	12	8	10	10	10
8	% change in boarding passengers	10%	6%	0%	2%	2%

Airports

Long-Term Issue - Development, Maintenance and Infrastructure

The amount of land available for development, the increasing maintenance demands from vacant facilities and from the cost of maintaining existing ageing infrastructure, if not addressed, will:

- *Prevent the Airport Trust from generating sustainable revenue sources to fund airport operations and capital expenditures.*
- *Prevent the City from receiving the benefits from economic development opportunities.*
- *Customer service could be negatively affected*
- *Increased capital costs*
- *Inadequate financial and human resources to address maintenance and development needs*

Strategies to address the Long-Term Issue

- *Continue to evaluate acres to be leased.*
- *Aligning staff with evolving development needs.*
- *Complete design and construct new parking facilities.*
- *Perform facility and pavement infrastructure assessments to better inform capital improvement planning process.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Continue the land use development plan and continue to maintain and improve existing infrastructure, as evidenced by:

- *Annually, an additional 5% per year of leasable airport property will be leased.*
- *Annually, evaluating the % of garage public parking that exceeds 85% of capacity.*
- *By 2023, 10% of ageing infrastructure projects will be completed.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
9	% of identified and targeted acres leased	2%	0%	0%	2%	2%
10	% of days garage public parking exceeds 85% of capacity	75%	88%	88%	70%	70%
11	% of ageing infrastructure projects completed *	N/A	N/A	N/A	10%	10%

Airports

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Facility and Lease Administration						
The increasing demand for Facility and Leasing services due to the continuing emphasis on economic development, growth in the Airport terminal, changes in Federal regulations, and the lack of technological resources, as well as a reduced ability to respond to requests due to lack of personnel will result in:						
▪ *Delays in preparing contracts and agreements*						
▪ *Delays in responding to open records requests*						
▪ *Potential deterioriation and loss of public records*						
▪ *Potential loss of economic development dollars due to slow processing time*						
Strategies to address the Long-Term Issue						
▪ *Refine and maximize use of technology to streamline processes for staff and customers.*						
▪ *Archive records in a digital format to make them more easily accessible.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Airport customers will benefit from enhanced accessibility of Airport records as evidenced by:						
▪ *By Fiscal Year 2022, 95% of all Facility and Leasing records will be digitized and easily accessible.*						
▪ *Annually, 90% of agreements and renewals will be completed in a timely manner.*						
12	% of Facility and Leasing records digitized and easily accessible *	N/A	N/A	N/A	95%	95%
13	% of agreements/contracts approved on time *	N/A	N/A	N/A	90%	90%
Administrative - Airport Data Systems						
14	% of incidents resolved within four operational hours *	N/A	N/A	N/A	75%	75%
Administrative - Executive Leadership						
15	% of key measures and strategic results achieved	67%	59%	24%	75%	75%
16	% increase in the airport cost to the airline per boarding passenger	5%	-23%	-23%	5%	5%
17	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	98%	96%	96%	90%	90%
18	% of new signs installed to implement the wayfinding plan	25%	25%	0%	12%	88%
19	% of performance evaluations completed by the review date	76%	81%	89%	95%	95%
20	% of terminal expansion project completed	12%	13%	0%	50%	85%

Airports

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Executive Leadership						
21	% of terminations submitted to the Personnel Department within 3 days of the termination date	63%	73%	58%	95%	95%
22	Injury/Illness Incident Rate *	N/A	N/A	N/A	0.07	0.07
23	# of employees receiving safety training *	N/A	N/A	N/A	500	500
24	# of enplanements	N/A	2,203,565	2,061,153	2,248,195	2,293,159
25	# of full-time employees supported	113	118	120	130	130
26	Dollar amount of operating expenditures managed	16,939,892	17,121,614	17,312,414	20,011,118	20,273,057
Administrative - Public Information and Marketing						
27	% of airlines that have increased or improved air service	50%	29%	29%	18%	18%
28	% of citizen complaints responded to within 24 hours	100%	100%	100%	98%	98%
29	# of airports served by non-stop flights from Will Rogers World Airport	30	28	28	27	27
30	# of marketing presentations to air carriers each year	12	8	N/A	10	10
Commercial Aviation - Airfield Operations						
31	% of daily inspection items resolved within 30 days	77%	86%	82%	90%	90%
32	# of aircraft diversions per month	206	289	232	275	275
Commercial Aviation - Runways and Taxiways						
33	% of days per month that the airport has a runway closed	31%	25%	29%	10%	10%
34	% of airport certification work orders completed within 3 business days of identifying deficiency	100%	99%	100%	96%	96%
Commercial Aviation - Safety, Security and Inspection						
35	% of days with zero security incidents	92%	86%	87%	97%	97%
36	% of airport identification badges renewed on time	79%	78%	83%	90%	90%
General Aviation - Operations						
37	% of itinerant takeoffs and landings at Wiley Post Airport	71%	74%	71%	72%	70%

Airports

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
General Aviation - Operations						
38	% of days the airport has a runway closed	4%	2%	23%	41%	8%
Maintenance - Building Maintenance						
39	% of airport operating hours where major mechanical systems are functioning	91%	90%	91%	95%	95%
40	% of critical building maintenance calls resolved within 2 days	99%	98%	99%	95%	95%
41	% of moving walkways, elevators, and escalators that are functioning	99%	99%	108%	90%	90%
Maintenance - Equipment Maintenance						
42	% of repairs that are outsourced *	N/A	N/A	N/A	10%	10%
43	% of preventative maintenance work orders completed on time	71%	59%	N/A	90%	90%
Maintenance - Fuel						
44	% of tenant aircraft refueling vehicles with no deficiencies found	100%	95%	100%	95%	95%
Maintenance - Horticulture						
45	% of landscape maintained according to schedule	62%	68%	80%	90%	90%
46	% of publc grounds mowed according to schedule	56%	77%	72%	87%	87%
47	# of public grounds acres mowed	7,162	7,423	7,152	7,422	7,422
48	# of square-feet of beds maintained	3,547,775	3,547,773	3,385,297	3,547,773	3,547,773
Property Management and Development - Architectural and Engineering/Planning						
49	% of contracts approved within 150 calendar days from advertising the project *	N/A	N/A	N/A	50%	50%
50	% of total project consultant cost as a result of amendments	0%	104%	39%	5%	5%
Property Management and Development - Construction						
51	% of construction projects that do not exceed 5% of original contract amount	80%	87%	58%	80%	80%
52	% of total project construction cost as a result of change orders and amendments	1%	-1%	6%	5%	5%

Airports

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Property Management and Development - Facility and Lease Administration						
53	% of agreements/contracts approved on time *	N/A	N/A	N/A	90%	90%
54	% change in boarding passengers	10%	6%	0%	2%	2%
55	% change in parking revenue per transaction per year	2%	4%	0%	2%	2%
56	% increase in Food, beverage, and retail concession revenues per boarding passenger	6%	4%	0%	2%	2%
57	% of days garage public parking exceeds 85% of capacity	75%	88%	74%	70%	70%
58	% of Facility and Leasing records digitized and easily accessible *	N/A	N/A	N/A	95%	95%
59	% of identified and targeted acres leased	2%	0%	0%	2%	2%
60	# of agreements	452	473	479	475	475
61	# of leasable acres identified and targeted	246.18	230.45	230.45	246.00	246.00

City Auditor's Office

Long-Term Issue - Accountability

The continuing expectations for government accountability as evidenced by more extensive accounting and auditing regulations, City Council Strategic Priorities and the Leading for Results program, if not addressed, will result in:

- *Loss of public trust and confidence*
- *Diminished ability to provide new revenue sources for infrastructure and public services*
- *Decreased employee confidence in City leaders and managers*
- *The lack of an ethical culture throughout the City leading to an increased risk of fraud, waste, abuse, and significant policy violations*

Strategies to address the Long-Term Issue

- *Identify important programs and operations for inclusion in the Audit Plan through a triennial citywide risk assessment.*
- *Plan and deliver audit services using a risk-based approach to ensure audit scope and objectives are defined clearly and focused on important issues or concerns.*
- *Respond to requests for advisory services and investigate potentially unethical or fraudulent acts in a professional, sensitive manner.*
- *Undergo a triennial peer review to ensure audit services are provided in accordance with generally accepted government auditing standards.*
- *Communicate with audit clients throughout service delivery to ensure a complete and accurate understanding of conditions, facts, and circumstances.*
- *Provide professional opinions and recommendations for improving City programs through published reports.*
- *Provide Hotline information to employees through presentations, posters, brochures, intranet and direct mailings.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, City Council and other City decision makers will continue to benefit from objective, timely and useful audit information as evidenced each year by:

- *At least 90% of City Council and other City decision makers will rate audit services as “good” or “excellent”*
- *At least 95% of audit recommendations will be accepted by management*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
1	% of City Council and other City decision makers rating audit services as "good" or "excellent"	100%	100%	100%	90%	90%
2	% of audit recommendations accepted by management	98%	100%	100%	95%	95%

Strategic Result(s) to measure annual progress on Long-Term Issue

Through 2024, management, and employees will benefit from timely review of reports of fraud, waste, abuse, and significant policy violations as evidenced by:

- *At least 90% of actionable allegations will be assessed and assigned for investigation within seven days of reporting.*

3	% of actionable allegations assessed and assigned for investigation within seven days of reporting	92%	100%	95%	90%	90%

City Auditor's Office

Long-Term Issue - Complex Information Systems

The continuing reliance on complex information systems combined with rapid technology advancement creates a need for knowledge and expertise to assess controls over information systems that support critical operational and financial activities, which, if not addressed will lead to:

- *Increased risks relating to system security, availability and integrity*
- *Programs failing to meet objectives*
- *Undetected violations of laws, regulations and policies*

Strategies to address the Long-Term Issue

- *Contract with an information technology expert to perform a citywide information systems risk assessment.*
- *The risk assessment will be used to select future contracted information technology audits.*

Strategic Result(s) to measure annual progress on Long-Term Issue

No results have been identified for this Issue

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Executive Leadership						
5	% of key measures and strategic results achieved	40%	40%	100%	75%	75%
6	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	100%	97%	97%	100%	100%
7	% of performance evaluations completed by the review date	83%	67%	53%	95%	95%
8	% of terminations submitted to the Personnel Department by termination date	N/A	N/A	N/A	95%	95%
9	# of full-time employees supported	7	7	7	7	7
10	Dollar amount of operating expenditures managed	1,039,556	1,111,974	1,074,438	1,254,507	1,241,116
Audit Services - Audit Services						
11	% of audit recommendations accepted by management	98%	100%	100%	95%	95%
12	% of City Council and other City decision makers rating audit services as "good" or "excellent"	100%	100%	100%	90%	90%
13	% of audit services completed within deadlines	38%	50%	71%	80%	80%
14	% of available time on direct services	83%	84%	85%	73%	73%

City Auditor's Office

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Audit Services - Audit Services						
15	# of direct service hours provided	10,157.00	10,215.00	10,611.00	9,600.00	9,600.00
Ethics Assurance - Ethics Assurance						
16	% of actionable allegations assessed and assigned for investigation within seven days of reporting	92%	100%	95%	90%	90%
17	# of allegation dispositions provided	56	55	38	60	60

City Clerk's Office

Long-Term Issue - Increasing Demand for City Clerk Services

The increasing demand for City Clerk services due to the continuing emphasis on economic development, growth in City services, and changes in State law, as well as a reduced ability to respond to requests due to loss of personnel in City departments, if not addressed will result in:

- *Inadequate space to store and maintain records*
- *Delays in open records request responses*
- *Increased liability from untimely recording of land documents*
- *Increased operating cost for City and State mandated services*

Strategies to address the Long-Term Issue

- *Provide City and trust records to departments and the public in a reasonable time period by making more records accessible online.*
- *Improve reporting services to City departments regarding open record request processing.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, City and public customers will benefit from improved customer service as evidenced by:

- *100% of land documents filed at county offices within 3 working days of Council approval*
- *At least 96% satisfaction rating from customer responses regarding open records requests.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
79	% of land documents filed at county offices within 3 working days of Council approval	95%	84%	90%	98%	100%
80	% of customer responses stating satisfaction with open records requests	89%	87%	87%	97%	95%

City Clerk's Office

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Accessibility of Information						
The increasing demand for online information, coupled with the lack of technological resources to simplify access to information services, if not addressed, will result in:						
▪ *Lack of transparency*						
▪ *Delays in responding to open records requests*						
▪ *Limited records available online*						
Strategies to address the Long-Term Issue						
▪ *Publish all public records maintained in the Office of the City Clerk online.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2020, City and public customers will benefit from enhanced accessibility of official City records as evidenced by:						
▪ *100% of ordinances will be available online*						
▪ *77% of City staff managed trust, board, commission, and committee meeting records will be accessible online*						
81	% of ordinances available online	117%	28%	141%	100%	0%
82	% of City staff managed trust, board, commission, and committee meeting records online	71%	N/A	N/A	71%	100%
Long-Term Issue - Maintenance and Preservation of Public Records						
The continued inefficient use of space and resources as a result of decentralized records management, if not addressed, will result in deterioration and loss of public records, and a loss of public trust.						
Strategies to address the Long-Term Issue						
▪ *Provide information to the city departments so they can efficiently comply with record retention policy.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
The City and related trusts will benefit from a centralized records program as evidenced by:						
▪ *Annually, train 100 staff from City departments on records management policies and procedures*						
83	# of staff from City departments trained on records management policies and procedures	N/A	N/A	N/A	100	100
Administrative - Executive Leadership						
84	% of key measures and strategic results achieved	67%	9%	33%	75%	75%
85	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year	100%	97%	99%	89%	89%

City Clerk's Office

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Executive Leadership						
86	% of performance evaluations completed by the review date	88%	100%	79%	95%	95%
87	% of terminations submitted to the Personnel Department within 3 days of the termination date	N/A	N/A	N/A	95%	95%
88	# of full-time employees supported	8	9	9	9	9
89	Dollar amount of operating expenditures managed	902,091	1,016,387	1,096,885	1,088,938	1,118,014
Official Records - Bid Management						
90	% of construction bids received that are qualified bids	94%	94%	96%	98%	98%
91	% of users trained annually	24%	33%	18%	61%	50%
92	# of bidding documents reviewed and released	196	260	226	350	350
93	# of construction bid receipts processed	481	443	411	600	500
94	# of goods and services bid receipts processed	280	352	257	375	350
95	# of proposal/qualification receipts processed	294	420	356	310	250
96	# of users trained	56	78	43	115	117
Official Records - City Clerk's Information						
97	% of City Clerk records requests completed within 8 business hours of request	91%	91%	87%	95%	95%
98	% of requests for records and information maintained in other City departments completed within 7 business days	78%	61%	80%	90%	90%
99	% of customer responses stating satisfaction with open records requests	89%	87%	84%	97%	95%
100	% of requests for Development Center records completed within 14 business days	N/A	89%	72%	90%	90%
101	% of requests for records requiring legal review completed within 30 business days	N/A	54%	N/A	90%	90%
102	# of meeting notices & agendas posted in accordance with State Law	1,262	1,238	1,239	1,350	1,300

City Clerk's Office

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Official Records - City Clerk's Information						
103	# of request responses provided for external records maintained in other City Departments	4,569	3,066	3,677	3,200	3,200
104	# of request responses provided for internal City Clerk records	499	393	304	500	500
105	# of meeting notices and agendas requested to be posted	1,265	1,247	1,242	1,350	1,300
106	# of record requests received	5,068	4,057	4,584	3,700	3,700
Official Records - Council Agenda Management						
107	% of City staff managed trust, board, commission, and committee meeting records online	71%	N/A	N/A	71%	100%
108	% of agenda items submitted correctly	81%	81%	78%	85%	85%
109	# of agenda items corrected	708	723	875	600	600
110	# of agenda items reviewed	3,771	3,760	3,921	4,000	4,000
111	# of users trained	34	86	54	75	100
Official Records - Election						
112	% of conflict of interest forms filed in a timely manner	97%	97%	93%	95%	94%
113	# of conflict of interest forms filed	206	202	195	222	224
114	# of gift disclosure forms filed	16	18	18	18	18
115	# of proclamations and election results issued	2	2	2	2	2
116	# of conflict of interest forms distributed for filing	231	238	224	222	224
Official Records - Records Management						
117	% of departments audited to determine centralized records management needs	N/A	N/A	N/A	100%	100%
118	% of land documents filed at county offices within 3 working days of Council approval	95%	84%	96%	98%	100%
119	% of ordinances available online	117%	28%	172%	100%	0%
120	# of City Clerk historic ordinances indexed online	3,453	2,200	2,599	1,781	0
121	# of records added to the City Clerk's record storage	5,251	5,364	5,345	6,000	6,000

City Clerk's Office

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Official Records - Records Management						
122	# of records maintained in the City Clerk's record storage	430,556	435,807	435,807	449,000	449,000
123	# of staff from City departments trained on records management policies and procedures	N/A	N/A	N/A	100	100

City Manager's Office

	FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target

Long-Term Issue - Promote Safe, Secure and Thriving Neighborhoods

The increasing need to satisfy resident expectations for safe, vibrant, and diverse neighborhoods, if not addressed, will result in:

- *Greater loss of life and property*
- *Population migration to other cities*
- *Decreased resident confidence*
- *Widening gap between code enforcement requests and response*
- *Neighborhoods and businesses being developed in outlying areas with inadequate infrastructure*
- *Inability to meet the demand for infrastructure*
- *Inefficient delivery of core services*

Strategies to address the Long-Term Issue

- *Continue the use of overtime programs in the Police Department to address high crime areas, traffic enforcement and increased presence in entertainment districts.*
- *Continue to improve Intelligence-Led policing.*
- *Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.*
- *Monitor the health indices related to cardiac outcomes.*
- *Monitor the number of times the availability of EMSA resources is at level zero.*
- *Promote inner-city residential and business development and redevelopment through the use of incentives, design review consultations and coordination with other City agencies and the development community.*
- *Strategically concentrate neighborhood revitalization efforts in the Strong Neighborhoods Initiative area to reverse neighborhood decline early and leverage private investment.*
- *Stabilize at risk neighborhoods through the Strong Neighborhood Initiative to make neighborhoods more attractive for single family residential development.*
- *Implement the Neighborhood Stabilization Program to purchase and rehabilitate foreclosed single-family bank owned properties for the benefit of low/moderate/medium income families.*
- *Reduce the number of abandoned buildings by increasing the number of property maintenance citations*

City Manager's Office

Long-Term Issue - Promote Safe, Secure and Thriving Neighborhoods

Strategic Result(s) to measure annual progress on Long-Term Issue

Progress on this issue will be measured by results from other sources as listed below:

- *By 2018, 55% or more residents citywide will report they feel safe.*
- *By 2018, 80% or more of Police life threatening calls (Priority 1) will be responded to within 9 minutes 30 seconds from the time a 911 call is answered to officer arrival.*
- *By 2018, 5% reduction in aggravated assaults citywide.*
- *Annually, the citizens of Oklahoma City, even anticipating growth in outlying areas, will receive emergency responses within 7 minutes 70% of the time in order to protect lives, assess and treat medical emergencies, and limit damage to property and the environment.*
- *Annually, 100% of rezoning decisions by Council will be consistent with the Comprehensive Plan.*
- *Annually, 65% of residents surveyed will be satisfied with the overall quality of their neighborhood*
- *Annually, 80% of designated proactive area properties will be proactively inspected at least once per month.*
- *Annually, 95% of service requests received through the Action Center acted upon within 10 working days.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
124	% of residents reporting they feel safe	48%	50%	50%	55%	55%
125	% of Police life threatening calls (priority 1) responded to within 9 minutes and 30 seconds from the time a 911 call is answered to officer arrival	73%	73%	74%	80%	80%
126	% reduction in aggravated assaults citywide	-2%	19%	5%	5%	5%
127	% of emergencies responded to within 7 minutes	65%	65%	65%	70%	70%
128	% of rezoning decisions by Council that are consistent with the Comprehensive Plan	97%	96%	96%	100%	100%
129	% of residents satisfied with the overall quality of their neighborhood	63%	64%	64%	65%	65%
130	% of designated proactive area properties inspected at least once per month	89%	83%	88%	90%	90%
131	% of service requests acted upon within 10 working days	96%	93%	93%	96%	96%

City Manager's Office

Long-Term Issue - Encourage a strong local economy

An increase in ecommerce, demand for more quality jobs in diverse industries, and continued decline in public education performance, if not addressed, will result in:

- *Residents moving to suburban areas to pursue better education opportunities*
- *Lack of job growth in Oklahoma City*
- *Decline in availability in quality of City services*
- *Decline in quality of life*
- *Missed opportunities for residents to experience professional growth*
- *Missed opportunities to attract new businesses*

Strategies to address the Long-Term Issue

- *Continued partnerships with the Alliance for Economic Development, Greater Oklahoma City Chamber of Commerce and other economic development partners to recruit diverse businesses to Oklahoma City to help grow the City's job base and develop revenue to keep pace with resident expectations.*
- *Maintain relationships with Myriad Gardens Foundation, MAPS Park Foundation, Downtown Oklahoma City, Inc. to enhance and promote local quality of life aspects for corporate recruitments.*
- *Educate the public regarding the benefits of shopping local.*
- *Work to improve performance of the Oklahoma City Public Schools through the Joint Education Task Force and the Oklahoma City Public Schools Compact.*
- *Pursue legislative changes to expand the sales tax base.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Progress on this issue will be measured by results from other sources as listed below:

- *By 2020, satisfaction with the City being a good place to work will be above 75%*
- *By 2020, satisfaction with the City being a good place to raise children will be above 75%*
- *By 2020, 16,000 jobs will be created*
- *By 2020, 35% of new jobs created will pay above the Oklahoma City MSA average wage*
- *By 2020, the OKC MSA average annual income will increase by 8%*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
132	% of residents who feel the City is a good place to work	71%	74%	74%	75%	75%
133	% of residents who feel the City is a good place to raise children	69%	69%	69%	75%	75%
134	# of jobs created	9,496	1,760	1,760	2,500	2,500
135	% of new jobs paying above the Oklahoma City MSA average wage	53%	46%	46%	35%	35%

City Manager's Office

			FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Encourage a strong local economy							
136		% change in the OKC MSA average annual income	N/A	4%	4%	2%	2%
Long-Term Issue - Financial Management							

The continuing challenge to maintain diversified and adequate revenues to support expenses for City operations and the need to preserve resident confidence for voter approved initiatives, if not addressed, will result in:

- *Diminished capacity to provide core services and address community needs*
- *Inability to meet new, increased, or changing resident expectations*
- *Difficulty in securing financing for city projects and services*

Strategies to address the Long-Term Issue

- *Work with the Greater Oklahoma City Chamber and other economic development partners in the community to help grow the City's job base and develop revenue to keep pace with resident expectations.*
- *Address the increasing need to find innovative solutions to provide efficient public service delivery by working to create regional partnerships in the metro area.*
- *Continue to support and explore ways to diversify City revenue sources.*
- *Continue to support the Marketplace Fairness Act.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Progress on this issue will be measured by results from other sources as listed below:

- *The City will maintain the highest ratings for G.O. Bonds.*
- *Personnel related expenses will remain at or below 70% of total operating expenses.-*
- *General Fund unbudgeted reserves will be maintained in the range of 8-15% of the General Fund budget.*
- *By 2020, the percentage of General Fund revenue from sales tax will be below 50% due to greater diversification of revenue sources*

137	$	General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
138		% of total operating expenses for payroll expenses	70%	70%	70%	70%	70%
139	$	% of general fund budget maintained in unbudgeted reserve	19%	28%	21%	17%	17%
140	$	% of General Fund revenue from Sales Tax	54%	55%	58%	56%	56%

City Manager's Office

Long-Term Issue - Transportation System

Continued deterioration of many City streets coupled with increasing expectations from residents to provide a better public transportation system and more alternative mobility options such as sidewalks, bike lanes and trails, if not addressed, will result in:

- *Resident dissatisfaction with the condition of city streets*
- *Mobility options for residents that lag other cities*
- *Inability to promote and develop the city center*
- *Negative environmental impacts*
- *Limitations in the growth of the economy*

Strategies to address the Long-Term Issue

- *Educate the public in the benefits of regional public transportation so they will be responsive to efforts to provide a funding source.*
- *Establish impact fees for transportation.*
- *Continue to provide efficient street maintenance and new construction to improve the overall condition of city streets.*
- *Implement the recommendations of the Nelson Nygaard study to add transit services.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Progress on this issue will be measured by results from other sources as listed below:

- *By 2018, 40% of residents will be satisfied with the condition the City's arterial streets.*
- *By 2020, 40% of residents will be satisfied with the City's public transportation system.*
- *By 2019, Bus passengers per service hour will be at or above 20.*
- *By 2020, 260 miles of new trails, sidewalks and bike lanes will be constructed.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
141	% of citizens satisfied with the condition of the City's arterial streets	18%	20%	20%	40%	40%
142	% of residents satisfied with the City's public transportation system	25%	20%	20%	40%	40%
143	# of passengers per weekday service hour	16.66	14.82	14.76	14.60	15.29
144	# of miles of new trails, sidewalks and bike lanes constructed	N/A	N/A	N/A	N/A	N/A

City Manager's Office

Long-Term Issue - Recreation and Community Wellness

The ongoing need to maintain and improve recreational opportunities for residents along with consistently low rankings nationally in the areas of health and wellness, if not addressed, will result in:

- *Decreased resident satisfaction with parks and recreation opportunities*
- *Increasing obesity and other public health issues*

Strategies to address the Long-Term Issue

- *Continue to construct sidewalks and trails city wide*
- *Addressing recreational needs for changes in demographics and demands*
- *Support efforts to increase after-school recreation programs*
- *Improve park maintenance*

Strategic Result(s) to measure annual progress on Long-Term Issue

Progress on this issue will be measured by results from other sources as listed below:

- *By 2024, 65% of residents will live within ½ mile of a recreation facility, trail, or park.*
- *By 2020, 70% of residents will report regular leisure time physical activity.*
- *By 2020, 75% of residents satisfied with the maintenance of City parks.*
- *By 2020, 35% of residents that report using an Oklahoma City park or attending a park program more than 10 times per year.*
- *Improvement in the next City County Health Department average wellness score, indicated by a 1.5% change.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
145	% of citizens within a half mile of a recreation facility, trail or park	65%	64%	57%	71%	71%
146	% of residents reporting regular leisure time physical activity	39%	70%	70%	70%	70%
147	% of residents who feel the City is a good place to work	71%	74%	74%	75%	75%
148	% of residents attending a park or park program more than 10 times per year	25%	24%	24%	35%	35%
149	% change in Wellness Score in the 20% of zip codes with the lowest scores (updated every 3 years)	-2%	N/A	N/A	3%	3%

City Manager's Office

Long-Term Issue - Uphold high standards for all City services

Higher customer expectations for quality City services, combined with a growing and increasingly diversified population, if not addressed will result in:

- *Decreased resident satisfaction*
- *Dampening of private investment in economic development*
- *Eroding voter support for future initiatives*

Strategies to address the Long-Term Issue

- *Continue to do resident survey.*
- *Support departmental efforts to pursue accreditation and adopt best practices.*
- *Support opportunities for employee development.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Progress on this issue will be measured by results from other sources as listed below:

- *By 2020, 70% of residents will be satisfied with the quality of services provided by the City*
- *By 2020, 65% of residents will be satisfied with the quality of customer service from City employees*
- *By 2020, 80% of residents surveyed will feel the City is heading in the right direction*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
150	% of residents surveyed who report they are satisfied with City services	57%	62%	62%	75%	75%
151	% of residents satisfied with the quality of customer service from City employees	67%	69%	69%	65%	65%
152	% of residents who are satisfied the City is heading in the right direction	67%	72%	72%	85%	85%

City Manager's Office

Long-Term Issue - Continue social justice reforms to recreate our criminal justice system

The increased public scrutiny of law enforcement, decreased availability of mental health/substance abuse services, and continued jail and prison overcrowding, if not addressed will result in:

- *Decreased resident confidence in the criminal justice system*
- *Increase in civil disobedience and public unrest*
- *Decline in recruitment and retention of police officers*
- *Decrease in the perception of safety of City employees and residents*
- *Increase in civil litigation*

Strategies to address the Long-Term Issue

- *Increase in police de-escalation training.*
- *Continue programs in the Municipal Courts that reduce the rate of incarceration for municipal charges, such as the Marshal Assist Program.*
- *Refer offenders to criminal justice diversion programs.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Progress on this issue will be measured by results from other sources as listed below:

- *By 2018, 55% of residents will report they feel safe in the City*
- *By 2018, 72% or more of residents will report they are satisfied with quality of police services citywide*
- *By 2020, there will be a 15% decline in the number of people incarcerated for municipal charges (from a baseline established in 2015)*
- *By 2018, 100% of officers will be trained in the Procedural Justice concept of de-escalation using scenario based training and critical decision making skills*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
153	% of residents reporting they feel safe	48%	50%	50%	55%	55%
154	% of residents satisfied with the quality of police service	69%	69%	69%	72%	72%
155	% change in the number of people incarcerated for municipal charges	-42%	-52%	-56%	-15%	-15%
156	% of officers who have received training in the Procedural Justice concept of de-escalation using scenario-based training and critical decision-making skills	100%	N/A	N/A	100%	100%

City Manager's Office

Long-Term Issue - Communication

The increasing diversity within the community and evolving technology challenges the City's ability to effectively communicate with residents and deliver services.

