2022 | 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, 2021

Executive Director

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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.

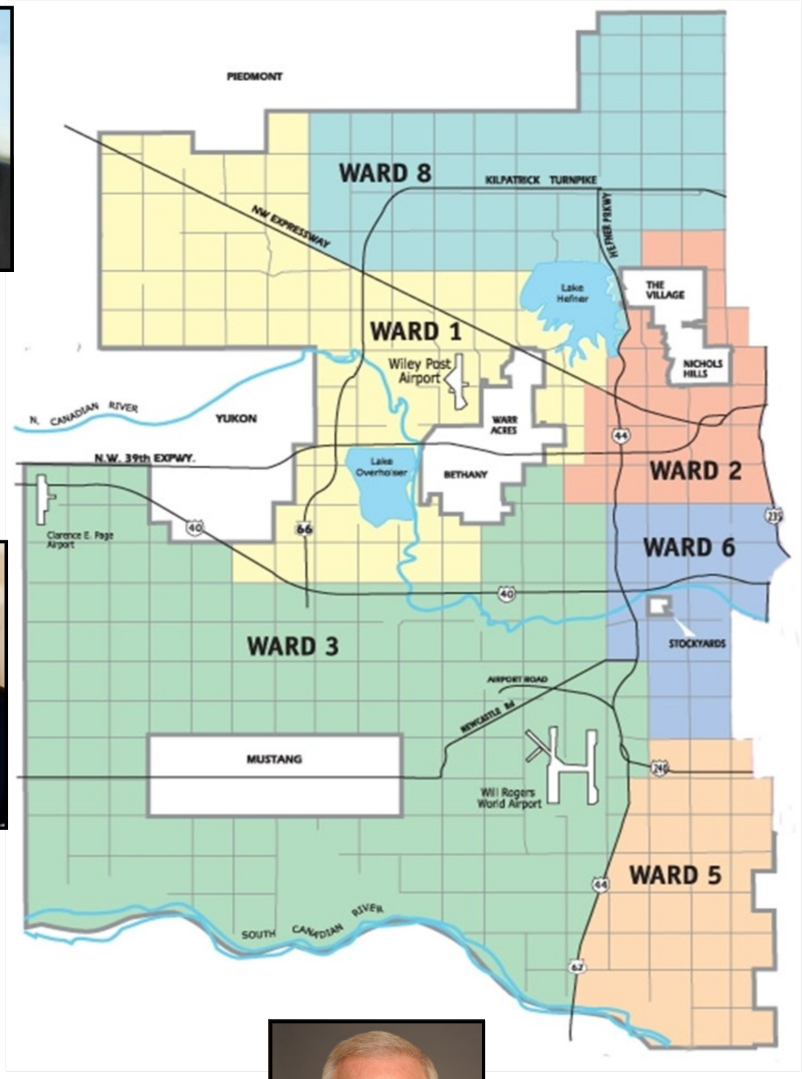
Recently, a committee of diverse, enthusiastic and committed City employees, representing virtually every department and work group in the organization, was convened to update the City's vision and mission statements. Many of the participants are included in the photo below taken on the day City Council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