Strategies to address the Long-Term Issue

- *Continue to improve OKC.gov to be better organized, provide more information, integrate social media, increase transparency and allow people to conduct more business and access more City services online.*
- *Increase outreach efforts to engage and educate diverse populations about City government.*
- *Work with departments to improve timeliness of response to residents' concerns.*
- *Improve residents' ability to conduct business online.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Progress on this issue will be measured by results from other sources as listed below:

- *By 2020, 70% of residents will be satisfied with the availability of information about City services and programs*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
157	% of residents who are satisfied with the availability of information about City programs and services	58%	58%	58%	60%	60%

Administrative - Executive Leadership

158	% of key measures achieved	41%	44%	35%	75%	75%
159	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	94%	95%	86%	98%
160	% of performance evaluations completed by the review date	50%	62%	74%	95%	95%
161	% of terminations submitted to Personnel Department by termination date	80%	100%	100%	95%	95%
162	# of full-time employees supported	49	51	51	59	52
163	$ of operating expenditures managed	8,488,291	N/A	9,746,073	10,695,888	11,442,965

Communications - Employee Communication

164	% of employees surveyed who say they feel informed about City services and programs *	N/A	N/A	N/A	N/A	0.56
165	% of employees surveyed who say they feel valued by the organization *	N/A	N/A	N/A	N/A	0.56
166	# of "News to Know" newsletters produced	37	N/A	N/A	42	42

City Manager's Office

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Communications - Employee Communication						
167	# of employee events held	6	5	N/A	4	4
168	# of employee special communication projects managed	15	15	15	13	13
169	# of Facebook posts on City of OKC Employees page	N/A	125	N/A	100	100
170	# of full and part-time City employees	N/A	5,122	5,122	5,239	5,239
Communications - Print and Mail Services						
171	% of employees who report being satisfied with print and mail services	97%	98%	98%	98%	98%
172	% of print jobs delivered within the agreed upon deadline	100%	99%	100%	100%	100%
173	# of impressions produced	6,104,855	5,328,967	N/A	6,100,000	6,100,000
174	# of US mail pieces stamped	385,039	405,882	409,350	385,000	385,000
Communications - Public Information						
175	% of residents who are satisfied with the availability of information about City programs and services	58%	58%	58%	60%	60%
176	% of service requests acted upon within 10 working days	96%	93%	93%	96%	96%
177	# of media contacts provided	683	728	706	650	650
178	# of new video segments produced	64	98	N/A	85	85
179	# of social media interactions	2,940	2,559	N/A	2,500	2,500
180	# of special event permits processed	477	500	448	500	500
181	# of web pages updated	1,882	2,341	N/A	2,000	2,000
Community Enhancement - Event and Tourism Development						
182	$ of combined direct spending generated per square foot of privately operated City event facilities	454.72	N/A	420.81	458.56	458.56
183	% of customers who report they are satisfied with the quality of events in Oklahoma City *	N/A	N/A	N/A	N/A	N/A
184	% of patrons satisfied with the quality of City event facilities *	N/A	N/A	N/A	N/A	N/A

City Manager's Office

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Community Enhancement - Event and Tourism Development						
185	% of event presenters who say they expect to return to City event facilities in the future *	N/A	N/A	N/A	N/A	N/A
186	# of attendees for events hosted in Oklahoma City *	N/A	N/A	N/A	N/A	N/A
187	# of events hosted in Oklahoma City *	N/A	N/A	N/A	N/A	N/A
188	# of hotel room nights generated by Convention and Visitors Bureau	408,104	372,116	312,947	376,250	376,250
189	# of tourism contracts negotiated/administered **	35,578,294	N/A	N/A	N/A	N/A
Community Enhancement - MAPS 3						
190	% of MAPS 3 program completed	N/A	38%	38%	63%	63%
191	% of MAPS 4 implementation plan developed *	N/A	N/A	N/A	N/A	N/A
192	% of residents who are satisfied with the quality of life in the City	63%	66%	66%	80%	80%
193	$ expended on MAPS 3 projects to date	N/A	570,010,942.00	655,041,371.00	N/A	N/A
Policy and Executive Leadership - City Manager's Office						
194	% of residents surveyed who report they are satisfied with City services	57%	62%	62%	75%	75%
195	% of residents who are satisfied the City is heading in the right direction	67%	72%	72%	85%	85%
196	% of City Council who are satisfied with the quality of information they are provided to establish policies, priorities and strategic goals	87%	93%	80%	89%	89%
197	% of management accepted City Auditor audit recommendations implemented within the specified time	73%	85%	85%	75%	75%
198	% of Strategic Results identified in LFR Strategic Business Plans achieved	52%	52%	52%	75%	75%
199	# of City Manager reports provided	145	129	151	112	112
200	# of Council agenda items approved	3,771	3,799	3,988	3,751	3,751

City Manager's Office

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Policy and Executive Leadership - Legislative						
201	% of legislative agenda items accomplished resulting in favorable changes in legislative rules and regulations	75%	75%	75%	71%	71%
202	% of Council reporting that they are satisfied with the information they receive to make an effective legislative agenda	83%	100%	100%	89%	89%
203	# of legislative contacts	219	210	190	125	125
204	# of legislative issues accomplished	6	3	3	5	5
205	# of legislative status reports and briefings provided	65	38	28	30	30
Policy and Executive Leadership - Office of City Council						
206	% of City Council who are satisfied with the quality and timeliness of information they are provided to identify and establish policy, priorities and strategic goals	N/A	100%	0%	89%	89%
207	% of residents who are satisfied the City is heading in the right direction	67%	72%	72%	85%	85%
208	# of events, education sessions and programs facilitated	N/A	N/A	N/A	40	40
Policy and Executive Leadership - Mayor's Office						
209	% of residents surveyed who report they are satisfied or very satisfied with City services	57%	62%	62%	75%	75%
210	% of residents satisfied with Oklahoma City as a place to live *	N/A	N/A	N/A	N/A	N/A
211	% of residents who are satisfied the City is heading in the right direction	67%	72%	72%	85%	85%

Development Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - 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.						
Strategies to address the Long-Term Issue						
▪ *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(s) to measure annual progress on Long-Term Issue						
By 2022, Development Services will provide effective code enforcement services as evidenced by maintaining at least 50% citizen satisfaction with Code Enforcement.						
212	% of citizens satisfied with code enforcement	38%	38%	38%	39%	39%
Long-Term Issue - 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.						
Strategies to address the Long-Term Issue						
▪ *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(s) to measure annual progress on Long-Term Issue						
By 2022, Animal Welfare will provide improved services and coordination as evidenced by achieving at least an 80% live release rate of shelter pets.						
213	% of live releases	N/A	84%	84%	90%	90%

Development Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - 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.						
Strategies to address the Long-Term Issue						
▪ *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 Result(s) to measure annual progress on Long-Term Issue						
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.*						
214	% of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	100%	100%	100%	98%	98%
215	% of applicants that receive a rezoning development application decision within 120 days of application submission	100%	100%	100%	98%	98%
Long-Term Issue - 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.						
Strategies to address the Long-Term Issue						
▪ *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 Result(s) to measure annual progress on Long-Term Issue						
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.*						
216	% of commercial new construction plans initial code review completed within 15 working days	64%	16%	23%	90%	90%

Development Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Development Process Coordination						
217	% of commercial remodel construction plans initial code review completed within 10 working days	56%	23%	35%	90%	90%
218	% of single family residential new construction plans reviewed within one working day of submission	100%	109%	112%	100%	100%
219	% of phone calls answered within four minutes	29%	44%	55%	70%	70%
Long-Term Issue - 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.						
Strategies to address the Long-Term Issue						
▪ *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(s) to measure annual progress on Long-Term Issue						
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*						
220	% of Animal Welfare Priority one calls receiving initial response within two business hours	26%	24%	25%	52%	52%
Administrative - Executive Leadership						
221	% of key measures and strategic results achieved	69%	56%	47%	75%	75%
222	% of full-time equivalent (FTE) employees without an on the job (OJI) in the current fiscal year	94%	95%	96%	85%	94%
223	% of performance evaluations completed by the review date	73%	84%	87%	95%	95%
224	% of terminations submitted to the Personnel Department within three days of the termination date	90%	91%	77%	95%	95%
225	# of full-time employees supported	169	182	183	197	177
226	Dollar amount of operating expenditures managed	16,666,156	18,400,662	17,885,041	19,871,313	18,335,567

Development Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Animal Welfare - Animal Control						
227	% of Animal Welfare Calls responded to within specified time frames	N/A	32%	37%	56%	56%
228	% of Animal Welfare Priority one calls receiving initial response within two business hours	26%	24%	29%	52%	52%
229	% of Animal Welfare Priority three calls receiving initial response by the next business day	19%	27%	28%	45%	45%
230	% of Animal Welfare Priority two calls receiving initial response within the same business day	40%	54%	63%	70%	70%
231	# of Animal Welfare service call responses provided	12,769	16,177	17,063	20,000	20,000
232	# of cruelty cases worked	2,301	2,515	2,875	2,500	2,500
233	# of dangerous animal cases worked	77	93	64	80	80
234	# of menacing animal cases worked	N/A	10	21	10	10
235	# of animal welfare service calls received	23,050	26,102	26,305	24,000	24,000
236	Expenditure per animal welfare service call provided	58.23	56.73	58.98	75.84	75.84
Animal Welfare - Animal Shelter						
237	% of live releases	N/A	84%	78%	90%	90%
238	# of live animals sheltered	21,821	22,428	21,910	22,000	22,000
239	# of live releases	17,198	15,984	15,380	17,600	17,600
240	# of animal intakes logged	23,437	24,120	23,635	24,500	24,500
Animal Welfare - Community Outreach						
241	% of requested spay/neuter provided	76%	95%	91%	90%	90%
242	# of animal adoptions resulting from an outreach event	1,771	1,634	1,443	1,750	1,750
243	# of animals in foster care	3,603	5,176	8,942	5,000	5,000
244	# of community cats transferred	1,456	1,509	1,508	1,500	1,500
245	# of pet food bank customers served	1,126	948	713	1,100	1,100
246	# of public spay/neuter performed	4,639	4,705	4,665	4,500	4,500

Development Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Animal Welfare - Community Outreach						
247	# of volunteer hours	59,442	123,832	198,736	130,000	130,000
248	# of public spay/neuter requested	6,080	4,942	5,125	5,000	5,000
Animal Welfare - Veterinary Services						
249	% of animals spayed/neutered	23%	25%	28%	25%	25%
250	% of live animals logged treated for illness or injury	20%	23%	24%	18%	18%
251	# of animals receiving microchips	N/A	6,915	7,796	7,000	7,000
252	# of animals spayed/neutered	5,056	5,637	6,089	5,500	5,500
253	# of animals treated for illness or injury	4,311	5,156	5,183	4,000	4,000
254	# of euthanasias performed	4,246	3,000	4,336	3,000	3,000
255	# of live animals logged	21,821	22,582	21,720	22,000	22,000
Code Enforcement - Abandoned Buildings						
256	% of property maintenance violations resolved voluntarily	65%	63%	64%	75%	65%
257	% of abandoned buildings/property maintenance complaint initial inspections completed within four days	84%	84%	72%	85%	70%
258	Average number of property maintenance inspections per violation	N/A	5.56	5.56	6.00	6.00
259	# of abandoned buildings where maintenance violations are resolved	109	115	129	100	110
260	# of abandoned property notices issued	362	425	471	400	400
261	# of proactive property maintenance notices issued	3,076	2,974	2,954	3,000	2,800
262	# of properties declared abandoned by City Council	244	254	296	200	240
263	# of property maintenance notices issued	3,543	3,378	3,104	3,460	3,000
264	# of property maintenance complaints received	4,008	4,149	3,559	4,200	4,000
Code Enforcement - Code Inspections						
265	% of designated proactive area properties inspected at least once per month	89%	83%	96%	90%	90%

Development Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Code Enforcement - Code Inspections						
266	% of total complaint-based inspections (non-abandoned building/property maintenance) completed within four days	78%	62%	44%	82%	70%
267	# of complaint-based inspections (non-abandoned building/property maintenance) completed within four days	34,646	29,814	18,243	36,000	30,800
268	# of proactive properties inspected monthly	49,072	45,481	52,433	49,405	49,405
269	Total # of Inspections Performed *	N/A	N/A	80,869.33	90,000.00	82,000.00
270	# of code complaints (non-abandoned building/property maintenance) received	44,289	48,256	41,116	43,900	44,000
271	# of properties in pro-active inspection areas	54,892	54,892	54,892	54,892	54,892
Code Enforcement - Nuisance Abatement						
272	% of code violations resolved voluntarily	61%	65%	90%	60%	90%
273	% of citizens satisfied with code enforcement	38%	38%	38%	39%	39%
274	% of weeds/grass and junk/debris complaints abated within 45 days from date of complaint	N/A	N/A	N/A	80%	80%
275	Average # of days from official notification to contractor order issued for weeds/grass and junk/debris complaints	N/A	25.63	24.63	26.00	25.00
276	# of abatement actions completed	7,374	7,374	8,511	10,000	9,000
277	# of abatement notices issued	8,291	9,416	6,538	12,000	9,000
278	# of violations identified and parking citations issued.	22,289	21,126	19,360	25,000	20,000
Development Center - Construction Inspections						
279	% of construction related inspections completed within one working day of request	89%	94%	85%	92%	90%
280	% of quality control reviews that do not require correction	83%	78%	77%	80%	80%
281	# of construction related inspections completed	104,054	106,221	118,582	105,000	110,000
282	# of oil and gas inspections completed	1,073	1,124	910	1,200	1,200
283	# of quality control reviews completed	889	975	1,287	900	900

Development Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Development Center - Permits and Licensing						
284	% of construction related permits issued within one working day of request	100%	100%	100%	100%	100%
285	% of phone calls answered within four minutes	29%	44%	57%	70%	70%
286	# of construction permits issued	53,290	53,728	61,023	60,000	60,000
287	# of licenses and residential sale permits issued	24,912	21,089	19,348	26,000	26,000
288	# of walk in customers assisted	22,076	21,226	22,174	21,000	21,000
Development Center - Plan Review						
289	% of commercial new construction plans initial code review completed within 15 working days	64%	16%	50%	90%	90%
290	% of commercial remodel construction plans initial code review completed within 10 working days	56%	23%	27%	90%	90%
291	% of commercial permits issued within three months	70%	67%	163%	69%	69%
292	% of development community surveyed responding as satisfied with the plan review process	51%	62%	62%	67%	23%
293	% of single family residential new construction plans reviewed within one working day of submission	100%	109%	101%	100%	100%
294	Average # of working days in permit process for City permit review	11.74	12.18	12.88	11.00	11.00
295	Average # of working days in permit process for developer response	49.06	37.03	42.53	49.50	49.50
296	# of commercial new construction plans reviewed	1,131	1,117	871	1,150	1,150
297	# of commercial remodel construction plans reviewed	905	1,166	1,704	1,000	1,000
298	# of oil and gas applications reviewed	34	38	26	60	25
299	# of one and two family residential new construction plans reviewed	2,883	2,916	3,739	2,900	2,900

Development Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Subdivision and Zoning - Subdivision and Zoning						
300	% of applicants that receive a rezoning development application decision within 120 days of application submission	100%	100%	100%	98%	98%
301	% of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	100%	100%	100%	98%	98%
302	Average # of days for applicants proposing a new subdivision to receive a development application decision	48	50	50	48	48
303	# of zoning and subdivision applications processed	315	314	335	350	350

Finance

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Financial Management and Information						
Increasing customer needs for timely information, financial management services and higher levels of accountability and transparency if not addressed may result in increased costs, reduced city services, difficulty in maintaining compliance with laws and regulations, lost revenue, and reduced credibility with customers and stakeholders.						
Strategies to address the Long-Term Issue						
▪ *Provide more proactive communication, such as newsletters and training.*						
▪ *Work with customers in departments to identify their financial information and service needs and develop the resources and services identified.*						
▪ *Clarify and improve financial policies and ensure they are easily accessible and effectively communicated to departments.*						
▪ *Refine and maximize use of technology to streamline processes for staff and customers.*						
▪ *Focus on staff development and morale through succession planning and internal training.*						
▪ *Develop transparency plan to provide the public with easily accessible financial information.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, 93% of customers will report they are satisfied with the financial services received to manage operations.						
304	% of customers reporting they are satisfied with the financial services received to manage their operations	91%	89%	89%	90%	90%
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, 95% of customers will report they are satisfied with financial information and reports.						
305	% of customers reporting they are satisfied with financial information and reports	93%	92%	92%	90%	92%

Finance

Long-Term Issue - Sustainable Financial Model

Increasing costs, limited revenue raising flexibility, growing future liabilities, and higher demands for City services if not addressed will result in increased use of debt, increasingly unsustainable levels of service, and a focus on immediate needs at the expense of long-term goals.

Strategies to address the Long-Term Issue

- *Contributions for the Employee Retirement System will be budgeted at the Actuarial Determined Contribution (ADC) rate.*
- *Develop a funding plan for maintenance, operating, and capital replacement of MAPS and bond projects.*
- *Develop a funding plan for public safety and transit fleet replacement.*
- *Continue funding and cost management to address the long-term liability of retiree health insurance (OPEB).*
- *Prepare and manage the General Fund budget to maintain appropriate reserve levels and control personnel cost levels.*
- *Pursue legislative changes to expand the sales tax base, provide revenue diversification and use of property tax.*

Strategic Result(s) to measure annual progress on Long-Term Issue

The City will maintain the ratings on G.O. bonds at the highest level.

			FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
306	$	General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, personnel related costs will remain at or below 70% of total operating costs.

307		% of total operating expenses for payroll expenses	70.25%	70.28%	69.64%	70.00%	70.00%

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, General Fund unbudgeted reserves will be maintained in the range of 14-20% of General Fund budget.

308	$	% of general fund budget maintained in unbudgeted reserve	18.58%	21.66%	20.63%	20.00%	20.00%

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, long-term liabilities will be funded at the following levels:

- *100% for Employee Retirement System (ERS)*
- *20% for retiree health insurance, also known as Other Post Employment Benefits (OPEB)*

309		% of Employee Retirement System (ERS) liability funded	105%	104%	100%	100%	100%
310		% of Other Post Employment Benefits (OPEB) liability funded	8.58%	12.10%	13.21%	12.22%	13.31%

Finance

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Sustainable Financial Model						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2023, property insurance reserves will be funded at two times the deductible.						
311	# of deductibles funded by property insurance reserves	1.74	1.60	1.60	2.00	2.00
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2023, the percentage of General Fund revenue from sales tax will be below 50% due to greater diversification of revenue sources.						
312 ($)	% of General Fund revenue from Sales Tax	54%	55%	58%	56%	56%

Long-Term Issue - Safety

A continued need to promote a workplace safety culture within the City, if not addressed, will result in a high risk of employee injuries and reduced resources available to provide City services.