MAYOR, CITY COUNCIL AND WARD BOUNDARIES



Bradley Carter
Ward 1





Barbara Young
Ward 3



David Greenwell
Ward 5



Mark K. Stonecipher
Ward 8



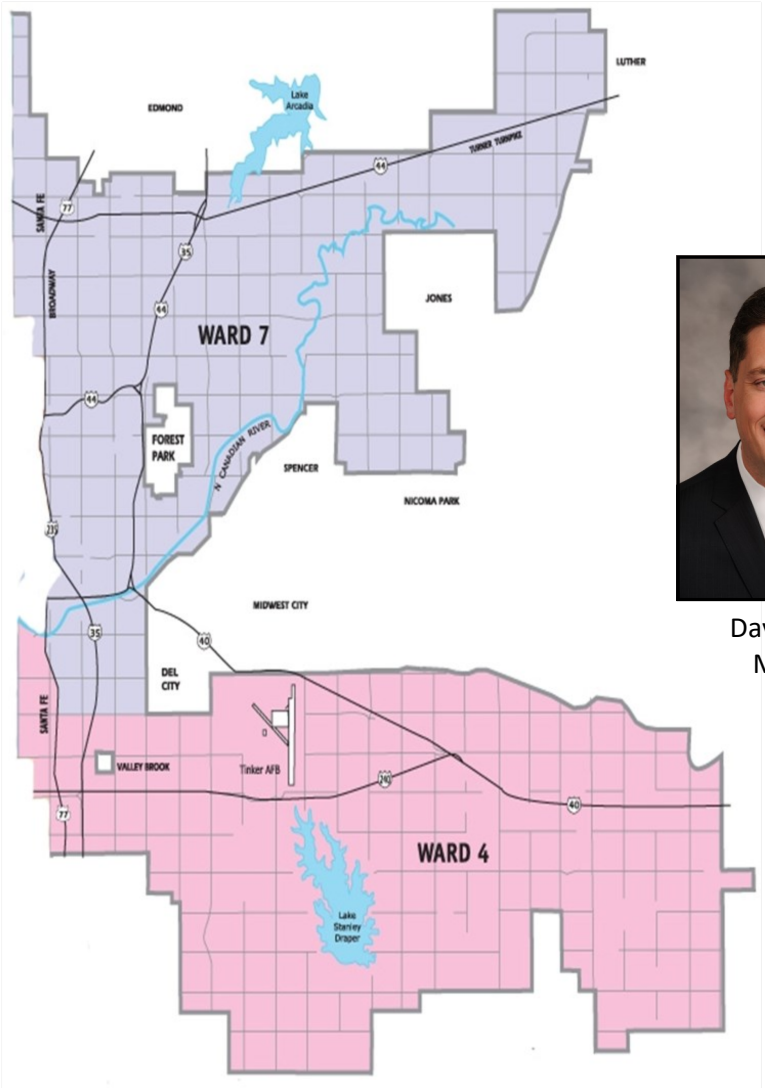
James Cooper
Ward 2



JoBeth Hamon
Ward 6



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:

I am pleased to present to you the Fiscal Year 2021-2022 (FY22) budget. This past year has been extremely challenging, and I am so proud of the way City staff have adapted to this new environment and continue to provide excellent services to our residents. As we developed this FY22 budget, the focus was on restoring staff and functions that were cut when revenues dropped last year due to the COVID-19 pandemic. We were not able to restore everything that was cut, but we were able to address critical priorities and make some additions in response to changing circumstances. I believe this budget best addresses the needs of the residents with the resources we have available. When the FY22 budget was finalized, the guidance on the American Rescue Plan Act (ARPA) was not available and so the budget incorporates our estimated $125 million in revenue from (ARPA) in the Grant Fund, but we do not yet know how those funds may be used to support operations or make up for lost revenues due to the pandemic.

The FY22 budget totals $1.65 billion, a decrease of $38.7 million (2.3%) compared to the FY21 amended budget. The decrease can be explained by reduced budgets for Better Streets Safer City (down $62.9 million) and MAPS 3 (down $70.0 million) as those programs begin winding down. Likewise, with the MAPS 4 program just getting started and the implementation plan not finalized we did not budget the fund balance in the fund, so that fund actually saw a slight decrease in budget. Grant funds show an increase of $28.6 million due to the significantly increased amount of federal aid coming to the City through various federal stimulus programs.

It is because the non-operating funds are so variable that we separate operating from non-operating costs. The operating budget, which reflects the funds that support operations increased by $36.5 million (5.1%). This was driven by growth of $31.6 million (6.8%) in the General Fund. The budget includes funding for 4,866 full-time positions, which is an increase of 109 positions (2.3%) from the FY21 total. This year there are no frozen positions (the position is listed, but the funding is not available) in the budget. All positions are available to be filled.

To deal with some of the challenges the City faces, the Mayor has formed three task forces that are looking into the areas of Law Enforcement Policy, Human Rights and Homelessness. In addition, a Community Policing Working Group was created in response to a City Council resolution to examine a number of issues around community policing and the way that mental health issues intersect with public safety. The recommendations from these groups have not been finalized, but we expect those to be made in the coming months. In order to begin implementing the recommendations in FY22, we have set aside $1 million in the Non-Departmental budget in the General Fund to provide an initial allocation of funds to these issues. In addition, $300,000 has been reserved for an initial effort to address responses to mental health calls for service. This funding will not address all of the needs, but it is a beginning to address these important issues.

MESSAGE FROM THE CITY MANAGER

As in past years, the City has worked with Dr. Russell Evans to develop our sales tax estimate for FY22. Dr. Evans is the Executive Director of the Steven Agee Economic Research and Policy Institute and Associate Professor of Economics at Oklahoma City University. With sales tax accounting for 53% of General Fund revenue, this one revenue source is the key driver in the fiscal outlook for the City. Dr. Evans' projection at the February budget workshop was for sales tax to be up 4.1% in FY22 over FY21's projected total and we are using that as our base forecast for sales tax growth. There is a lot of uncertainty about the future trajectory of the economy. Some experts are beginning to forecast strong growth as we exit the pandemic. Others are wary that the economic effects of the pandemic may linger for some time. A full discussion of our various revenue sources can be found in the Revenue Summary section of the budget book on page B-2.

While we are comfortable with our forecast for revenues in FY22, we are also fortunate to be emerging from the pandemic in a strong financial position. Due to quick enaction of cost control measures in FY20 and a conservative budget in FY21, the City has not had to use the General Fund operating reserve, which is expected to be at a level of about 23% when we begin FY22. This puts us in a very strong financial position going forward. I would note that the City retained its top-tier AAA rating from both Standard & Poor's and Moody's on our 2021 General Obligation bonds. This was another endorsement of the strong financial management practices of Oklahoma City.

MAPS 4

FY22 will be a milestone year for the MAPS 4 program as the implementation plan is finalized and project activity begins. This once cent General Fund sales tax is 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. The implementation plan will guide the timing for the 16 projects that address neighborhood and human needs and provide for quality of life and job-creating initiatives. The MAPS program is cash funded with no debt. For FY22, the budget is $118.8 million, which includes just current year revenue and does not anticipate budgeting any fund balance. 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."

Better Streets, Safer City

Collections ended March 31, 2020 for the temporary one cent Better Streets, Safer City sales tax, but projects are expected to continue for some time. Collections in the fund have totaled over $262 million. Work will continue in FY22 with a budget of $137.2 million for projects that have already begun and those that have been identified by the citizens 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 photo that includes two MAPS 3 projects - Scissortail Park and the new Oklahoma City Convention Center. Work on the next two Senior Health and Wellness Centers and the lower portion of Scissortail Park are underway, as well as some additional trails and sidewalks. In FY22, the remaining funds and interest earnings are budgeted for a total of $113.4 million.

MESSAGE FROM THE CITY MANAGER

Hotel Tax Fund

The pandemic had the most significant impact on the Hotel Tax Fund. The 5.5% hotel tax is dedicated to fund convention and tourism promotion, capital improvements at the State Fairgrounds and sponsorship of events that will attract visitors to Oklahoma City. In FY19, collections totaled $15.7 million. The last quarter of FY20 saw a dramatic decline in revenue as public health restrictions and safety measures resulted in plunging travel spending. Last May's tax collection was down nearly 80% from the year before. Hotel occupancy is gradually returning, and we are projecting strong growth in FY22, but our projections of $13.7 million are still far lower than FY19's level.

Major Budget Changes

Better than expected sales and use tax collections in FY21 and continued growth expected in FY22 have resulted in significant increase in projected revenues in the General Fund. With that we have been able to restore many deleted positions and make some enhancements to various programs. As previously stated, there are additions of 109 positions in the FY22 budget and all 56 positions that were frozen in FY21 are fully funded. I will address many of the increases here organized by function and department, but more detail on the changes in each department can be found in Section C of the budget book.

Public Safety

Accounting for over 63% of General Fund expenses, public safety is a critical function of the City. The Fire, Police and Municipal Courts Departments, along with the Animal Welfare Line of Business in the Development Services Department saw significant restorations and some additions.

The *Fire Department* had enacted several cost-cutting measures in FY21, including freezing 21 firefighter positions and reducing overtime by nearly $1 million. Unfreezing the positions is critical in FY22 as the Station 38, in Southwest Oklahoma City, will be complete and need the positions to provide staffing for an engine and brush pumper. To save on overtime, fire apparatus were taken out of service when weather conditions were conducive, and staffing was short of minimum levels to avoid calling back firefighters on overtime to staff that equipment. All Fire positions are fully funded in FY22 and overtime funding has also been restored. Two civilian positions – a Business Intelligence Analyst and a Digital Media Producer are additions to the FY22 budget. The Business Intelligence Analyst will provide a data analysis resource to help the department make more informed decisions in numerous areas. The Digital Media Specialist will aid in documenting Fire responses and provide better communication with residents through social media.

The *Municipal Court Department* restored a Senior Customer Services Representative that was cut in FY21. In addition, three other positions were added to enhance services in the Community Outreach program, Financial Services Line of Business and the Executive Leadership Program.

The *Police Department* also froze positions in FY21 and all 34 positions are fully funded in the FY22 budget. The Police Investigations Program has been gradually transitioning from sworn officers to civilian Crime Scene Investigators and in FY22, there more positions transitioning to civilian staffing. This also means that three sworn staff will be able to be assigned to other duties. In addition, three civilian Crime Scene Investigators are being added to the Crime Scene Unit. These are the first additions to the unit in over 20 years. Six civilian positions that were deleted in FY21 are restored in the FY22 budget in various programs. The Department also adds a Business Intelligence Analyst to

MESSAGE FROM THE CITY MANAGER

enhance data-informed decision-making. Two other civilian support positions are also added in Police to support the Central Oklahoma Metro Interdiction Team and to support the Police finance office.

Responding to calls involving mental health issues is a challenge in police service. Though not currently in the Police Department budget, $300,000 is added for a program that involves mental health professionals responding to certain calls for service. In addition, changes in 911 call taker protocols to better identify mental health issues as the calls are dispatched and increased mental health training for police officers are two additional initiatives to better address this important issue in our community.

Public Services

Public Services is the second largest function in the City accounting for 30.3% of the operating budget. Public Services are the functions most residents interact with on a regular basis and that plan, construct, maintain and operate the city's infrastructure.