Strategies to address the Long-Term Issue

- *Continue to provide useful and accurate Workers' Compensation and On the Job Injury (OJI) reports to Departments and assist in analyzing their workplace injury experience.*
- *Provide safety consultation services to Departments.*
- *Train managers in the essential elements of an Occupational Safety Program.*
- *Coordinate safety training for all City employees, employing both internal and external resources.*
- *Maintain a City-wide Safety Advisory Committee to make recommendations for improving the City's safety culture.*
- *Continue proactive claims management services.*
- *Implement a safety recognition program.*
- *Implement a city-wide return to work program.*
- *Ensure every department has an injury/illness prevention plan.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, a culture of safety will be reflected by:

- *The City injury rate will be at or below 7 injuries per 100 employees.*
- *100% of employees will receive quarterly safety training.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
313	# of injuries per 100 employees	9.18	8.41	8.41	8.00	8.00
314	% of employees that receive quarterly safety training	N/A	N/A	N/A	100%	100%

Finance

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Executive Leadership						
315	% of key measures and strategic results achieved	78%	79%	75%	75%	75%
316	% of customers reporting they are satisfied with financial information and reports	93%	92%	92%	90%	92%
317	% of customers reporting they are satisfied with the financial services received to manage their operations	91%	89%	89%	90%	90%
318	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	96%	96%	88%	101%
319	% of performance evaluations completed by the review date	73%	78%	86%	95%	95%
320	% of terminations submitted to the Personnel Department within 3 days of the termination date	100%	100%	100%	95%	95%
321	# of full-time employees supported	76	79	80	88	83
322	Dollar amount of operating expenditures managed	15,237,055	20,988,564	18,297,395	22,320,511	21,973,118
Accounting and Financial Reporting - Accounting Systems						
323	% of accounting system support requests resolved within 3 working days	96.24%	97.05%	97.56%	96.50%	98.41%
324	% of total capital assets that are in balance	93.98%	98.61%	96.41%	97.22%	100.00%
325	# of accounting system support requests resolved	1,907	1,853	1,785	1,848	1,750
326	# of accounting system support requests received	1,914	1,864	1,794	1,800	1,765
Accounting and Financial Reporting - Financial Reporting						
327	% of financial reports issued on time	95.00%	95.64%	90.92%	95.61%	100.00%
328	% of bank reconciliations completed on time	97.75%	99.34%	99.68%	100.00%	100.00%
329	% of customers who report they are satisfied with the financial information available to make decisions	81%	87%	87%	90%	92%
330	# of bank reconciliations completed	1,999	1,963	1,978	2,040	2,000
331	# of financial reports issued	228	263	219	218	192

Finance

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Accounting and Financial Reporting - Payroll						
332	% of employee payments processed accurately and on time	100%	100%	100%	100%	100%
333	% of payroll-related vendor payments processed accurately and on time	100%	100%	100%	100%	100%
334	# of employee payments processed	143,781	145,744	145,447	147,670	147,670
335	# of payroll corrections processed	N/A	365	664	360	360
336	# of payroll-related vendor payments processed	3,612	3,491	2,939	2,800	2,800
337	# of retroactive checks processed	N/A	110	398	200	150
Financial Planning and Management - Debt Management						
338	General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
339	# of bond issues outstanding	42	45	45	46	47
340	$ of debt outstanding	1,848,492,042	1,848,492,042	1,848,492,042	1,950,000,000	1,950,000,000
341	Debt per capita	2,797	N/A	N/A	2,850	2,850
Financial Planning and Management - Energy Management						
342	% change in energy consumption from previous fiscal year	-4%	3%	-10%	0%	0%
343	Total energy usage for City operations (MMBTU)	1,753,629	1,805,279	1,624,661	1,464,472	1,464,472
344	# of energy efficiency projects completed	0	1	1	3	3
345	# of energy efficiency projects in progress	1	4	9	2	2
346	# of utility accounts managed	2,395	2,534	2,515	2,506	2,506
347	# of utility bills paid through PeopleSoft interface	N/A	2,401	4,103	6,540	6,540
348	# of utility bills processed	15,159	18,806	15,641	18,400	18,400
Financial Planning and Management - Management and Budget						
349	% of customers who report they are satisfied with the budget services and information provided to manage operations	92%	88%	89%	90%	90%
350	% of Employee Retirement System (ERS) liability funded	105%	104%	100%	100%	100%
351	% of general fund budget maintained in unbudgeted reserve	18.58%	21.66%	25.52%	20.00%	20.00%

Finance

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Financial Planning and Management - Management and Budget						
352	% of General Fund revenue from Sales Tax	54%	55%	28%	56%	56%
353	% of Other Post Employment Benefits (OPEB) liability funded	8.58%	12.10%	13.21%	12.22%	13.31%
354	% of total operating expenses for payroll expenses	70.25%	70.28%	68.25%	70.00%	70.00%
355	City budget dollars managed	1,377,386,318	1,563,885,866	1,554,632,069	1,563,885,866	1,563,885,866
Financial Planning and Management - Performance Management						
356	% of citizens satisfied with City services	57%	62%	62%	67%	67%
357	% of data entered on time	74%	94%	77%	95%	95%
358	# of measures managed	2,916	2,945	3,063	3,000	3,000
359	# of performance data certifications performed	11	22	22	80	80
Purchasing and Payment Processing - Payment Processing						
360	% of vendor payments made in 30 calendar days or less from invoice date	92%	91%	89%	91%	97%
361	# of vendor payments processed	90,172	83,884	82,637	90,911	85,000
Purchasing and Payment Processing - Purchasing						
362	% of purchase orders approved within four (4) hours	96%	97%	98%	98%	98%
363	% of purchasing contracts approved on time	96%	93%	97%	95%	95%
364	% of purchase orders encumbered after invoice date	N/A	10%	9%	10%	10%
365	% of purchases under $5,000 made with the purchasing card	90%	89%	90%	90%	90%
366	# of employees trained	298	292	346	300	300
367	# of purchasing contracts approved	623	630	659	654	654
Revenue Management - Revenue Enforcement						
368	$ of delinquent revenue collected per revenue enforcement activity completed (12 month rolling average)	1,515	2,856	4,504	1,700	1,700
369	$ of independent audit revenue per $ of independent audit expense	1	5	2	4	3
370	$ of delinquent and noncompliant revenues collected	663,708	1,339,632	1,207,690	900,000	900,000

Finance

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Revenue Management - Treasury						
371	% of portfolio yield compared to the 0-3 year US Treasury Index benchmark	98%	102%	109%	100%	100%
372	% of City and Trust revenue recorded through Treasury within 2 business days	92.62%	95.05%	95.53%	90.00%	92.00%
373	% of customers who are satisfied with banking services provided by the Treasury division	94%	94%	94%	94%	94%
374	# of assessment districts invoiced	2,955	2,015	2,784	2,090	2,900
375	$ of City and Trust revenue recorded by Treasury	1,242,289,495	1,284,391,953	1,252,793,336	1,240,000,000	1,178,000,000
Risk Management - Insurance						
376	% of property losses per premium paid	0.00%	0.00%	0.00%	0.00%	0.00%
377	# of deductibles funded by property insurance reserves	1.74	1.60	1.60	2.00	2.00
378	$ amount of property losses	918,660	3,260	189,404	400,000	400,000
379	Total value of City property insured (total insured value-TIV)	3,418,342,024	3,418,342,024	3,418,342,024	3,400,000,000	3,400,000,000
380	# of property claims	N/A	0	N/A	N/A	N/A
Risk Management - Workers' Compensation and Workplace Safety						
381	Estimated Cost per Claim	5,960.39	1,349.93	60,928.39	6,000.00	6,000.00
382	# of injuries per 100 employees	9.18	8.41	8.41	8.00	8.00
383	% of employees that receive quarterly safety training	N/A	N/A	N/A	100%	100%
384	# of training courses offered	N/A	56	147	24	24
385	# of work days lost due to OJI	11,504	11,371	15,908	9,500	9,500
386	$ Total for workers' compensation	12,868,953.32	14,148,130.57	25,842,555.64	13,150,000.00	13,150,000.00
387	# of OJI claims filed	590	200	68	680	680
388	$ of administrative expenditure per closed OJI claim	N/A	8,236.38	13,681.31	2,400.00	2,400.00

Fire

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Life Safety – Property Loss						
The lack of awareness and application of personal safety and health measures by residents, if not addressed, will result in fire fatalities, illness, injuries and property loss.						
Strategies to address the Long-Term Issue						
▪ *Conduct community risk reduction activities where a safety survey, home smoke alarms, healthcare needs, and safety messages or drills are provided.*						
▪ *Increase improved life safety knowledge through safety education sessions.*						
▪ *Distribute long life smoke alarms in targeted high fire risk areas.*						
▪ *Provide online pre-inspection checklists and provide regular inspections.*						
▪ *Provide CPR training to Oklahoma City employees and residents.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, the structure fire fatality rate in Oklahoma City will be at or below the national average (1.05 per 100,000 residents based on the latest available data from the National Fire Protection Association (NFPA).						
389	# of structure fire fatalities per 100,000 residents	3.21	2.39	2.20	1.03	1.03
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, Oklahoma City will achieve a cardiac arrest resuscitation rate of 33%.						
390	% of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved	38%	37%	38%	29%	29%
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, the community of Oklahoma City will benefit from comprehensive fire and life safety and prevention education, as evidenced by:						
▪ *100% of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities.*						
▪ *40,000 community risk reduction activities involving the community of Oklahoma City.*						
391	% of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities	93%	26%	26%	100%	100%
392	# of Fire Department Community Risk Reduction activities	37,393	39,155	38,936	40,000	40,000

FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target

Long-Term Issue - Increased Service Demand

The growing demand on Fire Department services and resources caused by population growth, development, and changing demographics, coupled with an increasing role in EMS delivery, if not addressed, will result in:

- *Increased response times leading to property loss*
- *Deterioration of patient condition*
- *Increasing delays in delivering other services*
  - *Hazardous Materials*
  - *Technical rescue*
  - *Water rescue*
  - *High angle rescue*
  - *Trench Rescue*
  - *Confined space rescue*
  - *Structural collapse rescue*
  - *Wildland urban interface*
  - *Agency assist*

Strategies to address the Long-Term Issue

- *Continue to review and upgrade the Advanced Life Support Program (ALS) to meet City Council directives.*
- *Concentrate recruitment and training efforts on increasing Oklahoma City Fire Department paramedics.*
- *Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.*
- *Continue the implementation and training for enhanced communications and data systems.*
- *Continue integration with EMSA including the periodic analysis of the Medical Priority Dispatch System (MPDS) to ensure appropriate allocation of our EMS resources.*
- *Continue to work with local, state and federal organizations to assist and provide monitoring and detection for our residents and responders at large venues and National security events.*
- *Collaborate with other City Departments to implement plans that are conducive for emergency responses to include faster routes and areas free of permanent obstructions.*
- *Collaborate with local educational institution, Medical Director, local law enforcement, state and federal organizations, and medical transport agencies to increase educational opportunities.*

Fire

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Increased Service Demand						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, the residents of Oklahoma City, even anticipating growth in outlying areas, will receive emergency responses within 7 minutes 70% of the time in order to protect lives, assess and treat medical emergencies, and limit damage to property and the environment.						
393	% of emergency incidents responded to within 7 minutes	65%	65%	65%	70%	70%
Long-Term Issue - Aging Facilities and Fleet Replacement						
A lack of capital funding for Fire Department facilities and fleet replacement past 2021, if not addressed, will result in increased facility and fleet maintenance costs and a diversion of resources from direct services to the public.						
Strategies to address the Long-Term Issue						
▪ *Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.*						
▪ *Complete facility repairs funded by General Obligation Bonds and Fire Sales Tax Fund.*						
▪ *Work with City leadership to identify a funding source for Fleet replacement.*						
▪ *Use MA+ Engineering facility assessment to prioritize building improvements throughout the Fire Department and identify a funding source.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2021, 100% of annual fleet replacement needs will have an identified funding source.						
394	% of annual fleet replacement needs with an identified funding source	N/A	0%	0%	N/A	N/A
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2021, 100% of annual facility improvement needs will have an identified funding source.						
395	% of annual facility improvement needs with an identified funding source	N/A	N/A	N/A	N/A	N/A
Administrative - Executive Leadership						
396	% of key measures and strategic results achieved	18%	26%	42%	75%	75%
397	% of Fire Department applicants that are female and/or minority	36%	42%	42%	45%	45%
398	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	95%	95%	95%	95%	95%
399	% of performance evaluations completed by the review date	77%	92%	91%	100%	100%

Fire

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Executive Leadership						
400	% of terminations submitted to the Personnel Department within 3 days of the termination date	94%	100%	100%	95%	95%
401	# of full-time employees supported	986	1,004	1,008	1,034	1,037
402	Dollar amount of operating expenditures managed	131,474,884	140,439,838	133,920,991	155,754,857	151,985,888
Administrative - Public Relations and Marketing						
403	% of photography/videography/graphic arts projects completed on time	N/A	N/A	95%	100%	100%
404	# of Fire apparatus appearance requests *	N/A	N/A	301	540	600
405	# of new social media followers *	N/A	N/A	13,051	13,200	18,000
406	# of photography/videography/graphic arts projects projects completed *	N/A	N/A	49	48	40
407	# of Smoke Alarm requests via OKC Fire website in English *	N/A	N/A	453	300	500
408	# of Smoke Alarm requests via OKC Fire website in Spanish *	N/A	N/A	21	36	36
409	# of social media engagements *	N/A	N/A	512,129	408,000	800,000
410	# of social media posts *	N/A	N/A	1,928	1,800	2,000
Fire Prevention Services - Fire Code Compliance						
411	% of fire protection system plan reviews completed within 7 business days of receipt	88%	100%	100%	100%	100%
412	% of initial new construction inspections completed within 2 business days of request	98%	97%	97%	90%	90%
413	% of identified high-risk commercial businesses inspected annually	0%	N/A	N/A	10%	10%
414	# of identified high risk commercial businesses *	N/A	N/A	3,217	N/A	N/A
415	# of requests for service completed (re-inspections, surveys, open records requests, training sessions, and monthly permits)	60,842	49,065	57,765	53,494	53,494

Fire

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Fire Prevention Services - Fire Investigations						
416	% of incendiary (set fire) fire investigations referred to the district attorney for prosecution of arson	N/A	37%	29%	35%	63%
417	% of fire investigations resulting in a cause determination of accidental, incendiary, or natural	65%	61%	65%	68%	56%
418	# of fire investigations conducted	229	208	268	126	200
419	# of investigations resulting in a cause determination of incendiary	67	63	94	126	70
420	# of juveniles referred to the Operation Safe Fire Program	12	20	10	50	30
Fire Prevention Services - Public Safety Education Services						
421	% of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities	93%	26%	26%	100%	100%
422	% of youth referred to Fire Prevention Services that have previously attended Operation Fire Safe	N/A	N/A	N/A	0%	0%
423	# of Fire Department public safety education participants served	23,455	20,086	34,627	36,000	36,000
424	# of elementary students in the Oklahoma City limits participating in Community Risk Reduction activities	7,276	N/A	N/A	6,824	6,824
425	# of Health and Safety Sessions provided	83	N/A	19	30	50
426	# of hours spent on Community Risk Reduction requests for service	4,645	1,598	N/A	3,500	3,500
427	# of smoke alarms distributed to residents	6,511	8,047	5,777	6,500	6,500
Operational Services - Emergency Medical Services						
428	% of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved	38%	37%	33%	29%	29%
429	% of Fire Department emergency medical responses provided within 5 minutes or less from being dispatched to arrival	61%	62%	61%	70%	70%
430	% of Fire Department emergency medical responses provided with Advanced Life Support (ALS) staff and equipment	87%	87%	88%	85%	85%

Fire

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Operational Services - Emergency Medical Services						
431	% of Fire Department emergency medical responses where treatment is indicated and condition is improved or stabilized	100%	100%	100%	95%	95%
432	% of time Fire apparatus arrives on scene prior to EMSA *	N/A	N/A	N/A	28%	N/A
433	# of Fire Department emergency medical responses	52,924	52,188	56,152	55,579	55,579
434	# of Fire Department emergency medical responses where treatment is provided	N/A	41,205	43,410	48,157	48,157
435	# of Fire Department emergency medical calls dispatched	61,788	61,234	66,356	64,919	64,919
Operational Services - Fire Suppression Operations						
436	# of structure fire fatalities per 100,000 residents	3.21	2.39	1.41	1.03	1.03
437	% of structure fire incident responses within 5 minutes or less from being dispatched to arrival	N/A	68%	68%	70%	70%
438	% of emergency incidents responded to within 7 minutes	65%	65%	65%	70%	70%
439	% of other fire incident responses within 5 minutes or less from being dispatched	N/A	56%	55%	70%	70%
440	% of structure fires contained to the room of origin	63%	71%	76%	65%	65%
441	# of Fire Department Community Risk Reduction activities	37,393	39,155	37,725	40,000	40,000
442	# of Fire Department daily training hours per Operations position	3.04	N/A	N/A	2.00	2.00
443	# of fire incident responses provided	2,926	2,581	3,472	3,100	3,100
444	# of other fire incident responses provided	N/A	1,469	2,261	1,800	1,800
445	# of people assisted by the Fire Department Community Service Liaison	1,661	900	567	3,000	3,000
446	# of special operations responses provided by the Fire Department	905	1,129	959	800	800
447	# of structure fire incident responses provided	N/A	1,097	1,184	1,000	1,000
Support Services - Fire Dispatch						
448	% of incidents dispatched within 60 seconds of receipt at Fire Dispatch	83%	88%	92%	90%	90%

Fire

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Support Services - Fire Dispatch						
449	% of 911 telephone calls answered within 15 seconds or less from transfer to Fire Dispatch	97%	98%	97%	100%	100%
450	# of incidents dispatched to the Fire Department	75,089	74,411	80,787	78,400	78,400
451	# of 911 telephone calls received	17,006	17,157	19,761	17,600	17,600
Support Services - Fire Logistics and Facilities Maintenance						
452	% of Priority 1 facility work orders completed within 24 hours	90%	81%	N/A	90%	90%
453	% of time the fire apparatus is available for use (not down for maintenance)	92%	92%	92%	90%	90%
454	% of fleet direct labor hours realized	N/A	60%	96%	70%	70%
455	% of repairs outsourced	6%	4%	5%	12%	8%
456	% of total maintenance hours that are scheduled	65%	93%	83%	70%	80%
457	# of fleet direct labor hours realized	6,495	8,245	7,743	9,800	9,800
458	# of Priority 1 Fire Department facility work orders completed	158	112	N/A	160	160
459	# of Priority 1 Fire Department facility work orders completed within 24 hours	142	91	N/A	144	144

General Services

Long-Term Issue - Maintenance of City Assets

The continued need for coordinated planning for the maintenance of City assets, if not addressed, will result in:

- *Increased capital and operating cost.*
- *Delays in response times to maintenance requests.*
- *Unsafe facilities, leading to increased risk of injury or illness to citizens and city employees.*
- *Continued duplication of efforts.*
- *Missed opportunities to identify conservation initiatives.*

Strategies to address the Long-Term Issue

- *Schedule elective repairs found during preventive maintenance inspections based on customer's priority of need.*
- *Assign staff to preventive maintenance work orders in a timely manner to promote completions by due date.*
- *Increase shop priority on equipment approaching promised return date.*
- *Assign staff to facility work orders in a timely manner and work closely with requesting agencies regarding material acquisition to complete services within designated completion time.*
- *Strive to provide exceptional customer service through SharePoint notification communication with customers as work requests / work orders are completed.*
- *Meet annually with Fleet Services' customer groups to discuss their issues and concerns.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2020, General Services' customer departments will benefit from having a coordinated building and equipment assets maintenance, repair and service plan as evidenced by:

- *At least 60% of all vehicle/equipment work orders that are preventative maintenance.*
- *At least 88% of all preventive maintenance facility work orders will be completed when due in order to decrease capital costs and avoid costly unexpected repairs.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
460	% of all vehicle/equipment work orders that are preventitive maintenance	52%	51%	50%	55%	53%
461	% of preventive maintenance work orders completed on schedule	103%	96%	98%	95%	95%

General Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Maintenance of City Assets						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2020, City departments will benefit from improved customer service as evidenced by:						
▪ *At least 90% of vehicle repairs completed within the stated completion time.*						
▪ *At least 80% of unscheduled facility repair work orders completed on time.*						
▪ *At least 80% of customers surveyed will be satisfied with Building Management services.*						
▪ *At least 95% of customers surveyed will be satisfied with Fleet Services.*						
462	% of vehicle/equipment work orders completed by the stated completion time	95%	98%	97%	93%	92%
463	% of unscheduled facility repair work orders completed on time	54%	52%	44%	55%	50%
464	% of customers satisfied with Building Management	62%	85%	85%	70%	80%
465	% of customers satisfied with Fleet Services	74%	85%	85%	90%	82%

General Services

Long-Term Issue - Skilled Labor Shortage

The growing shortage of skilled laborers, if not addressed, will result in:

- *Additional outsourcing at an increase in cost to customers.*
- *Diminished service levels to customers.*
- *Limited facility and fleet management service options.*

Strategies to address the Long-Term Issue

- *Provide staff training and support to improve skills needed to complete facility repair requests.*
- *Work with vocational technology and educational institutions to find employees*
- *Work with the personnel department to establish apprenticeship programs within the skilled trades*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2020 Oklahoma City Departments will benefit from a skilled General Services Department workforce, as evidenced by:

- *100% of vehicle mechanics with ASE Master Level Certification.*
- *Maintain Fleet Services staffing levels at 210 vehicle equivalents per mechanic (industry standard is 200 vehicle equivalates per mechanic).*
- *Maintain a minimum Building Maintenance staff ratio of 63,250 square feet per employee (industry standard is 55,000 square feet per maintenance staff employee).*
- *Less than 25% of vehicle repairs will be outsourced.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
466	% of vehicle mechanics with ASE Master Level Certification	82%	66%	64%	88%	87%
467	# of vehicle equivalents per mechanic	320	334	327	259	290
468	Square footage maintained per Building Maintenance Employee	82,870	88,938	85,608	79,730	93,612
469	% of outsourced vehicle repairs	2%	5%	5%	7%	4%

General Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Capital Repair and Replacement						
The continued inadequate capital repair and replacement of the City's facilities and equipment assets, if not addressed, will result in:						
▪ *Increased demand for building and fleet maintenance services.*						
▪ *Increased maintenance, operational and capital costs for the City.*						
▪ *Negative public image of the City.*						
▪ *Poor customer morale.*						
▪ *Increased risk for injury for citizens and employees.*						
▪ *Unscheduled service interruptions.*						
Strategies to address the Long-Term Issue						
▪ *Provide a detailed estimate Facility and Fleet capital needs to the Finance Department annually.*						
▪ *Meet annually with department and division heads to determine their vehicle/equipment replacement needs.*						
▪ *Provide project development and estimating services, building assessments and reports and provide advice on facility issues.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2020, City decision makers will benefit from having expert advice and information needed to make fleet and facility decisions as evidenced by:						
▪ *100% of department managers will say they received the information needed to make Fleet decisions.*						
▪ *100% of department managers will say they received the information needed to make Facility decisions.*						
470	% of department managers satisfied with information needed to make fleet decisions	13%	100%	100%	100%	81%
471	% of department managers that say they receive the information needed to make Facility decisions	100%	100%	100%	80%	80%
Administrative - Executive Leadership						
472	% of key measures and strategic results achieved	58%	47%	65%	75%	75%
473	% of ADA compliance issues responded to within 5 working days	100%	100%	100%	100%	100%
474	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	97%	97%	96%	98%
475	% of performance evaluations completed by the review date	78%	81%	82%	96%	94%
476	% of terminations submitted to the Personnel Department within 3 days of the termination date	100%	100%	100%	1%	100%

General Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Executive Leadership						
477	# of ADA issues responded to within 5 working days	555	575	591	500	420
478	# of full-time employees supported	62	66	68	71	66
479	Dollar amount of operating expenditures managed	12,693,006	13,078,766	14,268,904	15,542,573	13,172,655
480	# of ADA compliance issues received and tracked	555	575	591	500	420
Facility Asset Management - Aquatic and Recreational Facility Safety						
481	% of operating days aquatic facilities are available for use	99%	N/A	N/A	98%	98%
482	% of water quality tests passed	N/A	97%	97%	90%	95%
483	# of aquatic facilities supported	23	23	23	23	23
484	# of aquatic facility installations/repairs completed	26	29	39	35	35
485	# of spray ground inspections	314	N/A	N/A	300	300
486	# of water quality tests performed by General Services	761	857	742	800	850
Facility Asset Management - Building Maintenance, Repair, and Enhancement						
487	% of customers surveyed who express overall satisfaction with maintenance of their facilities	78%	85%	85%	81%	80%
488	% of work orders that are unscheduled	35%	39%	44%	45%	41%
489	% of customers satisfied with Building Management	62%	85%	85%	70%	80%
490	% of customers surveyed who express overall satisfaction with enhancements of their facilities	71%	83%	83%	80%	85%
491	% of customers surveyed who express overall satisfaction with the cleanliness of facilities	59%	64%	64%	70%	70%
492	% of facility repair requests received that are non-callbacks	99%	98%	98%	98%	98%
493	% of preventive maintenance work orders completed on schedule	103%	96%	88%	95%	95%
494	% of unscheduled facility repair work orders completed on time	54%	52%	43%	55%	50%
495	Square footage maintained per Building Maintenance Employee	82,870	88,938	81,433	79,730	93,612
496	# of enhancements completed	58	60	27	50	40

General Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Facility Asset Management - Building Maintenance, Repair, and Enhancement						
497	# of preventive maintenance work orders completed	2,572	2,199	2,289	1,852	2,200
498	# of resource conservation measures completed	13	20	16	17	15
499	# of square feet of graffiti removed	9,767	2,489	5,549	5,000	5,000
500	# of unscheduled facility work orders completed	729	751	750	750	750
501	# of enhancements requested	95	81	39	67	45
502	# of preventive maintenance work orders scheduled for completion	2,506	2,300	2,610	1,949	2,315
503	# of unscheduled repair work orders requested	1,428	1,554	2,066	1,650	1,650
504	$ expenditure per square foot of City facilities maintained	1.51	1.50	1.44	5.62	1.59
Fleet Management - Fleet Refueling						
505	% of fueling transactions completed without assistance	100%	101%	100%	100%	100%
506	# of fueling transactions completed	124,617	133,380	35,351	26,400	31,224
507	# of gallons of fuel purchased	1,651,539	1,804,996	1,840,970	1,700,000	1,871,016
Fleet Management - Fleet Services Support						
508	% of budgeted vehicle/equipment purchased	71%	124%	117%	85%	85%
509	% of underutilized units in the general fleet	27%	28%	26%	20%	25%
510	% of customers satisfied with Fleet Services	74%	85%	85%	90%	82%
511	% of department managers satisfied with information needed to make fleet decisions	13%	100%	100%	100%	81%
512	# of new vehicles/equipment issued	55	97	91	85	85
513	# of underutilized units	392	333	274	374	269
514	# of vehicles/equipment specifications provided	63	1	0	3	0
515	$ amount of vehicles/equipment funded for replacement	3,915,000	3,915,000	3,915,000	4,300,000	3,915,000
516	$ amount of vehicles/equipment identified for replacement	8,562,939	8,562,939	8,562,939	6,042,000	6,042,000

General Services

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Fleet Management - Vehicle and Equipment Maintenance						
517	% of vehicle/equipment available for use	91%	95%	94%	92%	88%
518	% of all vehicle/equipment work orders that are preventitive maintenance	52%	51%	53%	55%	53%
519	% of outsourced vehicle repairs	2%	5%	4%	7%	4%
520	% of vehicle mechanics with ASE Master Level Certification	82%	66%	62%	88%	87%
521	% of vehicle/equipment work orders completed by the stated completion time	95%	98%	92%	93%	92%
522	% of vehicle/equipment work orders completed correctly without return for rework	99%	99%	100%	98%	100%
523	# of vehicle/equipment work orders completed	9,211	9,521	9,541	9,500	9,528
524	# of vehicles/equipment available for use	1,698	1,841	1,813	1,720	1,752
525	# of vehicle equivalents per mechanic	320	334	295	259	290
526	# of vehicles/equipment in the fleet	1,868	1,945	1,930	1,870	2,001

Information Technology

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - System Security and Data Integrity						
The increasing number and sophistication of security threats to the City's information technology systems, if not addressed, could result in:						
▪ *Loss of system integrity*						
▪ *Loss of data confidentiality*						
▪ *Decreased ability for the organization to provide services*						
▪ *Financial instability*						
▪ *Exposure of employees and citizens to identity theft*						
▪ *Erosion of citizen confidence*						
▪ *Liability caused by data breach or interruption of service*						
Strategies to address the Long-Term Issue						
▪ *The IT Department will utilize the Center for Internet Security CIS Critical Security Controls for Effective Cyber Defense (CIS Controls - www.cisecurity.org) to prioritize City security projects and operational efforts,*						
▪ *Cyber security threats will be closely monitored in collaboration through active membership in the MS-ISAC (Multi State Information Sharing & Analysis Center - msisac.cisecurity.org)*						
▪ *The IT Department will continue to conduct periodic vulnerability and penetration assessments and the results will drive the implementation of new security projects.*						
▪ *The IT Department will pro-actively conduct user security awareness training based on industry best practices.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Better than 90% success rate for user security awareness training annually.						
527	% success rate for user security awareness testing *	N/A	N/A	N/A	90%	96%
Strategic Result(s) to measure annual progress on Long-Term Issue						
At least 95% of business system configurations will match the approved configuration standard annually.						
528	% of business system configurations that match the approved configuration security standard	N/A	94%	94%	97%	97%
Strategic Result(s) to measure annual progress on Long-Term Issue						
The City will meet or exceed 85% compliance with the recommended Critical Security Controls (CSC) standard annually.						
529	% compliance with the recommended Critical Security Controls (CSC)	89%	94%	94%	90%	95%

Information Technology

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Growing Demand for Technology						

The increasing backlog of projects and service requests for new and expanded technology, if not addressed, could result in:

- *Excessive delay in technology projects which will impact City department strategies*
- *Inability to implement new technology services in a timely manner*
- *Increased security vulnerability risk*
- *Customer dissatisfaction with overall technology capabilities and support*
- *Increased decentralization of new technology selection, implementation and support:*
  - *Decreased standardization of technology*
  - *Increased inefficiency in the organization*
- *Failure to comply with Federal and legal mandates*
- *Underutilization of technology investments*

Strategies to address the Long-Term Issue

- *The IT Department will conduct technology Strategic Alignment (SA) meetings biannually with customer department directors and stakeholders to validate organizational priorities and align new project investments with final direction from the City Manager and Assistant City Managers.*
- *The IT Department will continue to balance staff resource allocations to most effectively meet new technology initiatives which provide an increased efficiency and improved quality of service from customer departments to citizens, while still meeting support expectations for existing systems.*
- *The IT Department will continue to use project prioritization criteria to ensure that projects required for legal mandates, to mitigate a security risk, or necessary for City operations, efficiency, and quality of service to citizens are executed first.*

Strategic Result(s) to measure annual progress on Long-Term Issue

At least 75% of all incidents will be resolved within four operational hours annually.

530	% of incidents resolved within four operational hours by the IT Department	70%	79%	80%	75%	75%

Strategic Result(s) to measure annual progress on Long-Term Issue

At least 95% of IT Departmental Contacts survey respondents will report that the Information Technology Department effectively meets their technology service expectations annually.

531	% of IT Departmental Contacts who report that the Information Technology Department resources effectively meets their technology service expectations	100%	100%	100%	90%	90%

Information Technology

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Growing Demand for Technology						
Strategic Result(s) to measure annual progress on Long-Term Issue						
At least 75% of programs where delivery capacity meets or exceeds project demand by 2021.						
532	% of programs where delivery capacity meets or exceeds project demand	N/A	50%	50%	86%	86%
Long-Term Issue - Advanced Skill Sets						
The increasing implementation of systems utilizing advanced technologies creates a growing gap between required and available skills to configure and support these technologies, if not addressed, could result in:						
▪ *Increased security risks, including identity theft and data integrity*						
▪ *Increased disruption to critical City services*						
▪ *Underutilized technology investments*						
▪ *Failure to effectively support critical City systems*						
▪ *Inability to recruit and retain qualified technology staff*						
▪ *Increased cost and inefficiency due to reliance on third party support*						
Strategies to address the Long-Term Issue						
▪ *The IT Department will continue to budget for critical training requirements to effectively support City systems.*						
▪ *The IT Department will maximize training efficiency using available online and local resources where possible for IT staff.*						
▪ *Identify recommended end user training opportunities and communicate to department contacts.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
At least 90% of critical or required IT staff training requests completed annually.						
533	% of critical or required IT staff training requests completed annually	N/A	100%	100%	90%	90%
Administrative - Executive Leadership						
534	% of key measures and strategic results achieved	64%	68%	40%	75%	75%
535	% of critical or required IT staff training requests completed annually	N/A	100%	100%	90%	90%
536	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	100%	97%	98%	95%	94%

Information Technology

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Executive Leadership						
537	% of IT Departmental Contacts who report that the Information Technology Department resources effectively meets their technology service expectations	100%	100%	100%	90%	90%
538	% of performance evaluations completed by the review date	56%	43%	62%	95%	95%
539	% of programs where delivery capacity meets or exceeds project demand	N/A	50%	50%	86%	86%
540	% of terminations submitted to the Personnel Department within 3 days of the termination date	100%	91%	96%	95%	95%
541	# of full-time employees supported	100	104	104	111	112
542	Dollar amount of operating expenditures managed	21,809,170	22,537,954	26,743,268	29,348,747	29,546,561
Customer Support - Customer Support						
543	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by the IT Department	95%	96%	96%	95%	95%
544	% of incidents resolved within four operational hours by the IT Department	70%	79%	72%	75%	75%
545	% of customers responding to the IT Work Request feedback survey who are satisfied with the overall quality of service delivered by the IT Customer Support Program	N/A	98%	97%	95%	95%
546	% of incidents resolved within four operational hours by the Customer Support Program	N/A	N/A	81%	75%	75%
547	# of IT Customer Support work requests completed	5,491	6,396	5,876	5,500	5,500
548	# of IT Customer Support work requests received	5,551	6,744	6,012	5,500	5,500
549	# of requested IT Customer Support projects in backlog	10	6	6	9	9
Public Safety Support - Public Safety Applications Support						
550	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by the IT Public Safety Applications Support Program	88%	133%	50%	95%	95%

Information Technology

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Public Safety Support - Public Safety Applications Support						
551	% of incidents resolved within four operational hours by the Public Safety Applications Support program	50%	53%	36%	75%	75%
552	# of public safety system work requests completed	381	722	392	375	375
553	# of public safety system work requests received	413	712	397	370	370
554	# of requested Public Safety Application projects in backlog	14	14	37	12	12
Public Safety Support - Public Safety Communications Support						
555	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by the IT Public Safety Communication Support program	98%	N/A	N/A	95%	95%
556	% of CCTV cameras operational	98%	98%	97%	95%	98%
557	% of customers responding to an internal departmental survey who are satisfied with the response to critical Public Safety Communications Center (PSCC) work requests	100%	100%	100%	95%	95%
558	% of incidents resolved within 24 operational hours by the Public Safety Communications Support program	82%	86%	89%	88%	88%
559	% of incidents resolved within four operational hours by the Public Safety Communications Support program	75%	86%	89%	75%	75%
560	# of non-Oklahoma City Police Department vehicles outfitted	55	41	69	96	96
561	# of Oklahoma City Police Department vehicles outfitted	162	N/A	N/A	225	225
562	# of Public Safety communication devices supported	8,381	8,422	8,438	8,500	8,500
563	# of Public Safety Communications Support work requests received	1,374	1,213	1,325	1,800	1,800
564	# of Public Safety Communications work requests completed	1,380	1,179	1,507	1,600	1,600
565	# of requested Public Safety Communications Support projects in backlog	15	12	7	5	5
566	$ expenditure per Public Safety communication device supported	702.76	673.86	797.00	803.79	803.79

Information Technology

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Technology Applications Support - Departmental Systems						
567	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by the IT Departmental Systems program	98%	98%	98%	95%	95%
568	% of incidents resolved within four operational hours by the IT Departmental Systems program	96%	93%	93%	75%	75%
569	# of Departmental Systems work requests completed	2,660	2,363	2,238	2,400	2,400
570	# of Departmental Systems service requests in backlog	141	96	101	120	60
571	# of Departmental Systems work requests received	2,575	2,184	2,213	2,400	2,400
572	# of requested Departmental Systems projects in backlog	21	30	35	10	20
Technology Applications Support - Enterprise Business Application						
573	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by the IT Enterprise Business Applications program	98%	98%	98%	95%	95%
574	% of incidents resolved within four operational hours by the IT Enterprise Business Applications program	98%	96%	97%	75%	75%
575	# of Enterprise Business Applications work requests completed	2,122	1,639	1,566	2,040	1,700
576	# of Enterprise Business Applications service requests in backlog	87	82	69	75	75
577	# of Enterprise Business Applications work requests received	2,044	1,611	1,562	1,800	1,600
578	# of requested Enterprise Business Applications projects in backlog	26	25	29	16	16
Technology Applications Support - Geographic Information Systems						
579	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by the IT Geographic Information Systems program	91%	100%	100%	95%	95%
580	% of incidents resolved within four operational hours by the IT Geographic Information Systems program	77%	72%	76%	75%	75%
581	# of Geographic Information System work requests completed	371	433	452	400	450

Information Technology

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Technology Applications Support - Geographic Information Systems						
582	# of Geographic Information System service requests in backlog	61	53	44	30	50
583	# of Geographic Information System work requests received	381	427	478	400	450
584	# of requested Geographic Information System projects in backlog	25	27	21	25	20
Technology Enhancements - Data Management						
585	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by Data Management	N/A	89%	94%	95%	95%
586	% compliance with recommended data governance controls	N/A	N/A	N/A	90%	90%
587	% of incidents resolved within four operational hours by the Data Management program	56%	53%	78%	75%	75%
588	# of databases supported	370	398	425	380	380
589	# of IT Data Management program work requests completed	335	338	213	240	240
590	# of Data Management service requests in backlog	61	103	116	75	75
591	# of IT Data Management program work requests received	318	334	236	240	240
592	# of requested Data Management projects in backlog	57	58	70	24	24
Technology Enhancements - Project Management						
593	% of surveyed technology project stakeholders reporting that implemented technology meets identified business goals	100%	88%	85%	90%	90%
594	% of recommended formal business analyses completed for new technology projects	100%	71%	30%	100%	100%
595	% of technology project stakeholders rating the quality of services delivered by the Project Management Program as good or excellent	100%	95%	94%	90%	90%
596	# of Project Management projects completed	12	16	18	10	10
597	# of requested Project Management projects in backlog	39	44	38	36	36

Information Technology

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Technology Enhancements - Software Development						
598	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by Software Development	100%	100%	100%	90%	90%
599	% of incidents resolved within four operational hours by the Software Development program	86%	92%	87%	75%	75%
600	# of custom IT applications supported	43	41	165	35	137
601	# of IT Software Development work requests completed	161	80	1,046	600	800
602	# of IT Software Development service requests in backlog	95	80	347	100	100
603	# of IT Software Development work requests received	162	82	1,396	600	1,000
604	# of requested IT Software Development projects in backlog	34	32	28	20	250
Technology Infrastructure - Communications						
605	% of customers responding to the Work Request Feedback survey who report that they are satisfied with the overall quality of services delivered by the IT Communications program	98%	99%	N/A	95%	95%
606	% of incidents resolved within four operational hours by the Communications program	50%	58%	72%	75%	75%
607	# of email accounts supported	5,454	5,527	5,561	5,500	5,500
608	# of IT Communication work requests completed	1,442	2,037	2,676	1,200	2,000
609	# of telephones lines supported	5,786	5,672	6,995	5,800	5,800
610	# of IT Communications program work requests received	1,407	2,030	2,571	1,250	2,000
611	# of requested Communications projects in backlog	8	8	10	15	15
612	$ expenditure per telephone and email accounts supported	171.31	202.77	158.79	189.58	189.58
Technology Infrastructure - Configuration Management						
613	% of client devices meeting current configuration standards	84%	87%	90%	95%	95%
614	% of incidents resolved within four operational hours by Configuration Management program	28%	69%	68%	75%	75%
615	# of Configuration Management work requests completed	N/A	N/A	146	200	200

Information Technology

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Technology Infrastructure - Configuration Management						
616	# of software packages managed	N/A	80	80	60	60
617	# of end user devices managed	5,028	5,028	5,256	4,700	4,700
618	# of requested Configuration Management projects in backlog	4	4	6	7	7
619	$ Expenditure per hardware device managed	N/A	N/A	N/A	330.17	330.17
Technology Infrastructure - Network						
620	% of network devices meeting current configuration standards	86%	86%	86%	95%	95%
621	% of incidents resolved within four operational hours by the Network program	47%	62%	N/A	75%	75%
622	# of network connections supported	11,968	11,968	11,968	10,833	10,833
623	# of Network Program work requests completed	510	338	N/A	600	600
624	# of Network Program work requests received	540	415	N/A	400	400
625	# of requested Network Program projects in backlog	36	35	35	25	25
626	$ expenditure per network connection supported	137.74	143.83	152.13	177.54	177.54
Technology Infrastructure - Security						
627	% compliance with the recommended Critical Security Controls (CSC)	89%	94%	95%	90%	95%
628	% of incidents resolved within four operational hours by the Security program	51%	70%	45%	75%	75%
629	% success rate for user security awareness testing *	N/A	N/A	N/A	90%	96%
630	# of security incidents that could result in compromised data or system integrity	5	2	3	1	1
631	# of Security Program work requests completed	5,166	4,292	4,971	4,500	4,500
632	# of requested Security projects in backlog	14	28	26	35	35
633	# of Security Program work requests received	5,184	4,316	4,981	4,500	4,500
Technology Infrastructure - Servers						
634	% of servers meeting current configuration standards	N/A	N/A	N/A	90%	90%

Information Technology

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Technology Infrastructure - Servers						
635	% of incidents resolved within four operational hours by Servers program	55%	70%	70%	75%	75%
636	# of server work requests completed	1,400	1,601	1,615	300	300
637	# of servers supported	935	988	913	900	900
638	# of total server storage space managed (Terabytes)	3,141	3,141	3,141	3,100	3,100
639	# of requested Server projects in backlog	15	20	14	8	8
640	# of server work requests received	1,495	1,586	1,629	300	300

Municipal Counselor's Office

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Early Contact and Communication						

A continuing lack of early contact and communication by some City clients with the Municipal Counselor's Office concerning some City projects, if not adequately addressed, may result in:

- *Delays in client projects and policy implementation*
- *Lack of direction and clarity for the client*
- *Duplication of efforts by legal staff causing delays on other client projects*
- *Increased liability exposure*
- *Diminished client satisfaction*

Strategies to address the Long-Term Issue

- *The Municipal Counselor's Office will endeavor to contact clients on a monthly basis or more often, as necessary, in addition to the regular attorney-client communications on a routine basis.*

Strategic Result(s) to measure annual progress on Long-Term Issue

The City and its Public Trusts will benefit from regular communication with Legal staff and from a workforce trained in areas of the law relevant to their work as evidenced by:

- *At least 97% of Department Heads will be provided monthly communications to help identify legal issues relating to their work, annually through 2019*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
641	% of Department Heads receiving monthly communications from the Municipal Counselor's Office	100%	100%	100%	100%	100%

Municipal Counselor's Office

Long-Term Issue - Faster Responses to Legal Issues

The growing demand for faster responses to complex legal issues involving new and amended laws, City economic development projects, new City programs, bond issues, open records requests and increasing litigation and labor union activity combined with limited resources, training and technology, if not adequately addressed, will result in:

- *Delays in client projects and policy implementation*
- *Lack of direction and clarity for the client*
- *Duplication of efforts by legal staff causing delays on other client projects*
- *Increased liability exposure*
- *Diminished client satisfaction*

Strategies to address the Long-Term Issue

- *A client survey is distributed each year for eight of the eleven programs in the Municipal Counselor's Office.*

Strategic Result(s) to measure annual progress on Long-Term Issue

The City, its Public Trusts and their officers, appointees and employees will benefit from timely and effective legal service, as evidenced by:

- *At least 90% of responding clients surveyed will be satisfied with the timeliness, effectiveness, and overall provision of legal services, annually through 2019*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
642	% of responding clients surveyed satisfied with the timeliness, effectiveness and overall provision of legal services	99%	99%	98%	90%	90%

Administrative - Executive Leadership

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
643	% of Department Heads receiving monthly communications from the Municipal Counselor's Office	100%	100%	100%	100%	100%
644	% of key measures and strategic results achieved	80%	80%	82%	75%	75%
645	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	99%	98%	98%	102%
646	% of performance evaluations completed by the review date	97%	91%	98%	95%	95%
647	% of responding clients surveyed satisfied with the timeliness, effectiveness and overall provision of legal services	99%	99%	98%	90%	90%
648	% of terminations submitted to the Personnel Department within 3 days of the termination date	100%	100%	100%	95%	95%
649	# of full-time employees supported	52	54	55	56	54
650	Dollar amount of operating expenditures managed	6,286,140	7,137,248	6,679,822	7,430,445	7,101,258

Municipal Counselor's Office

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Civil Litigation - Civil Litigation Legal Services						
651	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Civil Litigation legal services	100%	100%	98%	90%	90%
652	# of legal services provided by Civil Litigation attorneys	N/A	N/A	N/A	38,000	38,000
653	$ expenditure per Civil Litigation legal service provided	N/A	N/A	N/A	29.54	29.54
Criminal Justice - Police and Courts Legal Services						
654	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Police and Courts legal services	351%	97%	95%	90%	90%
655	# of Police and Courts legal services provided	10,069	10,922	14,572	8,500	12,000
656	# of Police and Court legal services requested	10,069	10,922	14,572	8,500	12,000
657	$ expenditure per Police and Courts legal service provided	4.07	0.27	0.00	4.95	3.51
Criminal Justice - Prosecution Legal Services						
658	% of Municipal Court Jury Division charges filed or declined within 45 days of bond posting	99%	99%	98%	99%	99%
659	# of cases not tried resolved by guilty or no contest plea	136,110	135,741	137,701	0	0
660	# of cases tried that result in guilty verdict	306	344	297	0	0
661	# of charges filed	N/A	156,671	163,253	0	0
662	# of charges reviewed	N/A	171,686	171,717	0	0
663	# of hours in court for docket appearances	1,375.00	1,079.00	1,018.44	1,400.00	1,400.00
664	# of prosecutions resolved	169,773	164,985	167,647	154,691	0
665	# of cases resolved without trial	N/A	164,631	167,315	0	0
666	# of cases tried	N/A	377	334	0	0
667	# of charges presented for review	N/A	171,686	171,717	0	0
668	$ expenditure per prosecution resolved	9.86	10.55	10.64	11.62	11.62

Municipal Counselor's Office

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Labor and Employment Law - Labor Litigation Legal Services						
669	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Litigation legal services	99%	99%	100%	90%	90%
670	# of Labor Litigation legal services provided	15,008	11,882	10,817	12,800	12,800
671	# of Labor Litigation legal services requested	15,004	11,882	N/A	12,800	12,800
672	$ expenditure per Labor Litigation legal service provided	14.55	19.46	20.20	17.88	17.88
Labor and Employment Law - Labor Relations Legal Services						
673	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Relations legal services	99%	99%	100%	90%	90%
674	# of Labor Relations legal services provided	12,283	17,636	18,903	12,800	12,800
675	# of Labor Relations legal services requested	11,785	17,327	17,211	12,800	12,800
676	$ expenditure per Labor Relations legal service provided	21.65	15.79	13.61	21.65	21.65
Land Use and Economic Development - Economic Development Legal Services Program						
677	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Economic Development legal services	98%	98%	95%	90%	90%
678	# of Economic Development legal services provided	14,501	14,793	24,092	11,000	11,000
679	# of Economic Development legal services requested	14,564	14,863	24,144	11,000	11,000
680	$ expenditure per Economic Development legal service provided	24.83	28.42	19.94	37.12	37.12
Land Use and Economic Development - Land Use Legal Services						
681	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Land Use legal services	100%	100%	717%	90%	90%
682	# of Land Use legal services provided	23,812	24,242	22,926	23,620	23,620
683	# of Land Use legal services requested	23,757	23,827	22,926	23,620	23,620
684	$ expenditure per Land Use legal service provided	20.74	20.88	23.52	22.41	22.41

Municipal Counselor's Office

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Trusts, Utilities and Finance - Trusts, Utilities and Finance Legal Services						
685	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Trusts, Utilities and Finance legal services	99%	99%	100%	90%	90%
686	# of Trust, Utilities and Finance legal services provided	33,968	34,126	33,577	33,431	33,431
687	# of Trusts, Utilities and Finance legal services requested	33,968	34,126	33,577	33,431	33,431
688	$ expenditure per Trusts, Utilities and Finance legal service provided	14.36	13.86	12.45	14.32	14.32

Municipal Court

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Skilled Workforce						
The increasing difficulty to recruit, develop and retain an adequately compensated, skilled and well trained workforce due to reduction in workforce, technology changes and staff changes, if not adequately addressed, will result in:						
▪ *Delays in court transactions*						
▪ *Dissatisfied court patrons*						
▪ *Increased liability*						
Strategies to address the Long-Term Issue						
▪ *Continue to work with the Personnel Department regarding employee recruitment.*						
▪ *Develop a comprehensive court focused training program.*						
▪ *Implement a succession plan*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, 95% of court cases audited will reflect that the Court records were updated accurately.						
689	% of court cases audited that reflect the Municipal Courts records management system was updated accurately	99%	99%	97%	100%	100%
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, 95% of court patrons will be satisfied with their court experience.						
690	% court patrons satisfied with their experience	80%	84%	84%	95%	95%

Municipal Court

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Technology Services						
The increase in court patron expectations for court information and electronic services, combined with the reliance on automated systems, if not adequately addressed, will result in:						
▪ *Lost opportunities for increased efficiency*						
▪ *Decreased levels of customer satisfaction with court services*						
▪ *Disruption in court services and processes*						
Strategies to address the Long-Term Issue						
▪ *Continue improving information systems to enable the Municipal Court to expand the services that it provides to court patrons.*						
▪ *Continue working with the Information Technology Department and vendors to increase the number of electronic transactions.*						
▪ *Identify new software or technology solution to implement electronic filing.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2023, 50% of designated court functions will be available electronically.						
691	% of court functions available online	29%	36%	36%	56%	67%
Long-Term Issue - Juvenile Service Resources						
The increasing complexity of juvenile cases combined with limited resources for juveniles, if not adequately addressed, will result in:						
▪ *Increase in juvenile crime rates*						
▪ *Increase in school drop-out rates*						
▪ *Increase in controlled dangerous substance use among juveniles*						
▪ *Increase in probation workloads*						
Strategies to address the Long-Term Issue						
▪ *Continue to identify juvenile referral sources.*						
▪ *Explore additional funding resources for mental health and substance abuse treatment.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2020, 95% of the juvenile offenders referred to probation services will successfully complete probation within established period of time.						
692	% of juvenile offenders successfully completing probation within established period of time	94%	96%	96%	94%	91%

Municipal Court

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Court Safety and Security						
There is a heightened public expectation for secured court facilities, if not adequately addressed, will result in:						
▪ *Diminished court visitors' perception of courts as a safe place to conduct business*						
▪ *Increased fear for personal safety*						
▪ *Increased risk of incidents resulting in personal injury to court visitors or employees*						
Strategies to address the Long-Term Issue						
▪ *Continue monitoring and assessing the security needs of the Municipal Court to ensure the safety of court visitors and employees.*						
▪ *Monitor court facility security issues to identify necessary security improvements.*						
▪ *Implement a Safety and Security committee.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, 100% of days per year the court facility will be maintained without security incident.						
693	% of days per year the court facility will be maintained without security incident	100%	100%	100%	100%	100%
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, 85% of visitors will report feeling safe while conducting business at Municipal Court.						
694	% of visitors will report feeling safe while conducting business at Municipal Court *	N/A	N/A	N/A	N/A	95%
Administrative - Executive Leadership						
695	% of court functions available online	29%	36%	36%	56%	67%
696	% of key measures and strategic results achieved	73%	73%	82%	75%	75%
697	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	100%	98%	98%	99%	114%
698	% of performance evaluations completed by the review date	36%	33%	31%	95%	95%
699	% of terminations submitted to the Personnel Department within three days of the termination date	71%	100%	100%	95%	95%
700	# of full-time employees supported	63	65	65	67	58
701	Dollar amount of operating expenditures managed	9,668,485	7,206,402	6,821,374	8,861,785	8,029,534

Municipal Court

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Community Outreach						
702	% of Municipal Court cases referred to community outreach program that are disposed *	N/A	N/A	76%	N/A	N/A
703	# of cases processed for jail release *	N/A	N/A	13,284	N/A	N/A
704	# of community outreach events conducted	32	26	33	24	24
705	# of cases referred to the community outreach program *	N/A	N/A	2,788	3,000	3,000
Court Case and Enforcement - Court Case Support						
706	% of court cases audited that reflect the Municipal Courts records management system was updated accurately	99%	99%	99%	100%	100%
707	% court patrons satisfied with their experience	80%	84%	84%	95%	95%
708	# of cases disposed	181,535	176,724	180,481	190,000	189,700
709	# of days until disposal on average	248	298	531	180	220
710	# of cases filed	137,796	134,145	145,350	130,000	135,400
Court Case and Enforcement - Court Enforcement and Investigations						
711	% of total warrants cleared	82%	86%	93%	75%	75%
712	# of total warrants cleared	41,369	39,665	41,177	37,500	37,500
713	# of warrants cleared by Enforcement Services	4,787	2,605	1,549	10,000	2,000
714	# of warrants issued	50,701	46,153	44,430	50,000	50,000
Court Case and Enforcement - Court Financial Processing						
715	% of payments processed and posted to proper case	100%	100%	100%	100%	100%
716	% of court payment transactions processed electronically	61%	64%	66%	63%	66%
717	# of court payment transactions processed - Electronically	83,843	83,842	84,118	85,000	85,000
718	# of court payment transactions processed - In Person	54,002	46,898	43,875	50,000	44,000
Facility Operations - Courthouse Security						
719	$ expenditure per security hour provided	30.46	32.66	32.34	38.31	38.31

Municipal Court

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Facility Operations - Municipal Court Facility Operations						
720	% of days per year the court facility will be maintained without security incident	100%	100%	100%	100%	100%
721	# of days without a security incident	355.00	355.00	354.91	355.00	355.00
722	# of days court facility is open	355	355	355	355	355
Municipal Judicial Services - Municipal Judicial Services						
723	% of court participants (defense attorneys, enforcement personnel, and jurors) satisfied with judicial services	98%	94%	94%	95%	95%
724	# of hearings provided	105,596	90,428	79,585	110,000	100,650
725	$ expense per hearing provided	4.92	5.77	7.05	5.24	5.73
Probation Services - Probation Services						
726	% of adult offenders completing probation without further involvement with the OKC Municipal Court within a two-year period	94%	97%	114%	95%	95%
727	% of adult offenders successfully completing supervised probation within established period of time	87%	89%	88%	87%	90%
728	% of juvenile offenders successfully completing probation within established period of time	94%	96%	97%	94%	91%
729	# of adult offenders successfully completing supervised probation within a specified time frame	671	488	425	550	540
730	# of juvenile offenders successfully completing probation within a specified time frame	849	739	569	750	617

Parks and Recreation

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Leisure Trends						
Significant changes in demographics and community growth patterns combined with increased leisure alternatives and changes in recreational preferences will continue to cause requests for new and different facilities, programs and attractions.						
Strategies to address the Long-Term Issue						
▪ *The department will identify new and different facilities and programs desired by citizens through user surveys, citizen surveys and public comment at meetings and forums. The department will also consult with industry experts and parks and recreation departments in peer cities regarding trends in parks and recreation facilities and programs.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2020, Parks and Recreation Department will develop new facilities and programs and adapt existing resources as evidenced by:						
▪ *70% or more of citizens reporting they are satisfied with the quality of parks and recreation programs and facilities*						
▪ *80% or more of citizens reporting they are satisfied with their Civic Center Music Hall experience.*						
731	% of citizens satisfied with Parks and Recreation Department [1]	58%	61%	62%	65%	65%
732	% of citizens reporting they are satisfied with their Civic Center Music Hall experience	66%	69%	73%	70%	70%
[1] (footnote: Target represents 12% increase over 2017 survey results.)						
Long-Term Issue - Public Expectations						
Increasing public expectations for quality and diverse programs without a corresponding reallocation or increase of resources will result in a decrease in community participation and support.						
Strategies to address the Long-Term Issue						
▪ *The department will provide quality and diversified programming to meet changing public expectations by continuously examining existing programs to determine if any should be eliminated or modified due to lack of participation, and by focusing departmental resources on improving the quality of programs which are shown to have potential for high participation and/or public benefit.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2020, Parks and Recreation Department will maximize the overall use of parks and participation in park programs as evidenced by:						
▪ *85% or more of citizens reporting they have visited an OKC park or participated in an OKC park program.*						
▪ *Attendance at Civic Center events will exceed 750,000 people annually.*						
733	% of citizens visiting a park and/or participating in a park program [1]	78%	76%	73%	80%	80%
734	# of people attending Civic Center events annually	N/A	N/A	N/A	1,216,893	1,216,893

Parks and Recreation

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Public Expectations						
[1] *(footnote: Target represents 8% increase over 2017 survey results.)*						
Long-Term Issue - Capital Improvement Maintenance						

The addition of new or upgraded parks, facilities, streetscapes and beautification projects without a corresponding reallocation or increase of resources will result in reduced citizen confidence in the City to successfully implement and maintain such capital improvements.