The *Development Services Department* experienced significant cuts to staffing, losing 20 positions in FY21. The FY22 budget restores seven positions in the Construction Inspection, Nuisance Abatement, Code Administration, and Code Inspections Programs. The Animal Welfare Line of Business adds four positions, which brings it back to FY20 staffing levels. A Unit Operations Leader is added in the Permits and Licensing Program to meet increasing workload and maintain customer service levels. Finally, a Business Intelligence Specialist is added to the Development Center to address technology and automation needs.

The *Planning Department* adds a Senior Planner to serve as the Homeless Strategy Coordinator. Funding for this position is being supported by a partnership between the City, the Arnall Family Foundation and the Inasmuch Foundation. The FY22 budget also includes the restoration of a Program Planner in the Urban Design and Community Appearance Program.

The *Public Transportation and Parking Department* adds funding for the addition of two bus driver positions in COTPA to increase the frequency of Route 18 in northeast Oklahoma City from hourly to every 30 minutes. Spokies service is also funded for the full year as is the restoration of river cruises on the Oklahoma River in FY22. A four-person crew is funded in COTPA to maintain and clean the increasing number of bus stops. Other additions include a Senior Project Manager to help with the significant capital projects EMBARK is undertaking, such as the northwest corridor bus rapid transit project, and an Administrative Specialist to support the EMBARK Safety Program.

The *Public Works Department* deleted 19 positions in FY21. The FY22 budget adds a three-person crew to begin a bike lane maintenance program. As the amount of bike infrastructure grows throughout the City, the ability to maintain it will be crucial to the success of efforts to improve bike access to residents. A new Construction Project Coordinator position is created to implement the Local Business Utilization Plan adopted by the City Council. Another new function will be dredging of the Oklahoma River, which will be done by a two-person crew in-house rather than contracting out the function. The FY22 budget restores four positions in the Streets Program and two positions in the Infrastructure Project Management Program. Positions are also added in the Executive Leadership,

MESSAGE FROM THE CITY MANAGER

Traffic, Technical Review and Regulation, and the Stormwater Construction and Industrial Permitting Programs. In total, Public Works adds 17 positions in FY22.

The *Utilities Department* adds four positions to support ongoing maintenance of the Atoka Pipeline and the associated grounds, equipment and systems. Two new positions and changes in responsibilities in three positions are included to enhance customer service quality. To improve system resiliency and reliability, two positions are added along with an increase of $300,000 in supplies for mitigating the impact of Fats, Oils and Grease (FOG) on wastewater lines. The budget includes a net increase of one position in the Commercial Pretreatment Plan to help meet regulatory compliance requirements as well as an increase in chemical funding. Finally, two positions are added in the Tinker Municipalization Line of Business in advance of the transfer of ownership of Tinker Air Force Base water and wastewater services on September 1, 2021.

Culture and Recreation

The Parks and Recreation Department is the largest potion of the Culture and Recreation function. Within the Parks and Recreation budget is also where several public-private partnerships are funded such as the City's operations contracts with the Civic Center Foundation, Myriad Gardens Foundation, Scissortail Park Foundation and the First American Museum. Other contracts funded through the Non-Departmental budget fund operations at the Chesapeake Energy Arena and the Riversport Whitewater facility.

The *Parks and Recreation Department* will open the Willa D. Johnson Recreation Center in FY22. The budget adds five positions to help staff the new Willa D. Johnson Recreation Center. Staff from Foster Recreation Center and Douglass Recreation Center will also transition to the Willa D. Johnson Center after it opens. Also opening in FY22 will be the First Americans Museum (FAM). The Parks and Recreation Department will be contracting with the FAM to provide landscape maintenance and has added four staff to maintain this new facility. In addition, the City will be providing operating support of $750,000 to the FAM. In addition to the $750,000 the City has budgeted for FAM support, the Chickasaw Nation will also be contributing $2 million for operations in FY22 as part of the agreement between the State, Chickasaw Nation and the City. The Parks and Recreation Department is currently operating the Pete White Senior Center while a new contract for operations is prepared. Funding for a year's worth of operations in included in the budget while the RFP and award of contract is in process. Finally, the FY22 budget restores nine positions that were deleted in FY21 that will allow reinstatement of the two-week mowing schedule that had been in place for parks.

General Government

General Government is the smallest function in Oklahoma City's General Fund at 8.9%. This function encompasses central services like Information Technology, General Services, Finance, and Human Resources as well as City leadership through offices that report directly to the City Council - the City Manager's Office, Municipal Counselor's Office and the Office of City Auditor

The *City Manager's Office* increases by two positions. The first is the transfer of the Chief Diversity Officer from Human Resources along with additional funds for city-wide training. The second position is an Action Center Representative to provide better customer service to residents. The final change in the City Manager's Office is restoration of the salary for the Chief Innovation Officer that was frozen in FY21.

MESSAGE FROM THE CITY MANAGER

The *Finance Department* restores two positions in Accounting and one in the Office of Management and Budget that were deleted in FY21. A Training and Safety Analyst is added in the Risk Management Line of Business to support the various safety initiatives underway.