Strategies to address the Long-Term Issue

- *The department will increase maintenance efficiency through effective use of resources such as:*
  - *Review plans and request adequate funding for future capital projects to ensure sustainable maintenance plans; and*
  - *Partner with neighborhood groups, businesses, and volunteer groups such as OKC Beautiful to provide litter pick up, maintenance and beautification projects : and*
  - *Partner with Civic foundations, school districts, universities, and businesses to leverage their expertise, skills, and resources to improve our parkland, facilities, and programs.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2020, Citizens observing parkland and public spaces will experience an attractive leisure environment as evidenced by increasing satisfaction with maintenance of:

- *Parks and facilities to 80%*
- *Walking and Biking Trails to 60%*
- *Streetscapes to 60%*

735		% of residents surveyed who are satisfied with the maintenance of city parks	67%	67%	71%	75%	75%
736		% of respondents from the residents' survey who are satisfied with city multi-purpose trails	56%	60%	61%	60%	65%
737		% of residents satisfied with the condition of landscaping in medians and City street right-of-ways	48%	42%	42%	60%	60%

Parks and Recreation

Long-Term Issue - Creating New Service Areas

City parks, open spaces, and attractions improve our physical and psychological health, strengthen our communities, and make our cities and neighborhoods more attractive places to live and work. A lack of park resources in our growing city, if not addressed will result in low participation, underserved or not served citizens resulting in: Higher crime rates, lower health coefficients, lower quality of life, lower property values and slower economic growth.

Strategies to address the Long-Term Issue

- *The department will explore funding options to begin implementing recommendations from the 2013 Oklahoma City parks master plan to develop regional, district or metropolitan parks and partnerships with new neighborhoods and housing communities to provide local parks to serve residents of developing parts of the city. Development and expansion of private, community and philanthropic agreements such as Civic Center Foundation, Downtown OKC, Inc., and neighborhood associations, to begin implementing recommendations from the 2013 Civic Center Utilization and Design Study.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, the Parks and Recreation Department will increase the availability of park resources as evidenced by:

- *70% of citizens within a half mile of a recreation facility, trail or park; and*
- *$100,000,000 of annual economic impact to the local economy for Civic Center attractions*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
738	% of citizens within a half mile of a recreation facility, trail or park	65%	64%	57%	71%	71%
739	$ amount of economic impact to the local economy for Civic Center attractions	N/A	N/A	N/A	94,000,000	94,000,000

Administrative - Executive Leadership

740	% of key measures and strategic results achieved	27%	27%	32%	78%	78%
741	% of citizens reporting they are satisfied with their Civic Center Music Hall experience	66%	69%	73%	70%	70%
742	% of citizens satisfied with Parks and Recreation Department	58%	61%	62%	65%	65%
743	% of citizens satisfied with the maintenance of new or upgraded parks and facilities	67%	64%	71%	75%	75%
744	% of citizens visiting a park and/or participating in a park program	78%	76%	73%	80%	80%
745	% of citizens within a half mile of a recreation facility, trail or park	65%	64%	57%	71%	71%

Parks and Recreation

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Executive Leadership						
746	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year	94%	91%	88%	84%	90%
747	% of performance evaluations completed by the review date	75%	70%	84%	95%	95%
748	% of terminations submitted to the Personnel Department within 3 days of the termination date	72%	67%	25%	95%	95%
749	# of full-time employees supported	151	149	144	178	165
750	Dollar amount of operating expenditures managed	20,820,016	17,279,754	18,188,693	28,928,073	27,805,941
Civic Center Music Hall - Box Office						
751	% of customers surveyed who are satisfied with box office services	N/A	N/A	N/A	94%	94%
752	% of box office expenses supported by box office revenues	N/A	N/A	N/A	140%	140%
753	% of seats sold at all venues	N/A	N/A	N/A	N/A	N/A
754	% of tickets sold by the web	N/A	N/A	N/A	34%	34%
755	# of available seats (capacity)	26,709	26,709	26,709	N/A	N/A
756	# of calls answered	N/A	N/A	N/A	13,670	13,670
757	# of tickets sold by all points of sale	N/A	N/A	N/A	305,182	305,182
758	$ expenditure per ticket sold	N/A	N/A	N/A	2.48	2.48
Civic Center Music Hall - Performance Support						
759	% of performance expenses supported by performance revenues	N/A	N/A	N/A	208%	208%
760	Utilization rate of performance facilities	N/A	N/A	N/A	75%	75%
761	# of guests attending performances	N/A	N/A	N/A	390,715	390,715
762	# of Performance event days rented	N/A	N/A	N/A	1,175	1,175
763	# of volunteer hours	N/A	N/A	N/A	34,000.00	34,000.00
764	$ amount of economic impact to the local economy for Civic Center attractions	N/A	N/A	N/A	94,000,000	94,000,000
765	# of Performance Event days requested	N/A	N/A	N/A	1,832	1,832

Parks and Recreation

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Civic Center Music Hall - Performance Support						
766	$ expenditure per Performance support event day rented	N/A	N/A	N/A	723.40	723.40
Civic Center Music Hall - Private Event and Business Services						
767	% of customers surveyed who are satisfied with facilities and services	N/A	N/A	N/A	94%	94%
768	# of people attending Civic Center events annually	N/A	N/A	N/A	1,216,893	1,216,893
769	% of private event expenses supported by private event revenues	N/A	N/A	N/A	120%	120%
770	Utilization rate of Private Event and Business Services facilities	N/A	N/A	N/A	26%	26%
771	# of guests attending Private Events	N/A	N/A	N/A	826,178	826,178
772	# of Private event weekend days rented (Friday, Saturday, Sunday)	N/A	N/A	N/A	352	352
773	# of total private event days rented	N/A	N/A	N/A	452	452
774	Private Event Revenue	N/A	N/A	N/A	304,000.00	304,000.00
775	# of Private Event days requested	N/A	N/A	N/A	1,808	1,808
776	# of Private Event weekend days requested (Friday, Saturday, Sunday)	N/A	N/A	N/A	1,408	1,408
Grounds Management - Forestry Services						
777	% increase in estimated economic impact	N/A	0	0	2	2
778	# of tree maintenance work orders completed	213	216	407	250	225
779	$ Economic impact of new tree planting	N/A	38,114	38,114	26,193	32,150
780	$ Environmental impact of new tree planting	N/A	1,866	1,866	1,680	1,680
Grounds Management - Grounds Maintenance						
781	% of parks mowed within two weeks	77%	94%	N/A	100%	22%
782	% of residents surveyed who are satisfied with the maintenance of city parks	67%	67%	71%	75%	75%
783	% of equipment in service	98%	98%	N/A	98%	98%

Parks and Recreation

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Grounds Management - Grounds Maintenance						
784	# of equipment repairs completed	805	661	160	950	950
785	# of Park or amenity rentals supported *	N/A	N/A	N/A	N/A	N/A
786	# of public ground acres mowed	28,047.81	38,867.45	41,436.25	36,785.00	27,497.43
787	% of equipment repairs completed within 5 business days once parts received *	N/A	N/A	N/A	N/A	N/A
788	# of requests received for mowing	81	209	154	75	100
Grounds Management - Hazard Abatement						
789	% of identified traffic hazards abated within 3 working days	100%	99%	97%	100%	100%
790	# identified traffic hazards abated	93	121	128	200	200
791	# of potential traffic hazard inspections requested	379	296	511	375	375
Grounds Management - Parks Athletic Fields & Amenities						
792	% of athletic fields meeting competition standards *	N/A	N/A	N/A	85%	85%
793	% of respondents from the residents' survey who are satisfied with city multi-purpose trails	56%	60%	61%	60%	65%
794	# of playground inspections	2,642.00	2,922.00	2,912.40	2,865.00	2,865.00
795	# of trail miles inspected and maintained	1,155.30	1,827.30	1,836.32	1,382.00	1,382.00
796	# of athletic fields maintained to competition standards *	N/A	N/A	N/A	85	85
Grounds Management - Special Events						
797	% of park event participants surveyed who are satisfied with their permitted event's facilities and services	91%	97%	91%	85%	85%
798	# of permits issued	220	N/A	224	200	300
799	# of permits requested	371	N/A	311	450	500
Natural Resources - Canal/Field Horticulture						
800	% of residents satisfied with the condition of the Bricktown Canal and landscaping	N/A	N/A	N/A	50	50
801	# of new trees planted	625	1,001	632	800	800

Parks and Recreation

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Natural Resources - Canal/Field Horticulture						
802	# of square feet of landscaped areas maintained	685,823	700,000	700,000	685,923	428,793
Natural Resources - Fisheries Management						
803	% of fishing class participants surveyed who are satisfied	100%	100%	98%	100%	100%
804	% of sampled fishing waters with fair or better fishing based on established Oklahoma Department of Wildlife Conservation standards	67%	100%	100%	100%	100%
805	# of fish stocked	551,100	410,993	393,771	500,000	500,000
806	# of fishing education program attendees	1,193	809	1,028	1,100	1,100
807	# of surface acres of fishing waters managed	7,530	7,530	22,590	7,530	7,530
808	# of fishing education programs scheduled	20	15	16	20	20
809	$ expenditure per fish stocked	0.34	0.46	0.59	0.43	0.43
Natural Resources - Martin Nature Park						
810	% of customers surveyed who are satisifed with the nature park, trail access, and educational opportunities	73%	98%	100%	100%	100%
811	# of Martin Nature Park nature programs participants	6,063	2,624	2,134	8,000	8,000
812	# of nature park visitors	105,471	88,502	150,714	575,000	160,000
813	# of nature programs conducted	201	N/A	102	325	325
814	# of nature programs requested	248	228	200	250	250
Natural Resources - Myriad Botanical Gardens Support						
815	$ of Myriad Garden Expenses	3,993,162.00	N/A	N/A	4,125,556.00	4,125,556.00
Natural Resources - Will Rogers Gardens						
816	% of Will Rogers Gardens rental survey respondents who are satisfied with their rental experience	N/A	N/A	N/A	100%	100%
817	% of Will Rogers Gardens' class program participants surveyed who were satisfied with their education programs	100%	100%	100%	100%	100%
818	# of Will Rogers Gardens' program participants	1,243	3,079	2,200	1,500	1,500

Parks and Recreation

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Public - Private Partnership - Community Partnership						
819	% increase in the value of partneships *	N/A	N/A	N/A	N/A	N/A
820	% of increase in the value of volunteer hours *	N/A	N/A	N/A	90,000%	100,000%
821	increase in the value of partnerships *	N/A	N/A	N/A	N/A	N/A
822	# of annul volunteer hours *	N/A	N/A	N/A	90,000	100,000
823	# of partnerships *	N/A	N/A	N/A	85	85
824	$ of volunteer value *	N/A	N/A	N/A	4,300,000	4,400,000
825	$ value of donations *	N/A	N/A	N/A	N/A	N/A
Public - Private Partnership - Trust and Foundation Support						
826	% of Civic Center Music Hall preventative maintenance reports received on time *	N/A	N/A	N/A	N/A	N/A
827	% of golf participants satisfied with the quality and condition of municipal golf courses *	N/A	N/A	N/A	N/A	N/A
828	% of guests satisfied with the quality and maintenance of the Civic Center's performance facilities.	N/A	N/A	N/A	94%	94%
829	% of Myriad Gardens preventative maintenance reports received on time *	N/A	N/A	N/A	N/A	N/A
830	% of Riversport guests satisfied with the quality and maintenance of the Riversport facilties and services *	N/A	N/A	N/A	N/A	N/A
831	% of Scissortail Park guests satisfied with the quality of maintenance of park facilities and services *	N/A	N/A	N/A	N/A	N/A
832	% of Scissortail Park preventative maintenance reports received on time *	N/A	N/A	N/A	N/A	N/A
833	% of Myriad Botanical Gardens guests satisfied with the quality of maintenance of garden facilities and services *	N/A	N/A	N/A	N/A	N/A
834	% of Riversport Park preventative maintenance reports received on time *	N/A	N/A	N/A	N/A	N/A

Parks and Recreation

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Public - Private Partnership - Trust and Foundation Support						
835	# of Civic Center Music Hall preventative maintenance reports received on time *	N/A	N/A	N/A	N/A	N/A
836	# of Civic Center Music Hall preventative maintenance reports received total *	N/A	N/A	N/A	N/A	N/A
837	# of golf participants at the municipal golf course total *	N/A	N/A	N/A	N/A	N/A
838	# of golf participants satisfied with the quality and condition of municipal golf courses *	N/A	N/A	N/A	N/A	N/A
839	# of Myriad Gardens preventative maintenance reports received on time *	N/A	N/A	N/A	N/A	N/A
840	# of Myriad Gardens preventative maintenance reports received total *	N/A	N/A	N/A	N/A	N/A
841	# of Riversport guests satisfied with the quality and maintenance of the Riversport facilties and services *	N/A	N/A	N/A	N/A	N/A
842	# of Riversport Park preventative maintenance reports received on time *	N/A	N/A	N/A	N/A	N/A
843	# of Scissortail Park guests satisfied with the quality of maintenance of park facilities and services *	N/A	N/A	N/A	N/A	N/A
844	# of Scissortail Park preventative maintenance reports received on time *	N/A	N/A	N/A	N/A	N/A
845	# of Scissortail Park preventative maintenance reports received total *	N/A	N/A	N/A	N/A	N/A
846	# of guests attending private Civic Center Music Hall events. *	N/A	N/A	N/A	N/A	N/A
847	# of guests visiting Scissortail Park guests in total *	N/A	N/A	N/A	N/A	N/A
848	# of participants and municipal golf courses *	N/A	N/A	N/A	N/A	N/A
849	# of participants at Riversport *	N/A	N/A	N/A	N/A	N/A
850	# of Riversport Park preventative maintenance reports received total *	N/A	N/A	N/A	N/A	N/A

Parks and Recreation

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Public - Private Partnership - Trust and Foundation Support						
851	# of Scissortail Park guests satisfied with the quality of maintenance of park facilities and services *	N/A	N/A	N/A	N/A	N/A
852	# of Scissortail Park guests total *	N/A	N/A	N/A	N/A	N/A
853	# of visitors to Scissortail Park events *	N/A	N/A	N/A	N/A	N/A
854	# of Riversport guests total *	N/A	N/A	N/A	N/A	N/A
Recreation, Health and Wellness - Aquatics						
855	# of outdoor swimming facility participants per operating day	291	283	357	320	320
856	% of residents Survey respondents satisfied with City aquatic facilities and programs	37%	42%	44%	45%	45%
857	# of aquatics classes held	347	303	316	360	360
858	# of aquatics classes scheduled	424	333	344	360	360
859	# of group swim lesson participants	N/A	N/A	2,963	2,500	2,500
860	# of visits to community swimming pools	15,767	20,748	34,162	23,000	23,000
861	# of visits to family aquatic centers	58,827	55,660	89,543	65,000	65,000
Recreation, Health and Wellness - Athletics						
862	% of sport participants surveyed who rate the organization of the sports activity as favorable	90%	83%	94%	100%	100%
863	% of residents survey respondents satisfied with athletic programs	37%	39%	46%	46%	46%
864	% of Health and Wellness Program participants surveyed who rate the programs as favorable	N/A	N/A	N/A	100	100
865	# of adult league participants	3,990	2,489	3,121	3,250	3,250
866	# of Health and Wellness Program participants	N/A	3	38	72	72
867	# of volunteer coaches	N/A	18	0	150	150
868	# of youth league participants	3,803	4,623	2,219	7,500	7,500

Parks and Recreation

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Recreation, Health and Wellness - General Recreation						
869	# of Recreation Center participants per operating day	362.67	218.38	284.54	373.47	373.47
870	# of senior center participants per operating day	132	122	80	138	138
871	% of resident Survey respondents that are satisfied with City recreation centers	41%	47%	49%	50%	50%
872	% of scheduled classes held	81%	85%	63%	88%	88%
873	% of senior participants surveyed who are satisfied with the overall quality of classes and events	92%	99%	100%	96%	96%
874	# of recreation center class participants	89,333	44,839	38,042	105,000	105,000
875	# of recreation center classes held	1,121	719	592	1,300	1,300
876	# of recreation center classes scheduled	1,480	933	1,232	1,500	1,500
877	# of senior class participants (class enrollment)	11,343	11,046	8,231	11,500	11,500

Personnel

FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target

Long-Term Issue - Skilled, Diverse Workforce

The increasing challenge to recruit, develop and retain a skilled and diverse workforce, coupled with changing job complexity and evolving job requirements, if not addressed, will result in:

- *A reduction in the quality and speed of City services*
- *Increased exposure to litigation*
- *Loss of critical operational knowledge*
- *Increased turnover*
- *Increased time and cost for on-the-job training*
- *Decreased resident confidence*
- *Decreased government efficiency*

Strategies to address the Long-Term Issue

- *Develop and implement a comprehensive recruitment strategy to reach diverse audiences, such as: participate in career fairs; establish relationships with universities, community-based organizations, and career technology centers; and identify existing opportunities that can be leveraged for the purpose of promoting City career opportunities.*
- *Conduct a comprehensive classification and compensation study.*
- *Plan and conduct a systematic review of classification descriptions to ensure they accurately describe the duties, responsibilities, job requirements, physical requirements, and working conditions of the positions.*
- *Plan and conduct a systematic review of written tests, job simulation tests, and assessments to ensure candidates' skill sets match job requirements.*
- *Plan and conduct a systematic review of performance evaluations to ensure alignment with classification descriptions.*
- *Recommend departments provide new employees with copies of their job descriptions and performance evaluation forms upon first reporting to the job site and discuss the responsibilities and performance expectations, to better ensure success and retention.*
- *Continue to meet with Department Directors to disseminate departmental workforce demographics and discuss strategies to address any issues.*
- *Assess departmental training needs in the areas of recruitment, employment, classification, compensation, and performance evaluation, and develop and offer training (i.e., classroom training, Lunch and Learn training sessions, online informational PowerPoint presentations, etc.) based on identified needs.*
- *Enhance career development services provided to employees (i.e., career counseling, resume creation, interview preparation, etc.).*

Personnel

Long-Term Issue - Skilled, Diverse Workforce

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2025, City departments will benefit from a skilled and diverse workforce, as evidenced by:

- *City staff will reflect the ethnic diversity of the community in at least 71% of the seven ethnic categories for the overall available workforce.*
- *60% of City job categories will reflect the gender/ethnic diversity of the available workforce within the community, based on current census data.*
- *At least 80% of new full-time City employees will continue City employment for at least 12 months beyond the date of hire.*
- *100% of job descriptions including responsibilities, duties, requirements, and working conditions necessary to perform essential job functions will be analyzed and current within three years of prior approval date.*
- *100% of written tests, job simulation tests, and assessments will be analyzed and validated within three years of prior approval date.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
878	City staff will reflect the ethnic diversity of the community in at least 60% of the seven ethnic categories for the overall available workforce	57%	57%	57%	57%	57%
879	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community, based on current census data	43%	43%	43%	44%	44%
880	% of full-time non-uniformed City employees who continue City employment for at least 12 months beyond the date of hire	72%	83%	83%	74%	74%
881	% of job descriptions developed or updated	36%	54%	54%	70%	60%
882	% of written tests and job simulation tests developed or updated	39%	20%	20%	40%	40%

Personnel

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Health and Welfare Benefits Cost						
The increasing costs of providing comprehensive health and welfare benefits, if not addressed, will result in:						
▪ *Reduced funding for other city services*						
▪ *Reduced employee and retiree benefits*						
▪ *Exorbitant Premiums*						
Strategies to address the Long-Term Issue						
▪ *Maintain an on-site employee and retiree health and wellness center.*						
▪ *Develop an Employee Wellness Program.*						
▪ *Encourage plan participants diagnosed with one or more of the top 10 chronic medical conditions to participate in disease management programs.*						
▪ *Continue to identify and implement cost-saving health plan changes for employees and retirees.*						
▪ *Continue to provide educational programs and information to address overall health and wellness.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually through 2025, the percentage change in the medical premium for active employee plan members will remain at or below the City providers' average percentage premium change for Oklahoma clients.						
883	% change in the annual medical premium costs for active employee plan members as compared to the City providers' average medical premium change for Oklahoma clients	8.51%	5.21%	5.21%	9.02%	9.02%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2025, 50% of eligible participants will be utilizing the medical center as reported by the employee medical center provider.						
884	% eligible participants utilizing the medical center as reported by the employee medical center provider.	19%	22%	23%	25%	25%

Personnel

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Occupational Health Issue						
An increased demand for occupational health services combined with state and federal regulatory requirements and evolving job functions, if not addressed, will result in:						
▪ *Delays in conducting post job-offer medical evaluations*						
▪ *Delays in conducting department-directed and/or regulatory medical exams*						
▪ *Increased risk to employee health and safety*						
▪ *Decreased customer satisfaction*						
Strategies to address the Long-Term Issue						
▪ *Work in coordination with OCFD and Labor Relations to enforce the NFPA standards by making the exam mandatory for uniformed employees.*						
▪ *Periodically contact all City departments to determine if any new medical or regulatory needs have been identified.*						
▪ *Work with Risk Management to address any medical-related safety issues identified.*						
▪ *Coordinate with Classification and Compensation program staff to update physical requirements into applicable job descriptions.*						
▪ *Actively search for a City owned property that has appropriately sized operating space for an Occupational Health Clinic.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2022, City departments will benefit from a safer and healthier workforce, as evidenced by:						
▪ *100% of the Fire Department's uniformed workforce will be medically evaluated annually according to the NFPA standards.*						
▪ *100% of occupational health and regulatory medical needs identified annually by City Departments will result in scheduled evaluations.*						
▪ *100% of City Departments will report that the quality and timeliness of services provided by the Occupational Health Clinic are satisfactory.*						
885	% of the Fire Department's uniformed workforce will be medically evaluated annually according to NFPA standards	83%	78%	78%	85%	85%
886	% of occupational health and regulatory medical needs identified annually by City Departments that result in scheduled evaluations	100%	N/A	N/A	100%	100%
887	% of City Departments satisfied with the quality and timeliness of services provided by the Occupational Health Clinic	96%	91%	91%	100%	100%
Administrative - Executive Leadership						
888	% of key measures and strategic results achieved	58%	45%	26%	75%	75%
889	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	100%	96%	97%	86%	86%

Personnel

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Executive Leadership						
890	% of performance evaluations completed by the review date	100%	100%	100%	95%	95%
891	% of terminations submitted to the Personnel Department within 3 days of the termination date	100%	100%	100%	95%	95%
892	# of full-time employees supported	24	25	25	29	29
893	Dollar amount of operating expenditures managed	2,882,004	3,415,581	3,187,609	3,711,168	3,614,809
Benefits - Employee Medical Clinic						
894	% eligible participants utilizing the medical center as reported by the employee medical center provider.	19%	22%	23%	25%	25%
895	# of eligible participants utilizing the medical center	2,242	2,653	2,750	3,000	3,000
896	# of eligible participants	11,704	11,875	11,927	12,000	12,000
897	$ program expenditure per eligible participant enrolled utilizing the medical center	N/A	N/A	N/A	455.07	455.07
Benefits - Health and Welfare Benefits						
898	% change in the annual medical premium costs for active employee plan members as compared to the City providers' average medical premium change for Oklahoma clients	8.51%	5.21%	5.21%	9.02%	9.02%
899	# of City and Trust participants enrolled in a medical insurance plan	3,340	3,389	3,467	3,317	3,317
900	# of consultations provided	10,500	3,153	4,155	3,960	3,960
901	# of City and Trust participant eligible for medical insurance	3,619	3,664	N/A	3,756	3,756
902	$ program expenditure per enrolled plan member	N/A	121.74	134.53	138.95	138.95
Benefits - Retirement Savings						
903	% of eligible employees participating in the 457 Deferred Compensation Plan	64%	64%	59%	64%	64%
904	# of savings plan/investment education sessions provided	7	10	11	8	8
905	# of employees participating in the 457 Deferred Compenation Plan	2,899	2,953	3,053	2,973	2,973

Personnel

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Benefits - Retirement Savings						
906	# of employees eligible to participate in the 457 Deferred Compensation Plan	4,540	4,638	5,192	4,644	4,644
Labor and Employee Relations - Labor Relations						
907	% of grievances resolved without arbitration	97%	100%	100%	100%	94%
908	# of grievances resolved with arbitration	2	1	1	3	3
909	# of grievances resolved without arbitration	66	50	34	50	47
910	# of predetermination meetings attended	205	174	154	181	175
911	# of grievances filed	71	44	36	55	50
Labor and Employee Relations - Policy Compliance						
912	% of all personnel-related policy violation complaints that are substantiated	20%	23%	43%	24%	33%
913	% of investigation reports provided within 90 days of initiating the investigation	45%	54%	73%	52%	67%
914	# of City employees attending policy training sessions	603	413	420	550	550
915	# of policy compliance investigation reports provided	20	26	48	21	30
916	# of policy training sessions provided	40	33	27	30	30
917	# of other policy violation complaints received	2	2	2	3	3
918	# of sexual harassment/discrimination complaints received	16	23	58	15	25
Occupational Health - Occupational Health						
919	% of employment candidate (non-uniform) referrals who are examined within 2 business days of the exam request date	100%	100%	100%	100%	100%
920	% of occupational health and regulatory medical needs identified annually by City Departments that result in scheduled evaluations	100%	N/A	N/A	100%	100%
921	% of City Departments satisfied with the quality and timeliness of services provided by the Occupational Health Clinic	96%	91%	91%	100%	100%

Personnel

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Occupational Health - Occupational Health						
922	% of the Fire Department's uniformed workforce will be medically evaluated annually according to NFPA standards	83%	78%	78%	85%	85%
923	# of medical consultations provided	1,218	2,158	1,841	2,500	2,500
924	# of physical examinations provided	3,510	4,108	4,112	4,200	4,200
925	# of medical consultations requested	1,218	2,158	1,829	2,500	2,500
926	# of physical examinations requested	3,510	4,108	4,112	4,200	4,200
Operations - Classification and Compensation						
927	% of classification audits completed in 60 days or less from receipt of completed job content questionnaires	66%	100%	100%	100%	100%
928	% of customers surveyed that are satisfied with the quality and timeliness of classification and compensation services provided	N/A	55%	55%	80%	80%
929	% of compensation reviews completed within 30 days or less from receipt of salary survey results	50%	100%	100%	100%	100%
930	% of full-time non-uniformed City employees who continue City employment for at least 12 months beyond the date of hire	72%	83%	89%	74%	74%
931	% of job descriptions developed or updated	36%	54%	45%	70%	60%
932	# of classification audits completed	35	55	55	28	29
933	# of compensation reviews completed	8	9	9	10	10
934	# of job descriptions developed or updated	65	104	86	150	150
935	# of classification audits requested	31	39	43	28	29
936	# of compensation reviews requested	N/A	7	7	10	10
937	# of job descriptions identified to be developed or updated	180	192	192	215	249
Operations - Employment						
938	% of customers surveyed that are satisfied with the quality and timeliness of employment services provided	N/A	64%	64%	80%	80%
939	% of final candidate referrals sent to hiring supervisors within 45 calendar days of the close of the vacancy announcement	N/A	86%	55%	87%	85%

Personnel

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Operations - Employment						
940	% of newly hired employees (non-uniform) who remain employed with the City past their probationary period	83%	79%	76%	80%	82%
941	% of City Departments that reflect the gender/ethnic diversity of the available workforce within the community, based on current census data	0%	0%	0%	5%	5%
942	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community, based on current census data	43%	43%	43%	44%	44%
943	% of customers surveyed that are satisfied with the effectiveness of recruitment and selection processes in attracting qualified candidates	N/A	50%	50%	80%	80%
944	City staff will reflect the ethnic diversity of the community in at least 60% of the seven ethnic categories for the overall available workforce	57%	57%	57%	57%	57%
945	# of applications processed	15,337	19,018	21,290	18,500	17,000
946	# of final candidate referrals	N/A	143.42	144.86	135.00	114.00
947	# of full-time, non-uniformed positions filled	492	587	548	500	450
948	# of selection procedures conducted	378	442	460	400	344
949	# of written tests and job simulation tests developed or updated	65	34	34	40	40
950	# of requests received to fill full-time, non-uniformed positions	535	599	549	475	452
951	# of written tests and job simulation tests requiring development or update	166	166	166	100	100
Operations - Human Resources Information Services						
952	% of customers surveyed that are satisfied with the quality and timeliness of personnel related information provided by Human Resources Information Systems (HRIS)	N/A	79%	79%	80%	80%
953	% of employee termination transactions processed within 7 calendar days of receipt	N/A	100%	100%	98%	98%

Personnel

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Operations - Human Resources Information Services						
954	# of non-terminated personnel transactions completed	N/A	35,651	22,039	31,982	31,982
955	# of termination transaction requests processed within 7 calendar days of receipt	642	624	675	686	686
Operations - Organization Training and Development						
956	% of participants surveyed that are satisfied with training and development courses	N/A	N/A	N/A	86%	90%
957	% of training and development courses provided based on needs identified by training assessments conducted	N/A	N/A	525%	0%	100%
958	% of training needs assessments completed	N/A	N/A	100%	100%	100%
959	# of participants trained	N/A	N/A	323	80	1,040
960	# of training and development courses offered	N/A	N/A	21	0	48
961	# of training needs assessments conducted	N/A	N/A	4	3	4
962	# of training and development courses requested	N/A	N/A	4	11	48
963	# of training needs assessments requested	N/A	N/A	4	3	4

Planning

	FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target

Long-Term Issue - Community Development

Poverty, homelessness, lack of quality affordable housing, concerns about the quality of education, decreasing community involvement in neighborhood schools, and declining community vitality, if not adequately addressed, will result in:

- *Increased crime and decreased perception of public safety;*
- *Continued decline in public health;*
- *Reduced ability to meet demand for public services;*
- *Decreased property values and neighborhood decline;*
- *Reduced ability to attract economic development;*
- *Reduced ability to improve education outcomes;*
- *Increased cost burden for low and moderate-income households; and*
- *Decreased satisfaction in community appearance.*

Strategies to address the Long-Term Issue

- *Stabilize neighborhoods through the Strong Neighborhoods Initiative.*
- *Strengthen at-risk neighborhoods through the use of community development and social services programs.*
- *Strengthen relationships with partners, including the Public School Districts and the Oklahoma Department of Mental Health and Substance Abuse Services, to develop programs and strategies targeted to the specific needs of the community.*
- *Enhance community appearance through improving design and development regulations and facilitating public art projects.*
- *Seek additional partners and resources to increase permanent supportive housing and emergency shelters for homeless families and individuals.*
- *Concentrate community development resources in target revitalization areas for economic development, housing activities and public facilities for low and moderate-income populations.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, the Planning Department will address homelessness and concerns about community vitality as evidenced by:

- *85% of people who are homeless who remain in permanent housing for more than six months.*
- *The percent of residents that say they are satisfied or very satisfied with the appearance of the city is above the national average, as reported by the annual Citizen Survey.*
- *The percent of residents that say they are satisfied or very satisfied with their feeling of safety is above the national average, as reported by the annual Citizen Survey.*

964	% of people who are homeless who remain in permanent housing for more than six months	95%	93%	93%	100%	95%

Planning

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Community Development						
965	% of residents that say they are satisfied or very satisfied with the appearance of the city	N/A	N/A	56%	53%	55%
966	% of residents that say they are satisfied or very satisfied with their feeling of safety	N/A	N/A	52%	58%	52%

Planning

Long-Term Issue - Urban Revitalization

If not addressed, older districts and neighborhoods will continue to experience increased vulnerability and decline, as evidenced by:

- *A lack of quality, affordable central city neighborhoods driving population to outlying areas with better public education;*
- *Higher costs to the City to provide services for residents and businesses;*
- *The inability to generate optimal tax revenue to pay for essential City services;*
- *Continued deterioration of aging commercial districts and neighborhoods;*
- *Inadequate number of quality, affordable residential products;*
- *Underutilization of existing properties and infrastructure;*
- *A lack of transportation options; and*
- *Lost opportunities for economic development.*

Strategies to address the Long-Term Issue

- *Guide the allocation of resources including grant funds and capital expenditures as stated in planokc.*
- *Focus Planning Department capacity and technical assistance on revitalization areas.*
- *Strengthen capacity of commercial districts to deliver more meaningful social, economic, and aesthetic results through the Commercial District Revitalization Program.*
- *Strategically concentrate neighborhood revitalization efforts in the Strong Neighborhoods Initiative areas to reverse decline and leverage private investment and support.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, the Planning Department will influence revitalization and redevelopment within the urbanized areas of the city as evidenced by:

- *100% of participating Commercial District Revitalization Program districts will maintain or increase total property value.*
- *65% of citizens surveyed will be satisfied with each attribute in response to the following question: Please rate your satisfaction with the following attributes of your neighborhood: - Safety - Appearance - Property Maintenance - Sense of Community - Amenities (parks, sidewalks, street trees) - Overall Quality*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
967	% of commercial properties in each Commercial District in the CDRP that have maintained or increased in market value from one year to the next according to the Oklahoma County Assessor	N/A	83%	83%	100%	100%
968	% of citizens satisfied with neighborhood attributes	59%	57%	62%	65%	61%

Planning

FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target

Long-Term Issue - Sustainable Growth

Failure to guide the city's growth in a way that promotes quality of life, efficient service provision, and human, environmental, and economic health will result in:

- *Increased costs to provide public services;*
- *Lower level of City services;*
- *Diminished neighborhood stability and durability;*
- *Exacerbation of public health issues;*
- *Continued stress on capacity of public schools to improve educational outcomes;*
- *Reduced functionality of the multi-modal transportation system and capacity to support it;*
- *Reduction in quality, accessibility, and availability of natural resources (air, water, natural areas);*
- *Increased number of vacant, abandoned and dilapidated buildings and properties;*
- *Diminished options for access to community services and employment opportunities;*
- *Increased infrastructure construction and maintenance costs for taxpayers;*
- *Failure to meet federal air quality standards will impact federal funding, efficiency of transportation infrastructure projects, and the ability to support new or expanding industry;*
- *Diminished attractiveness for economic development;*
- *Increased economic and social disparity; and*
- *Diminished ability to meet community demand for quality of life services and amenities.*

Strategies to address the Long-Term Issue

- *Implement Comprehensive Plan (planokc);*
- *Develop, adopt and implement the Sustainability Plan.*
  - *Establish a full-time Urban Forester position to: develop and manage an Urban Forestry Management and Reforestation Plan; utilize grants, leverage community resources, and form public/private partnerships to assist with tree planting, care, and maintenance; and provide internal assistance in coordinating any type of emergency service that impacts trees in the event of an ice storm, tornado, wildfires, or any other natural disaster.*
- *Develop policies, strategies, and incentives to increase the variety of housing types and affordability.*
- *Promote inner-city development and redevelopment through the use of incentives, design review consultations and coordination with other City agencies and the development community.*
- *Modify codes, regulations and policies to ensure consistency with the comprehensive plan (planokc).*
- *Promote the implementation of a multi-modal transportation system.*

Planning

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Sustainable Growth						
Strategic Result(s) to measure annual progress on Long-Term Issue						
The Planning Department will use planokc to guide the city's growth in a way that promotes quality of life, efficiency of service provision, and human, environmental, and economic health as evidenced by:						
▪ *Annually, 20% of development/redevelopment will be in the inner-loop annually.*						
▪ *Annually, 100% of rezoning decisions by Council will be consistent with the Comprehensive Plan.*						
▪ *Increase the percentage of commute trips made by walking, bicycling, or public transportation from 2.13% to 2.16% by 2024.*						
969	% of new development and redevelopment that occurs in the inner-loop	13%	23%	23%	18%	21%
970	% of rezoning decisions by City Council that are consistent with the comprehensive plan	97%	96%	96%	100%	100%
971	% of commute trips made by walking, bicycling, or public transportation	N/A	N/A	2.32%	2.14%	2.15%

Planning

Long-Term Issue - Effective Collaboration and Coordination

Inadequate coordination between all City departments and partner agencies in the development and implementation of the City's projects, plans, policies and goals, if not addressed, will result in:

- *Inefficient use of City resources;*
- *Inefficient and unsustainable growth;*
- *Poor execution of City policies, plans and Council priorities; and*
- *Increased project costs, delays and diminished citizen confidence.*

Strategies to address the Long-Term Issue

- *Build and maintain a strong relationships with Public School Districts, Association of Central Oklahoma Governments, Local Art Agencies, City Departments, and others.*
- *Identify and recruit interested and involved stakeholders to participate on planning and implementation teams.*
- *Establish and solidify agreements committing resources and staff with departments to assist with implementing initiatives that have cross-departmental issues.*

Strategic Result(s) to measure annual progress on Long-Term Issue

The Planning Department will help facilitate better participation and support from other City departments, school systems and other agencies as evidenced by:

- *100% of affected departments will participate in planning initiatives where cross-departmental issues have been identified.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
972	% of affected departments will participate in planning initiatives where cross-departmental issues have been identified	100%	100%	100%	100%	100%

Administrative - Executive Leadership

973	% of key measures and strategic results achieved	60%	47%	44%	78%	78%
974	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	98%	98%	94%	98%
975	% of performance evaluations completed by the review date	88%	86%	92%	95%	95%
976	% of residents that say they are satisfied or very satisfied with the appearance of the city	N/A	N/A	56%	53%	55%
977	% of residents that say they are satisfied or very satisfied with their feeling of safety	N/A	N/A	52%	58%	52%
978	% of terminations submitted to the Personnel Department within 3 days of the termination date	67%	100%	100%	95%	95%
979	# of full-time employees supported	42	44	44	47	45

Planning

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Executive Leadership						
980	$ amount of operating expenditures managed	3,489,536	3,777,958	3,669,955	4,135,899	3,897,050
Administrative - Arts and Cultural Affairs						
981	% change in investment in public art	32%	4%	4%	-1%	-1%
982	# of 1% for Art projects in progress	19	25	23	20	25
983	# of City funded 1% for Art projects installed	5	14	12	10	15
984	# of City owned public art assets	178	190	197	196	205
985	# of new art and cultural projects managed	6	2	16	75	22
986	# of public art projects installed	19	29	17	35	20
987	# of 1% for Art projects funded	66	57	35	45	57
988	# of new art and cultural projects requested	128	331	409	150	331
Administrative - Grant and Financial Management Program						
989	% of grant awards that are in compliance with the terms of their agreement	100%	100%	100%	100%	100%
990	# of grant sub-recipients agreements managed	27	40	39	38	50
Administrative - Office of Sustainability						
991	% of identified sustainability measures meeting or exceeding target	N/A	N/A	N/A	100%	100%
992	# of outreach and education event participants	765	481	481	700	700
993	# of outreach and education events held	20	9	9	22	20
994	# of residential energy efficiency loans closed	7	15	6	10	10
995	$ of residential energy efficiency loans closed	52,910.79	108,600.08	50,117.26	75,000.00	75,000.00
996	# of residential energy efficiency loan contacts received	1,106	1,792	1,481	1,000	1,500
Current Planning - Current Planning						
997	% of rezoning decisions by City Council that are consistent with the comprehensive plan	97%	96%	95%	100%	100%

Planning

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Current Planning - Current Planning						
998	% of affected departments will participate in planning initiatives where cross-departmental issues have been identified	100%	100%	100%	100%	100%
999	# of board of adjustment applications reviewed	N/A	94	86	100	100
1000	# of preliminary plats reviewed by staff	18	17	34	12	24
1001	# of rezoning applications reviewed by staff	145	198	256	160	200
Current Planning - Urban Design and Community Appearance						
1002	% of citizens surveyed who say they are satisfied or very satisfied with the appearance of the community	62%	65%	67%	65%	65%
1003	% of change in property values within all Design Districts	6%	6%	6%	7%	6%
1004	# of applications reviewed in design districts	772	669	662	750	638
1005	# of Historic Landmark Designations approved	1	0	3	2	2
1006	# of National Register Nominations reviewed	5	4	8	5	7
Housing and Community Development - Community Development						
1007	$ value of non-City investment per $ value of City investment	2.08	2.25	2.25	2.50	2.75
1008	% of citizens satisfied with neighborhood attributes	59%	57%	62%	65%	61%
1009	# of down payment assistances provided	40	21	32	40	30
1010	# of housing rehabilitations completed	293	176	214	200	200
1011	# of housing units assisted or built through all program services	397	205	180	300	250
1012	# of new housing units constructed	9	6	1	12	10
1013	% of residents that describe their perceptions of safety and security in their neighborhoods as safe or very safe in the City's annual Citizen Survey	N/A	68%	70%	70%	70%
1014	% of residents that say they are satisfied or very satisfied with property maintenance in their neighborhoods in the City's annual Citizen Survey	N/A	59%	61%	60%	60%

Planning

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Housing and Community Development - Homelessness Services						
1015	% of people who are homeless who remain in permanent housing for more than six months	95%	93%	93%	100%	95%
1016	# of People who were formerly homeless housed through the Continuum of Care Program	702	735	735	650	700
1017	# of people who are homeless in Oklahoma City according to the Point in Time Count	1,183	1,273	1,273	1,183	1,573
Plan Development and Implementation - Comprehensive Planning						
1018	% of new development and redevelopment that occurs in the inner-loop	13%	23%	19%	18%	21%
1019	% Comprehensive plan policies in progress or completed	62%	76%	76%	77%	76%
1020	# of Comprehensive Plan policies in progress or completed each year	193	236	236	239	236
1021	# of square feet of development city wide	24,202,402	22,872,359	23,320,319	21,000,000	21,000,000
Plan Development and Implementation - Neighborhood and Commercial District Revitalization						
1022	% of commercial properties in each Commercial District in the CDRP that have maintained or increased in market value from one year to the next according to the Oklahoma County Assessor	N/A	83%	83%	100%	100%
1023	% change in new construction and building remodels in CDRP, TIF, and BIDs	-25%	11%	11%	7%	7%
1024	% change in new construction and building remodels in Strong Neighborhoods Initiative (SNI) Neighborhoods	N/A	-3%	-3%	5%	5%
1025	# of events sponsored by the Districts in the CDRP Program	197	146	113	140	136
Plan Development and Implementation - Transportation Planning						
1026	% of commute trips made by walking, bicycling, or public transportation	N/A	N/A	2.32%	2.14%	2.15%
1027	# of miles bicycle facilities built	N/A	N/A	N/A	10	17
1028	# of miles of sidewalk built	N/A	N/A	22	20	72

Police

Long-Term Issue - Greater Need for Police Presence and Services

The growing demand for police presence and services coupled with the increasing scope and complexity of police services, if not adequately addressed, will result in:

- *Slower police response times*
- *Increasing crime rate and reduced percentage of crimes solved*
- *Decreased resident satisfaction with police services and feelings of community safety*
- *Decreased traffic enforcement resulting in increased number of collisions*

Strategies to address the Long-Term Issue

- *Continue the use of overtime programs to address high crime areas to improve the public perception and foster trust.*
- *Increase traffic enforcement citywide.*
- *Increase personnel in Investigations, Operations and community based programs.*
- *Build strategic relationships with local and national public and private partners.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2021, police presence and services will adequately increase while maintaining the level of core services citywide, as evidenced by:

- *55% or more of citizens citywide report they feel safe.*
- *72% or more of residents will be satisfied with quality of police services citywide.*
- *80% or more of life threatening calls (Priority 1) will be responded to within 9 minutes 30 seconds from the time a 911 call is answered to officer arrival.*
- *Property crime clearance rate equal to or above the national average of comparable cities, 17.6%.*
- *Violent crime clearance rate equal to or above the national average of comparable cities, 45.5%.*
- *55% or more of residents will feel safe in the Downtown area.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
1	% of residents citywide reporting they feel safe [1]	48%	50%	50%	55%	55%
2	% of residents reporting they are satisfied with the quality of police services citywide [1]	69%	69%	69%	72%	72%
3	% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrival	73%	73%	74%	80%	80%
4	% of property crimes cleared by arrest, prosecution or other means [2]	29%	28%	25%	30%	30%
5	% of person crimes cleared by arrest, prosecution or other means [2]	69%	59%	54%	70%	70%

Police

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Greater Need for Police Presence and Services						
6	% of residents reporting they feel safe in the Downtown area [1]	42%	43%	43%	55%	55%

[1] Based on the Resident Survey Results. This measure includes the categories of safe and very safe or satisfied and very satisfied.

[2] Based on 2018 statistics from the latest available data published by the FBI.

Long-Term Issue - Violent Crime

A continued trend of violent crime, if not adequately addressed, will result in:

- *Increased assaults and homicides*
- *Increased gang violence*
- *Increased demand on public services*
- *Decreased feeling of public safety*

Strategies to address the Long-Term Issue

- *Improve public perception and foster trust by increasing community engagement along with police presence, and enforcement in strategic areas using various overtime initiatives and grant programs.*
- *Continue efforts to reduce crime through community based programs, social outreach opportunities, increased crime analysis, and public and private partnerships.*
- *Continue recruitment, hiring and training of new officers to fill vacancies.*
- *Continue Safe Streets Task Force Program with FBI.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, the Police Department will address the rise in violent crime and gang violence by:

- *Aggravated assaults per 100,000 residents in Oklahoma City equal to or below comparable cities nationwide.*
- *Reducing the number of gang-related deadly weapon assaults by 5% compared to previous year.*

7	# of aggravated assaults per 100,000 residents	424.53	394.91	394.91	392.13	392.13
8	% reduction in the number of gang-related deadly weapon assaults	47%	-5%	-65%	5%	5%

Police

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Procedural Justice						
Procedural justice is defined as the idea of fairness in the processes that resolve disputes and allocate resources. It is a philosophy and practice which promotes positive organizational change, builds police legitimacy in the community, and enhances officer safety. The continuing need to implement and promote procedural justice, if not addressed, will result in:						
▪ *Negative public perception*						
▪ *Decreased ability to recruit candidates*						
▪ *Decreased resident satisfaction, confidence, and cooperation*						
▪ *Decreased actual or perception of unfair and inequitable policing services*						
Strategies to address the Long-Term Issue						
▪ *Continue to review and revise policies and procedures.*						
▪ *Continue to participate in community outreach through community programs and partnerships.*						
▪ *Continue to reinforce de-escalation training and practices to officers through recruit and in-service training.*						
▪ *Continue to manage and evaluate the Body Worn Camera program.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2021, 72% or more residents will be satisfied with the quality of police services citywide.						
9	% of residents reporting they are satisfied with the quality of police services citywide	69%	69%	69%	72%	72%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2022, 100% of all captains and lieutenants will receive Leadership Development training.						
10	% of Lieutenants and Captains who have been provided Leadership Development Training each year	N/A	100%	100%	100%	100%
Administrative - Executive Leadership						
11	% of key measures and strategic results achieved	52%	44%	26%	75%	75%
12	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	95%	96%	90%	90%
13	% of underutilized vehicles in the fleet	9%	8%	8%	10%	10%
14	# of full-time employees supported	1,372	1,426	1,465	1,539	1,527
15	Dollar amount of operating expenditures managed	181,776,538	197,528,596	204,629,853	208,355,295	204,122,061

Police

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Emergency Management						
16	% of Federal and State required all hazard emergency or disaster plans reviewed and updated	100%	100%	50%	100%	100%
17	# of people contacted per presentation or event	124.59	159.40	132.32	80.00	80.00
18	# of exercises conducted	4	5	7	4	4
19	# of public education and outreach presentations, events or opportunities	44	50	7	30	30
20	# of residents contacted through public education and outreach presentations, events or opportunities	5,482	7,970	890	2,400	2,400
21	# of responder training courses coordinated or conducted.	26	31	36	24	24
22	# of responses to significant events, emergencies or disasters	24	32	14	24	24
Administrative - Human Resources						
23	% of applications received from minority applicants	56%	73%	53%	60%	60%
24	% of performance evaluations completed by the review date	76%	81%	85%	95%	95%
25	% of terminations submitted to the Personnel Department within 3 days of the termination date	55%	64%	64%	95%	95%
26	# of minority recruits hired	24	58	58	20	15
27	# of applications for sworn positions received by department	2,349	2,595	2,447	2,000	2,000
28	# of full-time and part-time employees	1,519	1,572	1,569	1,543	1,543
Administrative - Professional Standards						
29	% of administrative investigations completed within six months	82%	91%	82%	67%	67%
30	# of administrative investigations	39	35	14	30	30
31	# of criminal investigations	2	0	0	6	6
Administrative - Public Information						
32	# of views per social media post	6,120	16,192	17,266	31,111	16,000
33	# of media requests responded to	9,788	9,734	9,627	6,320	8,000
34	# of resident requests responded to	1,304	2,013	1,246	750	750