The *General Services Department* restores two positions in the Building Maintenance Program and two Mater Mechanic positions in the Vehicle and Equipment Maintenance Program that were deleted in the FY21 budget. A System Support Specialist III is added to the Physical Security Program to support Closed Circuit Television (CCTV), fire and intrusion systems in City facilities.

The *Human Resources Department* adds two Talent Acquisition Analysts in the Talent Acquisition Program to improve the speed of filling vacant positions. The FY22 budget also adds a Talent Development Technician and Classification and Compensation Technician to support training, and classification and compensation efforts in the department.

The *Information Technology Department* adds two Systems Analyst II positions to the Project Management Program to manage implementation of the increasing number of new technology projects throughout the City. An Information Security Analyst is added to work with the Municipal Counselor's Office on electronic records discovery required for Open Records requests and legal proceedings. An Application Support Technician is added in the Public Safety Communications program to help maintain CCTV cameras located throughout the City.

The *Municipal Counselor's Office* adds two Assistant Municipal Counselor I positions to support the increased volume of open records requests and to provide additional support for labor litigation cases.

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 continue to direct our additions and restorations to address these priorities. The full descriptions of these priorities and the results used to monitor progress in each area are discussed on page A-8.

Our annual resident survey is one of the ways we measure how well we are serving residents. Last year's survey was taken just as the reductions taken in the FY21 budget were beginning to impact services and the results did not show increased dissatisfaction from residents. In fact, Oklahoma City continues to set the standard among large cities in areas such as satisfaction with overall customer

MESSAGE FROM THE CITY MANAGER

service, utility services, and overall ratings of the city as a place to live, work, raise children, retire and visit. This year's survey will also take place near the beginning of the fiscal year before the new positions can be filed. We will get an idea from the results of how significant the impact of this past year's reductions have been on resident satisfaction. 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 where people want to live. In the coming year our team will continue working to serve our residents to the best of our ability.

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

FY22 is a year we are looking forward to with great anticipation. We hope to be able to put the most significant impacts of the COVID-19 pandemic behind us and not only restore service levels but provide even better service to our residents and visitors. Something that has received less attention than it normally would has been the significant decline in oil and gas activity in Oklahoma in the last year and a half. We are hoping that this critical industry has seen the worst of this cycle and will begin once again to thrive and support our local economy.

The investments Oklahoma City residents have made in themselves will be critical to the recovery in the coming year. 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.

The new MAPS 3 Convention Center and the Omni Convention Center Hotel are now open and 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 in September 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 all of our City employees for their unwavering commitment to public service during this past year. Our employees continued to provide exceptional service in the face of many challenges. I am so proud of the work they do every day.

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		FY20 Actual	FY21 Estimate	FY21 Target	FY22 Target
Police	% of person crimes cleared by arrest, prosecution or other means	57%	65%	70%	70%
	% of property crimes cleared by arrest, prosecution or other means	26%	23%	30%	30%
	% of residents who report they feel safe	52%	57%	55%	60%
	% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrival	74%	73%	80%	80%
Fire	% of emergency incidents responded to within 7 minutes	65%	61%	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	68%	71%	65%	65%
Development Services	% of property maintenance and code violations resolved voluntarily	72%	77%	75%	75%



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		FY20 Actual	FY21 Estimate	FY21 Target	FY22 Target
Police	% of residents who report they feel safe	52%	57%	55%	60%
	% of officers who have received procedural justice training	100%	100%	100%	100%
	% change in the number of people incarcerated for municipal charges	-58%	-72%	-15%	-15%
	# of prisoner days utilized by Oklahoma City at the Oklahoma County Jail	11,115	3,023	17,000	5,000
Planning	# of people who are homeless in Oklahoma City according to the Point-In-Time Count	1,573	1,573	1,573	1,200
	# of federally assisted affordable rental housing units	9,690	9,690	9,022	9,022