Police

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Public Information						
35	# of social media posts	4,341	1,991	2,185	900	1,200
36	# of written news releases produced through the PIO	281	549	725	400	400
Investigations - Investigations						
37	% of person crimes cleared by arrest, prosecution or other means	69%	59%	54%	70%	70%
38	% of property crimes cleared by arrest, prosecution or other means	29%	28%	25%	30%	30%
39	# of investigations conducted (all investigations including Municipal Court charges as well as State and Federal Court charges)	30,815	25,309	42,949	33,000	33,000
40	# of incidents routed for review	64,251	57,057	60,279	70,000	70,000
Investigations - Investigations Support						
41	% of peer reviewed validated crime lab results delivered within time standards - Fingerprint within 30 days - Controlled substance within 30 days - DNA within 90 days - Firearm examinations comp	42%	39%	53%	100%	100%
42	# of crime lab tests conducted	27,099	46,360	42,919	48,000	48,000
43	# of firearms entered into the National Integrated Ballistic Information Network	758	762	703	800	800
Investigations - Special Investigations						
44	# of drive-by shootings per 100,000 residents	12.24	13.73	20.46	12.23	12.23
45	# of gang-related deadly weapon assaults per 100,000 residents	2.91	2.98	3.22	14.90	14.90
46	# of Special Projects' illicit drug cases presented for prosecution per 100,000 residents	510.70	571.32	476.58	550.00	550.00
47	% of graffiti crimes cleared by arrest, prosecution, or other means	132%	194%	120%	128%	128%

Police

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Investigations - Special Investigations						
48	% reduction in the number of gang-related deadly weapon assaults	47%	-5%	-15%	5%	5%
49	# of computer, digital, electronic and other media device forensic examinations completed	704	749	1,019	750	700
50	# of criminal nuisance abatement cases	449	399	364	400	400
51	# of graffiti investigations conducted by Special Investigations	246	154	208	215	215
52	# of graffitti crimes cleared by arrest, prosecution, or other means	324	298	250	275	275
53	# of computer, digital and electronic and other media device forensic examinations requested	744	848	852	750	800
54	# of graffiti investigation requests reported by Special Investigations	98	148	210	100	150
Operations - Court Enforcement and Investigations						
55	% of total warrants cleared of total received	N/A	13%	19%	20%	20%
56	# of warrants cleared by officers	N/A	1,825	8,343	6,000	6,000
57	# of warrants received by officers	N/A	14,020	44,430	30,000	30,000
Operations - Courthouse Security						
58	# of security breaches	N/A	0	0	0	0
59	# of security hours provided	3,315	3,263	3,309	3,263	3,263
60	# of service responses	354	2,038	3,898	3,000	3,000
Operations - Crime Prevention and Awareness						
61	% of crime prevention and awareness training participants who report they received important/useful information	100%	100%	97%	98%	98%
62	# of crime prevention and awareness participants trained	8,227	8,542	7,158	8,000	8,000
Operations - Patrol						
63	# of aggravated assaults per 100,000 residents	424.53	394.91	394.91	392.13	392.13

Police

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Operations - Patrol						
64	% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrival	73%	73%	73%	80%	80%
65	% of residents citywide reporting they feel safe	48%	50%	50%	55%	55%
66	% of residents reporting they are satisfied with the quality of police services citywide	69%	69%	69%	72%	72%
67	% of officers that achieve the minimum performance standards per hour for their patrol shift and division	82%	83%	82%	80%	85%
68	% of residents reporting they feel safe in the Downtown area	42%	43%	43%	55%	55%
69	# of calls for service answered	379,287	408,798	435,399	380,000	380,000
70	# of helicopter hours flown	1,504.80	1,306.70	1,180.95	1,500.00	1,500.00
71	# of hours of time on call provided	272,702.00	283,504.00	310,653.76	280,000.00	280,000.00
72	# of self-initiated contacts provided	74,236	61,922	68,961	75,000	75,000
73	# of special event security hours provided	20,177.25	13,314.65	12,899.68	22,000.00	22,000.00
74	# of specialized unit responses provided	145	393	419	150	150
Operations - Traffic Safety						
75	# of traffic collisions per 1,000 residents of Oklahoma City	22.91	23.76	24.50	25.07	24.00
76	% of residents that are satisfied with traffic enforcement	58%	58%	58%	58%	60%
77	# of traffic contacts per 1,000 residents of Oklahoma City	172.21	162.54	170.90	183.84	183.84
78	# of traffic fatalities per 1,000 residents of Oklahoma City	0.12	0.12	0.12	0.12	0.12
79	# of traffic collision investigations completed	14,962	15,918	16,416	15,000	15,000
80	# of traffic contacts made	112,456	108,904	114,500	110,000	112,000
Operations - Youth Services						
81	# of crimes reported to School Resource Officers in schools per 1,000 students	5.25	5.45	4.61	4.68	4.68
82	% decrease in truancy rate of students served by truancy officers	49%	51%	57%	50%	50%

Police

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Operations - Youth Services						
83	# of youths served in education programs	12,708	14,189	10,454	10,000	10,000
84	# of students served by truancy officers	8,441	8,287	6,595	8,000	8,000
85	# of youths processed through Community Intervention Center.	1,025	1,124	1,586	1,200	1,200
86	# of youths served by the Juvenile Intervention Program	300	253	194	60	60
87	# of youths served by the Police Athletic Program	11,070	17,817	7,466	10,000	10,000
88	# of students in OKCPS/OCPD secondary schools per year	13,654	13,085	17,331	13,250	13,250
Public Safety Support - 911 Communications						
89	% of 911 calls answered within 10 seconds	94%	95%	96%	90%	90%
90	% of life threatening (Priority 1) calls dispatched within 2 minutes 30 seconds	82%	86%	80%	85%	85%
91	# of calls serviced	1,028,354	1,047,079	1,098,384	1,100,000	1,100,000
Public Safety Support - Inmate Processing/Incarceration Alternative						
92	% change in the number of people incarcerated for municipal charges	-42%	-52%	-55%	-15%	-15%
93	% of all arrestees booked into the jail, by any law enforcement agency, who are accurately identified at the time of booking/intake	99%	99%	100%	100%	100%
94	# of arrestees processed	19,125	16,626	16,326	18,000	17,000
95	# of Detox admissions provided	3,406	3,849	3,833	3,600	3,600
96	# of inmate days utilized by Oklahoma City at the Oklahoma County Jail	22,136	20,761	14,673	21,000	17,000
Public Safety Support - Permit Services						
97	% of alarm responses with alarm permits	29%	27%	26%	46%	46%
98	% of total alarm responses that are false alarms	98%	98%	98%	96%	96%
99	# of all permits processed	36,374	33,625	33,017	41,500	41,500

Police

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Public Safety Support - Records Management						
100	% of reports validated within 24 hours *	N/A	N/A	100%	100%	100%
101	# of reports validated *	N/A	N/A	145,725	144,000	144,000
Public Safety Support - Training						
102	% of officers who rate advanced training as high or very high in supporting the knowledge and skills needed to provide public safety services	61%	79%	69%	75%	75%
103	% of Lieutenants and Captains who have been provided Leadership Development Training each year	N/A	100%	100%	100%	100%
104	# of recruits that graduate from the Police Academy	26	56	56	60	60
105	# of training hours provided	3,117	3,639	2,777	2,000	2,000

Public Transportation and Parking

Long-Term Issue - Service

The continuing demand to enhance transportation and parking services, if not addressed, will result in:

- *Erosion of ridership and parking customers*
- *Less workers connecting to jobs*
- *Loss of transit service and degraded on-time performance*

Strategies to address the Long-Term Issue

- *Complete equipment and facility preventative maintenance work on schedule*
- *Expand commitment to recruiting, retaining, and developing our workforce*
- *Modernize practices and maximize technology to improve the customer experience*
- *Educate our community about EMBARK services and develop community partners*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, public transportation and parking customers will benefit from enhanced services as evidenced by:

- *% Public Transit service hours lost will be at or below 1%*
- *8% or less employee vacancy rate*
- *At least 80% of customers will be satisfied with EMBARK services*
- *EMBARK on-time performance will be 85% of EMBARK bus trips will be on-time*
- *EMBARK on-time performance will be 95% of EMBARK Plus paratransit pick-ups will be on-time*
- *EMBARK on-time performance will be 95% of OKC Streetcar trips will be on-time*
- *0% of EMBARK Plus paratransit trips will be denied due to capacity constraints*
- *Parking complaints per 1,000 transactions will be at or below 1%*
- *EMBARK will provide at least 13,000 public transit trips per day*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
1134	Annual vacancy rate *	N/A	N/A	0%	8%	8%
1135	% of public transportation customers surveyed rating service as satisfactory	74%	74%	74%	78%	78%
1136	% of on-time bus departures	66%	69%	69%	75%	75%
1137	% of EMBARK Plus paratransit pick-ups on time	94.72%	94.40%	93.31%	93.00%	93.00%
1138	% of on-time streetcar departures *	N/A	N/A	96%	96%	96%

Public Transportation and Parking

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Service						
1139	% of federally required EMBARK Plus paratransit pickups denied due to capacity constraints *	N/A	N/A	2.15%	0.00%	0.00%
1140	# of parking complaints per 1,000 transactions *	N/A	N/A	0.00%	1.00%	1.00%
1141	# of passenger trips provided	2,958,863	2,921,065	2,974,338	3,038,038	3,187,003

Long-Term Issue - Safety

The ongoing need to prioritize customer and employee safety, if not addressed, will result in:

- *Reduction in safe environments for customers and employees*
- *Reduced stakeholder and community confidence*
- *Increased vehicle collisions, on the job injuries, and passenger injuries*
- *Negative impacts to state and federal funding*

Strategies to address the Long-Term Issue

- *Implement federally required Safety Management System (SMS)*
- *Modernize and intensify employee safety training systems*
- *Invest in ongoing transit and parking asset maintenance and management*
- *Develop and implement an incident tracking and reporting system*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, Public transportation and parking customers and employees will experience enhanced safety as evidenced by:

- *Preventable accidents will be at or below 2.97 per 100K miles*
- *Total Case Preventable On the Job Injury Incident Rate will be 10% below the industry standard*
- *100% of preventive maintenance inspections will be completed on-time*
- *90% of passengers surveyed will report they feel safe at the transit center, bus stops, or while riding the bus*
- *Security incidents will be at or below 1 per 100,000 passengers*

1142	# of preventable accidents per 100,000 miles	N/A	N/A	0.67	1.57	1.58
1143	% of FTE Employees without an on-the-job injury (OJI) in the current fiscal year	91%	89%	88%	88%	90%
1144	% of vehicle preventive maintenance procedures completed on time	99%	98%	99%	100%	100%

Public Transportation and Parking

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Safety						
1145	% of passengers surveyed will report they feel safe at the transit center, bus stops, or while riding the bus	71%	72%	72%	75%	75%
1146	# of security incidents per 100,000 passengers	0.0338	0.0000	0.0000	0.0500	0.0500

Long-Term Issue - Growth

A lack of dedicated funding sources for public transit and awareness of transportation and parking services needed to meet the demands of a growing city, if not addressed will result in:

- *Missed opportunities to attract new customers*
- *Declining community confidence and trust*
- *Difficulty in attracting private sector talent and employees to Oklahoma City from other states*
- *Decreased economic development, expansion, and partnerships*

Strategies to address the Long-Term Issue

- *Implement private sector employee transit pass program*
- *Affect change in the municipal code to support Transit Oriented Development and land use strategies*
- *Update and implement long-range and short-range transit and parking plans*
- *Promote technology-based customer centric programs, improve ADA eligibility process and establish a travel training program*
- *Continued coordination with state, local and federal partners regarding transit funding*
- *Launch pilot program to manage private parking assets*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, Public Transportation and Parking services will promote sustainable growth as evidenced by:

- *5% Increase in operations expense recovered through fare revenue*
- *10% decline in bus transfers*
- *Construction and launch of NW Bus Rapid Transit route*
- *Construction and opening of new hotel/convention center parking garage*
- *25% increase of available public parking through management of private parking assets*

1147	% increase in available public parking through management of private parking assets *	N/A	N/A	0.00%	1.00%	1.00%

Public Transportation and Parking

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Executive Leadership						
1148	% of key measures and strategic results achieved	50%	21%	33%	75%	75%
1149	% of newly hired employees who retain employment with EMBARK for more than 24 months	44%	52%	62%	63%	63%
1150	% of performance evaluations completed by the review date	30%	11%	39%	95%	80%
1151	% of terminations submitted to the Personnel Department within 3 days of the termination date	98%	97%	100%	95%	95%
1152	Annual Turnover Rate of Employees	20%	24%	21%	18%	21%
1153	# of full-time employees supported	227	258	300	264	300
1154	Annual vacancy rate *	N/A	N/A	N/A	8%	8%
1155	Dollar amount of operating expenditures managed	30,087,320	37,664,210	37,798,584	41,025,586	41,025,586
Administrative - Customer Relations						
1156	% of business along the streetcar route contacted each month *	N/A	N/A	0%	100%	100%
1157	% of customer calls answered in 30 seconds	88%	90%	89%	87%	90%
1158	% of customer inquiries, requiring staff research and review, responded to within 5 business days	67%	74%	67%	77%	77%
1159	# of customer calls answered	78,444	71,806	74,665	115,000	80,000
1160	# of customer inquiries, requiring staff research and review, responded to within 5 business days	781	1,003	1,380	1,344	1,344
1161	# of customer calls received	81,695	75,079	78,543	115,000	80,000
1162	# of customer inquiries received requiring staff research and review	1,173	1,354	2,056	1,300	1,300
Administrative - Safety, Security, and Training						
1163	% of FTE Employees without an on-the-job injury (OJI) in the current fiscal year	91%	89%	91%	88%	90%
1164	# of preventable accidents per 100,000 miles	N/A	N/A	1.44	1.57	1.58
1165	# of security incidents per 100,000 passengers	0.0338	0.0000	0.0420	0.0500	0.0500

Public Transportation and Parking

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Administrative - Safety, Security, and Training						
1166	% of employees who have completed required training *	N/A	N/A	N/A	100%	100%
1167	% of new employees who have passed the CDL test *	N/A	N/A	100%	90%	90%
1168	% of passengers surveyed will report they feel safe at the transit center, bus stops, or while riding the bus	71%	72%	72%	75%	75%
1169	% of total non-preventable vehicle accident claims collected on *	N/A	N/A	11%	100%	100%
1170	% of total vehicle accident files completed within 10 days *	N/A	N/A	100%	100%	100%
1171	# of OJI's per 200,000 hours worked *	N/A	N/A	15	25	25
1172	# of non-collision passenger injury claims substantiated per 100,000 passengers *	N/A	N/A	15	15	15
Parking - Municipal Off Street Parking						
1173	% of time operational equipment is working (uptime) *	N/A	N/A	78%	0%	0%
1174	# of parking complaints per 1,000 transactions *	N/A	N/A	0.27%	1.00%	1.00%
1175	% of monthly vehicle spaces occupied	92%	77%	69%	100%	70%
1176	# of hours of parking purchased *	N/A	N/A	2,501,900	2,501,904	2,501,904
1177	# of parking customers served	335,383	367,690	294,622	335,000	356,180
1178	# of parking transactions completed	3,074,147	2,399,293	2,031,684	2,841,000	2,349,244
1179	# of preventative off-street work orders completed	668	780	942	900	900
1180	$ total revenue from parking transactions *	N/A	N/A	5,230,739	5,476,800	6,588,210
1181	% increase in available public parking through management of private parking assets *	N/A	N/A	0.00%	1.00%	1.00%
Parking - On-Street Parking Meter						
1182	% of time operational equipment is working (uptime)	100%	100%	100%	100%	100%
1183	# of parking complaints per 1,000 transactions *	N/A	N/A	0.27%	1.00%	1.00%
1184	# of metered on-street parking spaces available *	N/A	N/A	1,407	1,345	1,345
1185	# of on-street work orders completed	633	280	180	200	200
1186	# of parking meters *	N/A	N/A	180	173	205

Public Transportation and Parking

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Parking - On-Street Parking Meter						
1187	# total parking transactions *	N/A	N/A	586,740	585,363	675,008
Public Transportation - Bus Operations						
1188	# of bus passengers per day *	N/A	N/A	8,251	8,323	8,732
1189	# of bus passengers per service hour *	N/A	N/A	14.81	15.00	15.54
1190	% of on-time bus departures	66%	69%	67%	75%	75%
1191	% of public transportation customers surveyed rating service as satisfactory	74%	74%	74%	78%	78%
1192	# of passenger trips provided	2,958,863	2,921,065	3,024,265	3,038,038	3,187,003
1193	# of service hours provided *	N/A	N/A	204,255	202,533	205,093
Public Transportation - Bus Stop Management						
1194	% of bus stops that are ADA compliant	31%	33%	33%	37%	37%
1195	% of bus stops with a shelter *	N/A	N/A	13%	14%	14%
1196	% of customers satisfied with cleanliness of bus stops	63%	66%	66%	75%	75%
1197	% of bus stop repair work orders completed on time	96%	100%	95%	100%	100%
1198	# of bus shelters constructed	6	29	40	25	25
1199	# of bus stops made ADA compliant	32	16	21	40	40
Public Transportation - EMBARK Norman						
1200	# of Norman bus passengers per service hour *	N/A	N/A	16.54	19.16	12.70
1201	% of Norman public transportation customers surveyed rating service as satisfactory *	N/A	N/A	N/A	75%	75%
1202	% of on-time Norman fixed route bus departures *	N/A	N/A	N/A	75%	75%
1203	% of on-time Norman paratransit pick-ups *	N/A	N/A	N/A	95%	95%
1204	# of Norman fixed route passenger trips provided *	N/A	N/A	282,693	326,858	326,858
1205	# of Norman paratransit trips provided *	N/A	N/A	13,296	16,421	16,421

Public Transportation and Parking

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Public Transportation - EMBARK Plus Paratransit						
1206	% of EMBARK Plus customers surveyed rating the services provided as satisfactory or very satisfactory	N/A	N/A	N/A	92%	92%
1207	% of total EMBARK Plus customer trip requests completed	96.66%	88.81%	78.14%	98.00%	98.00%
1208	% of EMBARK Plus paratransit pick-ups on time	94.72%	94.40%	89.04%	93.00%	93.00%
1209	% of federally required EMBARK Plus paratransit pickups denied due to capacity constraints *	N/A	N/A	2.19%	0.00%	0.00%
1210	# of EMBARK Plus trips provided	53,155	56,388	57,060	55,000	65,000
1211	# of EMBARK Plus trips requested	67,137	71,340	75,043	68,000	80,000
Public Transportation - Facilities Management						
1212	% of customers satisfied with cleanliness of Transit Center	73%	77%	77%	85%	85%
1213	% of facility preventive maintenance procedures completed on-time *	N/A	N/A	100%	100%	100%
1214	# of preventative maintenance procedures completed	483	826	108	450	90
1215	# of scheduled facility service requests completed *	N/A	N/A	403	500	450
1216	# of unscheduled facility service requests completed	814	835	742	500	700
Public Transportation - Fleet Management						
1217	% of customers satisfied with cleanliness of buses	66%	66%	66%	75%	75%
1218	% of fixed-route fleet available	85%	85%	82%	85%	85%
1219	% of vehicle preventive maintenance procedures completed on time	99%	98%	100%	100%	100%
1220	# of miles driven between service interruptions *	N/A	N/A	78,347.05	67,000.00	70,000.00
1221	# of vehicle repair work orders completed	3,734	4,206	4,823	4,000	4,100
Public Transportation - MOBILITY MANAGEMENT						
1222	% of senior transportation customers rating services as satisfactory	100%	100%	100%	98%	100%
1223	# of passengers per day utilizing mobility management services	N/A	N/A	405.65	350.00	350.00

Public Transportation and Parking

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Public Transportation - MOBILITY MANAGEMENT						
1224	# of bus passes distributed to homeless or low-income individuals	38,256	53,145	57,412	34,500	45,000
1225	# of senior transportation trips provided	N/A	N/A	44,115	45,000	50,000
1226	# of Social Service Agency Trips Provided *	N/A	N/A	58,191	2,320	2,320
Public Transportation - Oklahoma River Cruises						
1227	# of passengers per River Cruise service hour	9.85	6.17	8.52	6.50	0.00
1228	% of river cruise customers rating service as satisfactory	100%	100%	98%	96%	96%
1229	% of scheduled river cruise service hours lost	15%	N/A	34%	10%	100%
1230	# of river cruise passengers transported	8,870	3,633	5,346	5,275	0
1231	# of river cruise service hours provided	901.10	N/A	627.54	803.90	0.00
Public Transportation - Spokies Bike Share						
1232	# of Spokies trips per bike per day	1,054	837	361	1,153	0
1233	% of Bikes available for use	94.12%	97.14%	88.06%	0.00%	0.00%
1234	# of Bike trips	12,643	10,041	4,326	13,835	0
1235	# of Bikes available for use	48	68	59	0	0
Public Transportation - STREETCAR						
1236	# of streetcar passengers per day *	N/A	N/A	937.35	1,036.65	1,036.65
1237	# of streetcar passengers per service hour *	N/A	N/A	13.97	14.00	14.00
1238	% of on-time streetcar departures *	N/A	N/A	95%	96%	96%
1239	% of surveyed customers who are satisfied with the quality of their service *	N/A	N/A	80%	85%	85%
1240	Average frequency for streetcar *	N/A	N/A	14.11	13.00	13.00
1241	# of miles between streetcar service interruptions *	N/A	N/A	28,549	60,000	60,000
1242	# of streetcar passenger trips provided *	N/A	N/A	343,580	378,378	378,378

Public Works

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Condition of Streets						
Increasing difficulty to address resident expectations of the quality of city streets, if not addressed with additional maintenance and reconstruction, will result in further dissatisfaction and lack of resident confidence.						
Strategies to address the Long-Term Issue						
▪ *Continue to provide efficient management that combines routine maintenance, street resurfacing, and new construction to improve overall condition of city streets.*						
▪ *Continue unit price contracts for resurfacing and base repair for efficient delivery of projects.*						
▪ *Identify and secure a dedicated funding source for the maintenance of street infrastructure.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, the Public Works Department will improve the timeliness of infrastructure repairs, as follows:						
▪ *Complete 80% of pothole repairs within 3 business days.*						
▪ *Complete 80% of permanent utility cut repairs within 10 business days of receipt from line maintenance.*						
1243	% of arterial pothole repairs completed within 3 calendar days of work order issued	60%	N/A	N/A	80%	80%
1244	% of utility cut repairs completed within 14 calander days of receipt from line maintenance	N/A	54%	52%	80%	91%
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, the Public Works Department will:						
▪ *Complete 77 miles of resurfacing and widening*						
▪ *Expend $46 million for resurfacing and widening projects*						
▪ *80% of arterial street resurfacing projects will be completed within 4 weeks*						
1245	# of miles resurfaced and widened annually	N/A	110.62	104.33	77.00	72.00
1246	$ expended on resurfacing and widening	57,309,413	94,942,601	94,942,601	46,000,000	95,000,000
1247	% of arterial street resurfacing projects completed within 4 weeks	N/A	48%	25%	80%	80%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2023, resident satisfaction with the condition of arterial streets will meet or exceed 40%						
1248	% of citizens satisfied with the condition of arterial streets	18%	20%	20%	40%	40%

Public Works

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Condition of Streets						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2023, resident satisfaction with the condition of residential streets will meet or exceed 50%						
1249	% of citizens satisfied with condition of residential streets	28%	30%	30%	50%	50%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2023, the average of all city streets will have a Pavement Condition Index (PCI) rating of 70 or above						
1250	Citywide average PCI	66	67	68	68	68
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2023, 60% of arterial streets with a Pavement Condition Index (PCI) rating of 70 or above						
1251	% of arterial streets with a Pavement Condition Index (PCI) rating of 70 or above	32%	40%	41%	52%	52%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2023, 65% of residential streets with a Pavement Condition Index (PCI) rating of 70 or above						
1252	% of residential streets with a Pavement Condition Index (PCI) rating of 70 or above	62%	63%	64%	63%	63%
Long-Term Issue - Capital Project Delivery						
The increasing number of projects and continuing priority to expedite project construction if not addressed will result in failure to deliver projects on time and on budget.						
Strategies to address the Long-Term Issue						
▪ *Develop and maintain categorized budget worksheets, for sales tax and future bond projects to ensure delivery within available funds.*						
▪ *Ensure consistent delivery and construction of projects using increased consulting services to supplement city project management staff.*						
▪ *Utilize work order contracting on street resurfacing projects to reduce the number of total bids and expedite construction.*						
▪ *Limit construction contract revisions through improved plan reviews, successful management of change orders and amendments, and expediting final acceptance of completed projects.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By April 2021, all listed 2007 bond issue projects will be completed or under construction.						
1253	% of listed 2007 projects completed or under construction	65%	73%	73%	100%	100%

Public Works

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Capital Project Delivery						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By December 2022, $300 million of the $967 million 2017 bond issue will be awarded or completed.						
1254	Total $ of 2017 GO bond projects awarded or completed	N/A	71,525,000	71,525,000	114,949,750	114,949,750
Strategic Result(s) to measure annual progress on Long-Term Issue						
By December 2022, all sales tax street resurfacing projects will be completed or under construction.						
1255	% of sales tax street resurfacing projects completed or under construction	9%	47%	65%	50%	50%
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, the department will continue to improve timeliness and budgeting for project delivery as evidenced by:						
▪ *75% of facilities projects will be substantially completed on time.*						
▪ *75% of facilities construction projects will not exceed 7% in cost increases following award of contract.*						
▪ *75% of infrastructure construction projects will be substantially completed on time.*						
▪ *75% of infrastructure construction projects will not exceed 7% in cost increases following award of contract.*						
1256	% of facilities projects substantially completed on time	40%	83%	92%	75%	75%
1257	% of facilities construction projects not exceeding 7% in cost increases following award of contract	76%	70%	81%	75%	75%
1258	% of infrastructure construction projects substantially completed on time	58%	50%	50%	77%	77%
1259	% of infrastructure construction projects not exceeding 7% in cost increases following award of contract	68%	74%	85%	70%	70%

Public Works

Long-Term Issue - Condition of Drainage Infrastructure

Recent increases in the number of severe storm events coupled with limited resources to provide maintenance and new drainage construction, if not addressed, will result in a higher number of flooded structures, property damage, and citizen complaints.

Strategies to address the Long-Term Issue

- *Continue to provide a drainage program that combines inlet maintenance, rural road drainage maintenance, unimproved channel maintenance, and improved channel maintenance to the overall condition of city drainage infrastructure.*
- *Develop new City basin drainage studies to better monitor the effects of urbanized development on the City's drainage systems to prioritize projects and address citizen complaints.*
- *Complete an improved and updated Drainage Criteria Manual, to guide drainage design consultants on City standards and procedures.*
- *Revise the Drainage Ordinance to increase requirements and standards for newly constructed drainage infrastructure.*
- *Provide necessary staff, crews, and project resources to expedite response to drainage concerns.*
- *Improve Community Rating System to further lower flood insurance rates to residents.*

Strategic Result(s) to measure annual progress on Long-Term Issue

The Public Works Department will:

- *By 2020, Complete 90% of drainage repairs within 30 calendar days*
- *Achieve a FEMA community rating system of 6 by 2020.*
- *50% of the City's drainage basin studies will be completed by 2023.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
1260	% of drainage repairs completed within 30 calendar days	90%	85%	84%	90%	90%
1261	FEMA Community Rating [1]	8	8	8	6	6
1262	% of the City's drainage basin studies completed	N/A	0%	0%	8%	8%

[1] The Community Rating System (CRS) is a voluntary system used by the Federal Emergency Management System (FEMA) that recognizes and encourages community floodplain management activities that exceed minimum National Flood Insurance Program (NFIP) standards. CRS participation allows for discounts on flood insurance premiums ranging from 5% to 45%. Depending upon the level of activity, communities are assigned to one of ten classes, with Class 1 offering to highest discount for policy holders.

Public Works

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Inspection Services						
An increasing number of projects in the right of way from both the development community and public investment, if not addressed, will result in increased traffic impact.						
Strategies to address the Long-Term Issue						
▪ *Increase the timeliness of scheduled inspections to ensure contractor compliance and expedite construction. Establish a staffing level to allow for proactive work zone inspections to reduce the number of days roadways are closed.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2022, 60% of field inspections will be completed daily						
1263	% of field inspections completed daily	N/A	37%	37%	50%	50%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2022, 50% of active work zones will receive a compliance inspection						
1264	% of active work zones receiving a compliance inspection	11%	13%	13%	40%	40%
Administrative - Executive Leadership						
1265	% of key measures and strategic results achieved	39%	27%	34%	75%	75%
1266	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	97%	93%	92%	82%	86%
1267	% of performance evaluations completed by the review date	65%	64%	59%	95%	95%
1268	% of terminations submitted to the Personnel Department within 3 days of the termination date	88%	95%	86%	95%	95%
1269	% of underutilized vehicles (excluding heavy equipment) in the Public Works Fleet	22%	26%	24%	10%	10%
1270	# of full-time employees supported	338	362	369	418	399
1271	Dollar amount of operating expenditures managed	40,751,415	43,957,619	45,794,786	53,315,940	51,654,261
Engineering - Drainage Engineering						
1272	% of property owner drainage inquiry reviews and responses completed within 30 calendar days	59%	45%	56%	80%	80%
1273	% of bridges that are open to traffic	100%	100%	100%	100%	100%

Public Works

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Engineering - Drainage Engineering						
1274	% of bridges that have an acceptable rating	90%	90%	91%	91%	91%
1275	% of the City's drainage basin studies completed	N/A	0%	0%	8%	8%
1276	# of drainage inquiry responses	196	339	280	400	400
1277	FEMA Community Rating	8	8	8	6	6
Engineering - Engineering Technical Review						
1278	% of customers that receive four (4) week initial document review response including drainage, paving and ADA compliance	74%	74%	87%	85%	85%
1279	% of infastructure and site plan reviews requiring more than one review	N/A	31%	26%	60%	60%
1280	# of infrastructure and site plans reviewed	862	1,030	715	1,000	1,000
1281	# of revocable permits reviewed *	N/A	N/A	1,094	1,200	1,200
1282	# of work orders issued for private development	165	107	119	200	200
1283	# of infrastructure and site plans submitted for review	1,061	1,094	761	1,000	1,000
Engineering - Paving Engineering						
1284	% of arterial streets with a Pavement Condition Index (PCI) rating of 70 or above	32%	40%	41%	52%	52%
1285	% of residential streets with a Pavement Condition Index (PCI) rating of 70 or above	62%	63%	64%	63%	63%
1286	% of arterial street resurfacing projects completed within 4 weeks	N/A	48%	0%	80%	80%
1287	% of sales tax street resurfacing projects completed or under construction	9%	47%	65%	50%	50%
1288	# of miles of new arterial street sidewalk constructed	7.00	11.60	N/A	15.00	4.00
1289	# of miles of new residential sidewalk constructed	28.00	9.51	N/A	20.00	14.00
1290	# of miles of street widened	4.87	3.07	3.18	4.00	2.00
1291	# of miles of streets resurfaced	47.00	107.55	147.70	73.00	70.00

Public Works

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Engineering - Paving Engineering						
1292	# of miles of streetscapes/enhancements	0.00	0.56	0.00	7.50	3.00
1293	# of miles resurfaced and widened annually	N/A	110.62	150.88	77.00	72.00
1294	$ expended on resurfacing and widening	57,309,413	94,942,601	94,942,601	46,000,000	95,000,000
Field Services - Construction Inspection and Construction Quality Control						
1295	% of active construction projects receiving a site visit daily *	N/A	N/A	N/A	N/A	N/A
1296	% of right of way inspections completed within one day of request	97%	97%	97%	95%	95%
1297	% of field inspections completed daily	N/A	37%	40%	50%	50%
1298	# of inspections completed	27,518	28,224	27,904	30,000	30,000
1299	Estimated value of work inspected	378,360,899	580,108,690	472,702,194	400,000,000	400,000,000
1300	# of new projects received	633	645	573	600	600
1301	# of total active projects	493	542	534	500	500
Field Services - Survey						
1302	% of surveys delivered by the proposed date of completion	97%	97%	98%	95%	95%
1303	% of survey proposals provided within 3 business days of survey request	100%	100%	100%	100%	100%
1304	# of surveys completed	152	153	143	150	150
Project Management - Contract Administration						
1305	% of consulting contracts approved within 150 calendar days from advertising the project	49%	34%	46%	50%	50%
1306	# of days that project contracts are in negotiation	N/A	9.17	8.82	15.00	15.00
1307	% of contract amendments completed within 45 calendar days	46%	N/A	33%	70%	70%
1308	% of new pre-qualified contractors receiving field evaluations during the application process	N/A	0%	0%	100%	100%
1309	% of pre-qualification applications reviewed and approved in 60 calendar days *	N/A	N/A	N/A	N/A	N/A



Public Works

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Project Management - Contract Administration						
1310	# of consulting contract amendments approved	54	N/A	37	50	50
1311	# of consulting contracts approved	43	70	65	60	60
1312	# of contractor pre-qualifications approved	245	231	273	250	250
1313	# of consulting contracts managed	68	60	41	70	70
Project Management - Facilities Project Management						
1314	% of facilities construction projects not exceeding 7% in cost increases following award of contract	76%	70%	88%	75%	75%
1315	% of facilities projects substantially completed on time	40%	83%	89%	75%	75%
1316	% of facilities projects achieving final acceptance within 90 calendar days of substantial completion	58%	83%	90%	75%	75%
1317	Dollar value of facilities construction projects awarded	42,768,469	33,994,447	68,214,259	45,000,000	45,000,000
1318	# of facilities construction projects awarded	47	117	158	90	90
1319	# of work orders issued	N/A	63	77	50	50
1320	# of facilitiy projects in progress	129	133	151	145	145
Project Management - Infrastructure Project Management						
1321	% of infrastructure construction projects not exceeding 7% in cost increases following award of contract	68%	74%	74%	70%	70%
1322	% of infrastructure construction projects substantially completed on time	58%	50%	N/A	77%	77%
1323	% of infrastructure projects achieving final acceptance within 90 calendar days of substantial completion	49%	48%	41%	62%	62%
1324	% of listed 2007 projects completed or under construction	65%	73%	81%	100%	100%
1325	# of infrastructure construction projects awarded	30	222	175	200	200
1326	Dollar value of infrastructure construction projects awarded	53,824,596	95,339,534	111,129,382	100,000,000	100,000,000
1327	# of infrastructure construction projects in process	145	204	147	200	150

Public Works

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Storm Water Quality - Environmental Water Quality						
1328	% of storm water stations where water test results indicate no follow up is needed	89%	88%	88%	95%	78%
1329	# of dry weather sites monitored	436	225	186	164	200
1330	# of pounds of floatable debris collected from creeks within the city	18,398	17,351	8,908	11,000	11,000
Storm Water Quality - Household Hazardous Waste Collection						
1331	% of households that are aware of OKC household hazardous waste collection services	54%	55%	62%	65%	65%
1332	Pounds of household hazardous waste collected	648,766.00	768,380.00	585,786.94	660,000.00	576,000.00
1333	# of pounds of household hazardous waste reused and recycled	529,432	272,780	272,780	227,000	237,000
1334	# of residents utilizing household waste services	9,722	10,380	9,981	9,000	9,000
Storm Water Quality - Public Outreach						
1335	% of elementary schools in Oklahoma City contacted that participate in the Storm Water Quality program	9%	7%	7%	11%	11%
1336	# of school visits	19	20	8	24	24
1337	# of student contacts	1,991	3,088	650	2,500	2,500
1338	# of total participants in volunteer programs	651	814	882	875	875
1339	# of total public outreach contacts	3,676,618	5,532,508	6,385,662	3,500,000	4,000,000
Storm Water Quality - Stormwater Permitting						
1340	% of active construction and land disturbance permitted sites receiving a monthly inspection	57%	52%	51%	50%	50%
1341	% of active industrial permitted sites receiving required inspections *	N/A	N/A	68%	N/A	N/A
1342	% of construction and industrial inspections in compliance with storm water pollution prevention plan requirements	99%	98%	99%	99%	99%
1343	% of industrial inspections completed on time monthly *	N/A	N/A	82%	N/A	N/A

Public Works

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Storm Water Quality - Stormwater Permitting						
1344	# of construction and land disturbance site enforcement actions issued	98	132	83	120	120
1345	# of construction and land disturbance site inspections conducted	9,058	8,884	9,212	8,500	8,500
1346	# of industrial site enforcement actions issued	12	26	25	12	12
1347	# of industrial site inspections conducted	841	869	1,211	700	1,190
Streets, Traffic & Drainage Maintenance - Drainage						
1348	% of drainage repairs completed within 30 calendar days	90%	85%	71%	90%	90%
1349	# of drainage repairs completed	1,177	2,441	2,596	2,000	2,500
1350	# of tons of debris removed from the Oklahoma River	130.80	318.31	195.93	225.00	225.00
Streets, Traffic & Drainage Maintenance - Streets						
1351	% of arterial pothole repairs completed within 3 calendar days of work order issued	60%	N/A	N/A	80%	80%
1352	% of utility cut repairs completed within 14 calander days of receipt from line maintenance	N/A	54%	58%	80%	91%
1353	% of citizens satisfied with condition of residential streets	28%	30%	30%	50%	50%
1354	% of citizens satisfied with the condition of arterial streets	18%	20%	20%	40%	40%
1355	# of potholes repaired	53,798	66,452	54,544	60,000	60,000
1356	# of utility cut repairs	828	235	162	400	350
Streets, Traffic & Drainage Maintenance - Traffic Operations						
1357	% of priority traffic signal calls responded to within 30 minutes	71%	83%	70%	80%	80%
1358	% of traffic sign work orders completed within 7 days	79%	64%	88%	80%	80%
1359	# of traffic sign installation and repairs completed	1,993	3,016	2,955	3,000	3,000
1360	# of traffic signal repairs completed	4,228	9,009	6,899	5,000	6,500

Public Works

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Traffic Management - Traffic and Transportation Services						
1361	% of work zone permits issued within one business days of application	100%	100%	100%	100%	100%
1362	% of work zones inspected in compliance	77%	75%	83%	80%	80%
1363	% of active work zones receiving a compliance inspection	11%	13%	13%	40%	40%
1364	# of active work zones	3,978	4,940	5,438	4,600	4,600
1365	# of active work zones receiving compliance inspection	421	626	716	1,840	1,840
1366	# of work zone compliance inspections	5,053	7,512	8,591	7,200	7,200
1367	# of work zone permit requests processed	4,295	3,473	4,175	4,600	4,600
Traffic Management - Traffic Engineering						
1368	% of citizens satisfied with the flow of traffic and ease of getting around the City as indicated by the citizen's survey	35%	37%	35%	50%	50%
1369	% of field studies completed within 14 days	100%	100%	100%	100%	100%
1370	% of traffic engineering plan reviews receiving intial response within 3 business days	100%	100%	100%	100%	100%
1371	# of field studies completed	1,120	882	589	1,000	1,000
1372	# of traffic construction design plans reviewed	398	520	534	475	475
1373	# of traffic modifications that increased safety (monthly avg)	107	136	258	120	120
1374	# of traffic service requests completed	1,282	1,628	3,226	1,300	1,300

Utilities

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Asset Management						
The increasing age of the infrastructure and other capital assets, if not addressed by adequate investment, will result in higher service disruption and lower service levels.						
Strategies to address the Long-Term Issue						
▪ *Maintain assets to the intended level of service and perform repairs and upgrades to those assets, to minimize disruptions to delivery of service to customers.*						
▪ *Periodically evaluate systems to determine remaining useful life and develop a capital replacement program based on priorities established by consequence and probability of failure.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Maintain assets in good condition to minimize disruptions to delivery of service to customers.						
▪ *70% of planned and scheduled maintenance/repair versus unplanned repair work orders completed*						
1375	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed *	N/A	N/A	80%	70%	80%
Long-Term Issue - Customer Service						
Customers expect a high level of service from the Utilities Department. Failure to maintain a focus on customer satisfaction to meet the desired level of service, will result in a decrease in customer satisfaction.						
Strategies to address the Long-Term Issue						
▪ *Continue to monitor trends in customer concerns and system performance and adjust business practices accordingly.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
According to the Resident Survey, Utilities will maintain or improve customer satisfaction annually as indicated by:						
▪ *10% above the national average of customers satisfied with solid waste services in large cities.*						
▪ *10% above the national average of customers satisfied with wastewater services in large cities.*						
▪ *10% above the national average of customers satisfied with water services in large cities.*						
1376	% of customers surveyed who are satisfied with solid waste services	89%	91%	91%	89%	89%
1377	% of customers surveyed are satisfied with water services	77%	78%	78%	86%	86%
1378	% of customers surveyed are satisfied with wastewater services	75%	76%	76%	81%	81%

Utilities

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Long-Term Issue - Workforce Stability and Development						
The increasing number of retirements and difficulty in recruiting and retaining qualified employees, if not addressed, will impair Utilities' ability to maintain and improve service reliability.						
Strategies to address the Long-Term Issue						
▪ *Continue to pursue training strategies to broaden employees' workplace skills.*						
▪ *Continue the workforce succession plan to achieve career progression and meet job requirements.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Ensure a qualified workforce for delivering customer service as indicated by:						
▪ *100% of supervisors will be on track to complete Utilities University supervisory core classes in three years.*						
▪ *100% of mid-management employees will be Lean Green Belt certified by 2022.*						
1379	% of supervisors on track to complete Utilities University supervisory core classes in three years	100%	90%	90%	100%	100%
1380	% of mid-management employees Lean Green Belt certified *	N/A	N/A	64%	100%	100%
Long-Term Issue - Maintain Strong Financial Management						
Increased customer and regulatory demands along with increased construction, equipment, and operational costs can exceed annual revenue requirements to support programs which, if not addressed, will result in a decrease in services and customer satisfaction.						
Strategies to address the Long-Term Issue						
▪ *Continue to evaluate the Cost of Service and make rate adjustment recommendations to OCWUT, OCEAT and City Council accordingly.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Protect the customers' investment in Utilities by maintaining strong financial management as demonstrated by:						
▪ *OCWUT will maintain bond ratings of AAA from Standard & Poor's and Aaa from Moody's Investors Service.*						
▪ *OCEAT will maintain its bond rating of AAA from Standard & Poor's.*						
1381	OCWUT will maintain bond ratings of AAA from Standard & Poor's and Aaa from Moody's Investor's Service	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
1382	OCEAT will maintain its bond rating of AAA from Standard & Poor's	AAA	AAA	AAA	AAA	AAA

Utilities

Long-Term Issue - Environmental Stewardship

The reduced availability of future natural resources and commodities, if not addressed, will result in the inability to meet service expectations of our customers.

Strategies to address the Long-Term Issue

- *Continue to pursue conservation of resources in the best economic interest of our customers.*
- *Improve participation rate in recycle program to extend life of landfill.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Utilities will maintain and improve its environmental stewardship as evidenced by:

- *Reduce annual water loss to less than 10% by 2022.*
- *Increase recycle tonnage to 27,000 by 2021.*

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
1383		N/A	N/A	N/A	N/A	0.1217
1384	# of tons recycled	7,348.98	17,207.51	16,230.70	18,000.00	16,500.00

Administrative - Administration

1385	% of key measures and strategic results achieved	77%	67%	63%	75%	75%
1386	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	97%	94%	94%	90%	92%
1387	% of mid-management employees Lean Green Belt certified *	N/A	N/A	64%	100%	100%
1388	% of performance evaluations completed by the review date	59%	56%	60%	95%	95%
1389	% of supervisors on track to complete Utilities University supervisory core classes in three years	100%	90%	90%	100%	100%
1390	% of terminations submitted to the Personnel Department within three days of the termination date	63%	82%	85%	95%	95%
1391	# of full-time employees supported	698	723	719	793	773
1392	Dollar amount of operating expenditures managed	95,343,981	88,481,272	89,306,932	107,770,625	107,567,708

Customer Service - Customer Service/Billing

1393	% of utility customer calls answered within 30 seconds of first ring	89%	86%	83%	90%	85%
1394	% of billing discrepancies resolved within five business days	98%	95%	98%	95%	95%

Utilities

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Customer Service - Customer Service/Billing						
1395	# of utility customer service calls	489,089	N/A	441,301	486,148	365,222
Customer Service - Field Support						
1396	% of accurate meter reads	N/A	N/A	100%	99%	99%
1397	% of service requests completed as scheduled	85%	87%	88%	85%	89%
1398	% of bills issued within two business days of meter read	66%	100%	100%	90%	95%
1399	# of meter readings *	N/A	N/A	2,839,503	2,600,000	2,858,734
1400	# of routine bills issued	N/A	N/A	2,291,506	2,400,000	2,436,000
1401	# of service requests	302,309	228,141	284,961	296,400	245,000
Engineering - ENGINEERING MANAGEMENT						
1402	% of Inter-Departmental projects reviewed within five business days	73%	79%	93%	90%	90%
1403	% of projects completing construction within the contract time	70%	80%	75%	90%	90%
1404	% of wastewater collection system assessed	N/A	N/A	11%	10%	10%
1405	# of construction projects outstanding	27	20	28	24	24
1406	# of Inter-Departmental projects presented for review	55	81	118	80	80
Engineering - Infrastructure Records						
1407	% of water and wastewater record requests completed within 30 minutes	87%	95%	87%	90%	90%
1408	# of water and wastewater record requests	5,258	7,403	5,849	5,000	5,000
Engineering - Private Development						
1409	% of water and wastewater private development plans reviewed within ten business days of receipt	84%	99%	100%	95%	95%
1410	# of water and wastewater private development plans received	643	714	913	700	700
Fleet Services - Fleet Services						
1411	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed *	N/A	N/A	80%	70%	75%

Utilities

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Fleet Services - Fleet Services						
1412	% of scheduled vehicle and equipment preventative maintenance inspections completed within 24 hours	93%	98%	97%	95%	95%
1413	% of Utilities fleet vehicles utilized *	N/A	N/A	84%	85%	85%
1414	% of Utilities vehicles and equipment available for use	97%	96%	96%	95%	95%
1415	# of standard Utilities fleet vehicles	366	305	300	380	367
1416	# of Utilities vehicle and equipment maintenance and repairs *	N/A	N/A	N/A	N/A	9,500
1417	# of Utilities vehicle and equipment preventative maintenance inspections	6,661	8,088	8,561	7,030	8,000
1418	# of vehicle and equipment preventative maintenance tasks required	7,158	8,294	8,826	7,400	8,000
Line Maintenance - UTILITIES METER MAINTENANCE						
1419	% of required Utility locates completed on time *	N/A	N/A	51%	100%	100%
1420	% of scheduled, aging meters replaced	107%	N/A	104%	100%	100%
1421	# of meters scheduled for replacement	18,017	N/A	17,860	18,000	18,000
1422	# of Utility locate requests received *	N/A	N/A	60,329	59,426	59,426
Line Maintenance - Wastewater Line Maintenance						
1423	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed *	N/A	N/A	59%	70%	70%
1424	% of wastewater overflow/backup calls responded to within one hour	N/A	N/A	79%	95%	95%
1425	# of wastewater overflow/backup calls *	N/A	N/A	2,968	2,820	2,820
1426	# of work orders *	N/A	N/A	9,007	9,246	9,246
Line Maintenance - Water Line Maintenance						
1427	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed *	N/A	N/A	82%	70%	70%
1428	% of water emergencies (main/service line breaks) responded to within one hour	96%	99%	88%	95%	95%

Utilities

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Line Maintenance - Water Line Maintenance						
1429	% of inoperable public fire hydrants repaired within five business days	82%	N/A	85%	90%	90%
1430	% of water leaks repaired within five business days	79%	94%	90%	90%	90%
1431	# of inoperable fire hydrants reported	N/A	N/A	254	300	300
1432	# of public fire hydrants in system *	N/A	N/A	298,355	298,438	298,541
1433	# of water leaks *	N/A	N/A	2,313	2,310	2,310
1434	# of work orders *	N/A	N/A	7,901	8,029	8,029
1435	# water emergencies *	N/A	N/A	3,952	3,889	3,889
Solid Waste - Bulk Waste Collections						
1436	% of bulk waste collected on schedule *	N/A	N/A	100%	100%	99%
1437	% of customers reporting satisfactory bulk waste service	81%	82%	84%	84%	84%
1438	% of customer requests for missed bulk waste resolved in two business days	84%	72%	82%	95%	95%
1439	# of customers receiving bulk waste service *	N/A	N/A	2,491,787	2,500,000	2,515,932
1440	# of customers requests for missed bulk waste collection *	N/A	N/A	3,155	3,198	3,500
Solid Waste - Environmental Clean-Up						
1441	% of litter collection routes completed on schedule	76%	67%	64%	52%	50%
1442	# of litter routes *	N/A	N/A	1,320	1,320	1,320
Solid Waste - Solid Waste Collection						
1443	% of scheduled solid waste routes collected by 5:00 pm	100%	99%	99%	95%	95%
1444	% of customer requests for missed cart collections resolved in one business day	87%	94%	93%	95%	95%
1445	% of customers surveyed who are satisfied with solid waste services	89%	91%	91%	89%	89%
1446	% of solid waste collection carts delivered, repaired or replaced within three business days of request	98%	99%	96%	95%	95%

Utilities

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Solid Waste - Solid Waste Collection						
1447	% of trash recycled	3%	6%	6%	7%	6%
1448	# of customer requests for missed cart collection *	N/A	N/A	4,551	4,000	4,654
1449	# of service requests for solid waste collection carts delivered, repaired or replaced *	N/A	N/A	34,416	43,508	48,000
1450	# of solid waste customers *	N/A	N/A	210,105	210,199	213,605
1451	# of solid waste routes scheduled *	N/A	N/A	1,129	1,131	1,125
Wastewater Quality - Lift Station Maintenance						
1452	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed *	N/A	N/A	79%	70%	80%
1453	# of work orders	247	N/A	1,551	330	2,900
Wastewater Quality - Pretreatment						
1454	% of commercial customers in compliance with pre-treatment program	98%	99%	94%	95%	95%
1455	% of industrial customers in compliance with pre-treatment program	99%	99%	99%	95%	95%
1456	# of commercial customers monitored *	N/A	N/A	392	394	394
1457	# of industrial customers monitored *	N/A	N/A	1,703	1,618	1,600
Wastewater Quality - Wastewater Treatment						
1458	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	94%	N/A	95%	70%	80%
1459	# of work orders *	N/A	N/A	19,487	21,570	21,500
Water Quality - Property Maintenance						
1460	% of property maintenance requests by citizens responded to within three business days of receipt	100%	100%	100%	95%	95%
1461	# of property maintenance requests	158	N/A	68	100	100

Utilities

		FY18 Actual	FY19 Actual	FY20 Projection	FY20 Target	FY21 Target
Water Quality - Pumping Station Maintenance						
1462	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed *	N/A	N/A	92%	70%	80%
1463	# of work orders *	N/A	N/A	181	100	180
Water Quality - Water Treatment						
1464	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed *	N/A	N/A	85%	70%	80%
1465	% of water quality tests meeting primary drinking water standards	100%	100%	100%	100%	100%
1466	% of water quality tests meeting secondary drinking water standards	102%	N/A	99%	100%	100%
1467	# of billion gallons of water treated	35.37	32.35	36.82	35.00	35.00
1468	# of required primary drinking water tests *	N/A	N/A	23,913	23,850	23,850
1469	# of scheduled secondary drinking water tests	41,195	N/A	947	970	970
1470	# of work orders	1,072	N/A	1,173	1,250	1,250
1471	% of planned and scheduled versus corrective maintenance work orders completed	84%	N/A	85%	80%	80%