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		FY20 Actual	FY21 Estimate	FY21 Target	FY22 Target
City Manager's Office	% of residents satisfied with the quality of City Services	64%	62%	75%	75%
	% of service requests received through the Action Center acted upon within 10 working days	94%	97%	96%	96%
Utilities	% of wastewater overflow/backup calls responded to within one hour	80%	90%	95%	95%
	% of water emergencies (main/service line breaks) responded to within one hour	90%	96%	95%	95%
	% of scheduled solid waste routes collected by 5:00 pm	98%	95%	95%	95%
Public Works	% of arterial pothole repairs within 3 calendar days of work order issued	45%	49%	80%	80%
	% of residential pothole repairs within 5 calendar days of work order issued	98%	91%	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		FY20 Actual	FY21 Estimate	FY21 Target	FY22 Target
Parks and Recreation	% of residents that report regular leisure time physical activity	73%	70%	70%	70%
	% of residents within ½ mile of a recreation facility, trail or park	56%	71%	71%	75%
	% of residents satisfied with maintenance of City parks	71%	71%	75%	75%
	% of residents visiting a park and/or participating in a park program	73%	73%	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		FY20 Actual	FY21 Estimate	FY21 Target	FY22 Target
Public Works	% of residents satisfied with the condition of major City streets	20%	28%	40%	40%
	# of miles of sidewalks constructed	44	63	60	60
Parks and Recreation / MAPS Office	# of miles of trails constructed	29	0	30	30
Public Transportation and Parking	# of bus passengers per service hour	13.73	9.51	15.54	12.57
	# of EMBARK bus service hours	191,912.00	200,494.00	205,093.00	208,081.00
	Average EMBARK frequency (minutes) during peak hours	37.88	36.12	30.00	30.00
Planning	Average commute time (minutes) in Oklahoma City	21.40	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		FY20 Actual	FY21 Estimate	FY21 Target	FY22 Target
Finance	Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
	% of General Fund budget maintained in unbudgeted reserve	22.84%	23.24%	20.00%	20.00%
	% of General Fund revenue from Sales and Use tax	67%	68%	65%	65%

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.

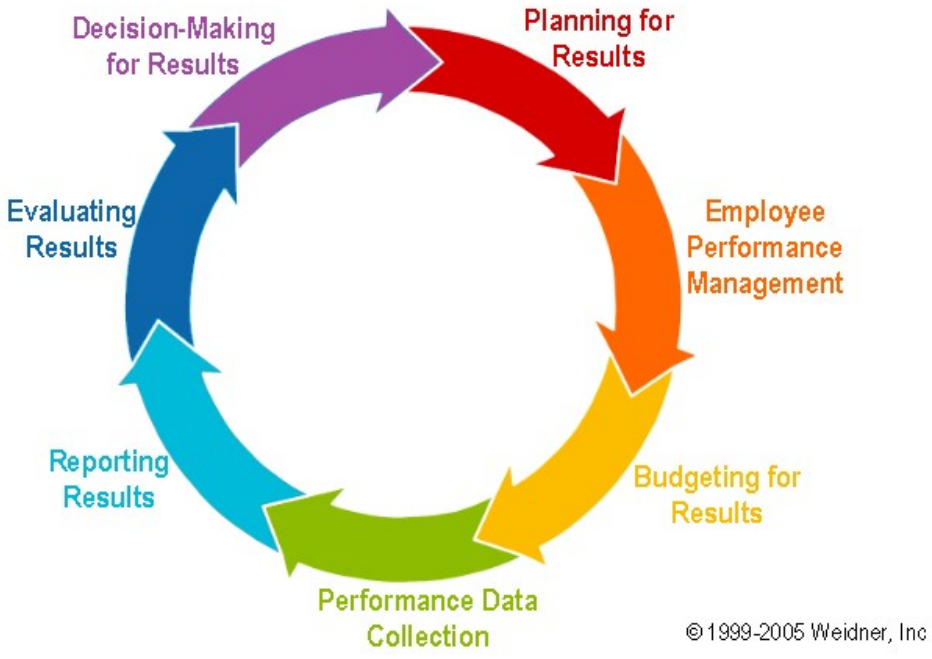
PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY20 Actual	FY21 Estimate	FY21 Target	FY22 Target
Finance	# of people employed	624,836	658,496	659,900	670,000
	Average weekly earnings	907	907	934	934
Airports	# of enplanements at Will Rogers World Airport	1,630,730	934,012	2,293,159	1,200,000

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 (2-5 years) strategic 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/departments/finance/financial-and-budget-reports.

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 2022 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 were 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.

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Budget Calendar For Fiscal Year 2022

Sep –Nov 2020	Departments update strategic business plans for FY21 in the Leading for Results process.
November 2020	OMB begins process of estimating FY22 revenues.
November 2020	OMB prepares Human Resources cost worksheets and budget preparation reports.
December 2020	City Manager establishes budget targets.
January 2021	OMB conducts budget training classes and distributes operating budget instructions.
February 2021	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 2021	Assistant City Managers review departmental budget requests. OMB forwards budget recommendations to the City Manager.
April 2021	City Manager reviews budget submissions. OMB prepares proposed budget document.
May-Jun 2021	Annual budget introduced on May 4. City Council holds public hearings and considers the proposed budget on May 4, May 18 and June 1. City Council adopts the budget on June 8. OMB files adopted Annual Budget with State Auditor and Inspector by June 30.
July 2021	FY 2022 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 2020 population was estimated at just over 680,000, and the metropolitan statistical area's (MSA) population was estimated at a little over 1.4 million. The population of the MSA has grown 15.4% since 2010, almost twice as quickly as the country as a whole.



With an unemployment rate of 4.7% in January 2021, the area represents the 7th lowest jobless rates in the nation among large metro areas. At the close of 2020, the city rated first in the lowest cost of living for large cities with a population greater than 500,000. Property values have increased 33% over the past ten years, while overall housing costs are around 48% 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, BancFirst, Chesapeake Energy, Continental Resources, Devon Energy, Dolese Bros. Co., Hobby Lobby Stores, INTEGRIS-Deaconess Hospital, INTEGRIS Health, Love's Travel Stops & Country Stores, OG&E Energy Corp, Mercy Hospital, MidFirst Bank, Paycom, Sonic Corporation, and SSM Health Care of Oklahoma.

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 multipurpose 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 opening of the Oklahoma City Convention Center, which is the largest MAPS 3 project. The interior is 500,000 square feet, including a 200,000 square-foot exhibit hall, a 45,000 square foot meeting space, and a 30,000 square foot ballroom.



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 generated $260 million over 27 months: $173 million for street resurfacing, $26 million for streetscapes, $27 million for sidewalks, $20 million for trails and $14 million for bicycle infrastructure. In 2020, sales tax funding paid for the completion of 119 miles of street resurfacing, 21 miles of sidewalk construction, 10 miles of trail resurfacing, and four miles of bike lanes – including the first protected on-street bile lanes in Oklahoma City history. Construction on other sales tax projects is likely to last another two years. 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 Fall 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 earns AAA bond rating for eleventh year in a row
March, 2021 - Moody's/S&P
Moody's Investors Service awarded Oklahoma City a AAA Bond rating for the eleventh-consecutive year. S&P Global Ratings also affirmed the City's top-notch bond rating.

OKC ranks among top cities in small business environment
November, 2020 - JustBusiness.com
Justbusiness.com ranked Oklahoma City as the fourth-best city to work for a small business. The business website used a combination of factors including establishment rate, growth rate, employees, average payroll and housing costs into the equation. Oklahoma City's 61.96 index score only trailed first-place New Orleans (74.20), Cleveland (67.27) and Buffalo, N.Y. (63.37).

Zippia.com ranks OKC as one of the best places to start your career
July, 2020 - Zippia.com
Zippia.com, a career-advice website, recently set out to find the best cities to start a career and Oklahoma City came in at No. 9. The website looked at factors such as median income, rent and unemployment rate in more than 200 cities.

OKC ranked among best cities for retirees
July, 2020 - Kiplinger
Some cities, like Oklahoma City, make it easier to stretch your retirement dollars than others.Personal finance site Kiplinger.com calculated which cities were the most affordable by looking at the overall costs of living, low population density, vibrancy, health care, tax rates, internet access and proximity to family and friends for seniors. Oklahoma City landed at No. 7 in the rankings out of 212 metropolitan areas surveyed.

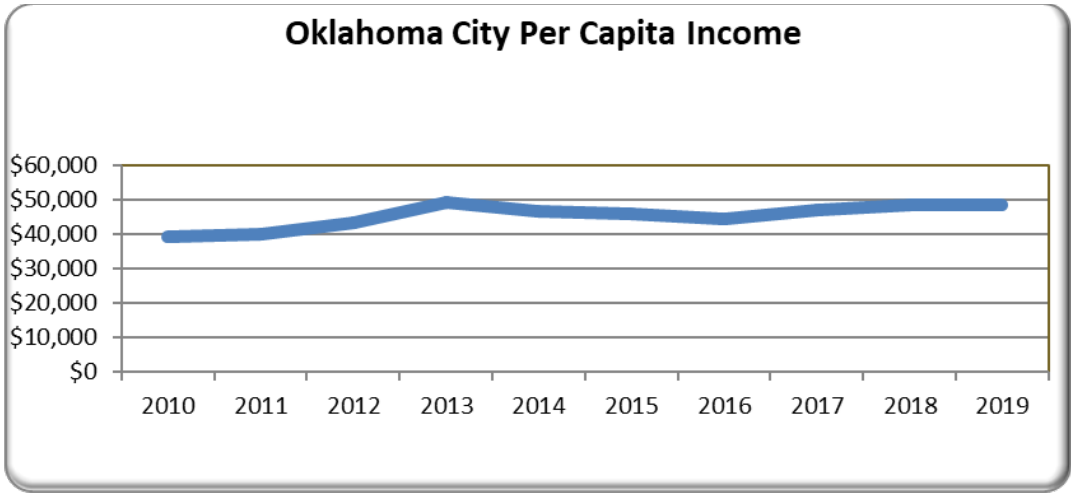
Best run cities in the U.S.? OKC ranks high
June, 2020 - WalletHub
WalletHub recently ranked the "Best-Run Cities in America" and Oklahoma City came in at No. 20. A multitude of factors were looked at with OKC scoring especially high when it came to financial stability.

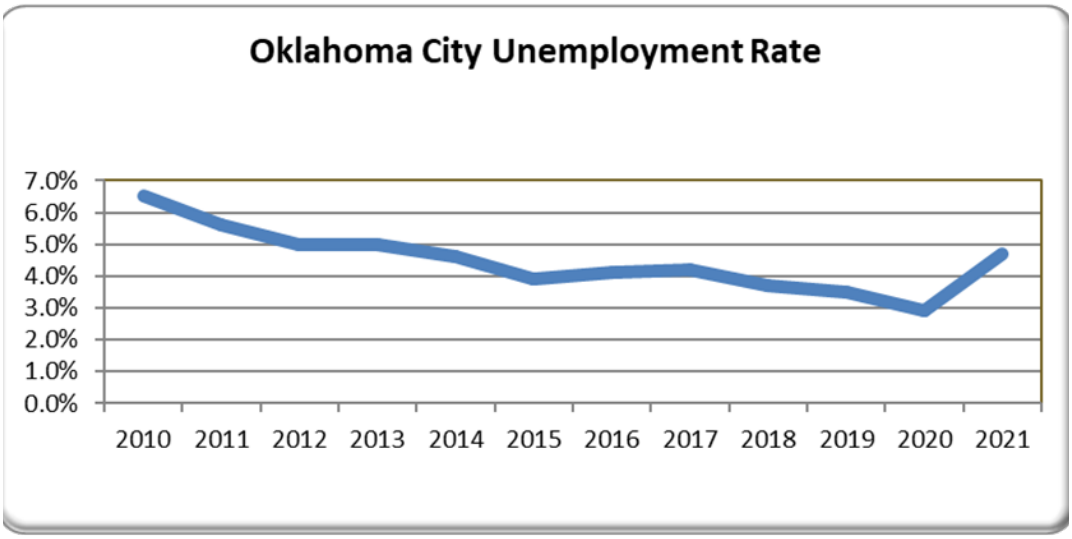
OKC has the highest PPP Loan acceptance rate in the U.S.
June, 2020 - Smart Asset
Due in no small part to OKC's top-notch banking community, the metro ranked No. 1 for PPP Loan acceptance rates. 78% of the businesses in OKC that applied for the relief program received the loan.

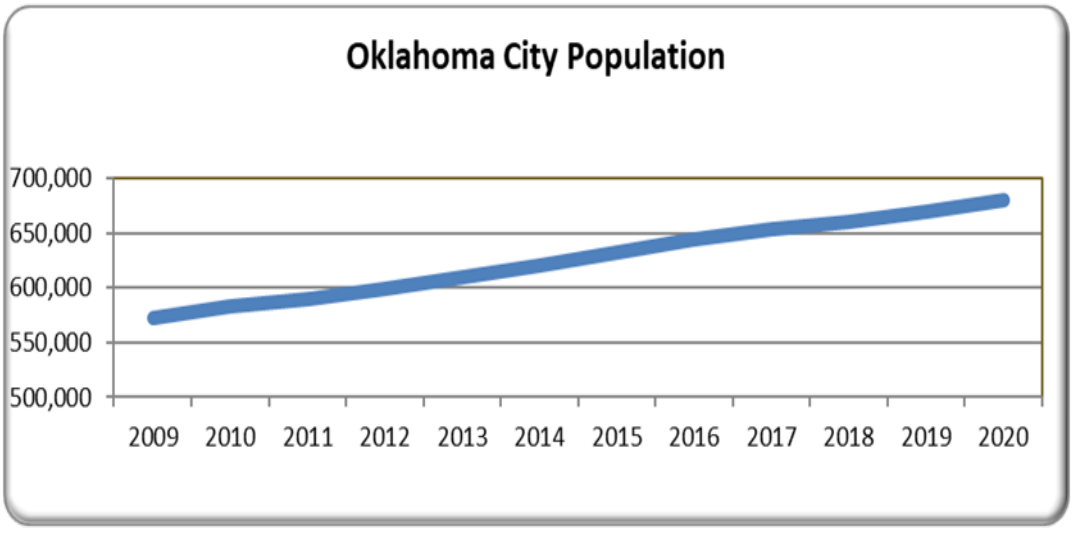
OKC named among 'underappreciated American cities you should totally move to'
February, 2021 - Thrillist
Thrillist's recent piece highlighted a number of cities that offer "comfort, culture, or verve" but "minus the wall-to-wall people, soul-sucking traffic jams, and wallet-draining cost of living."

OKC one of the most livable metros in the U.S.
January, 2021 - SmartAsset.com
According to a recent analysis by SmartAsset, Oklahoma City ranked in the top 25 most livable cities in the U.S., taking into account a variety of factors like unemployment rate, crime, housing costs and more among the 100 largest cities in the nation.

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
INTEGRIS Health	9,000	Health Care
University of Oklahoma Health Sciences Center	7,500	Higher Education
FAA Mike Monroney Aeronautical Center	7,000	Aerospace
Hobby Lobby Stores Inc	6,500	Wholesale & Retail
Mercy Hospital	5,540	Health Care
Amazon	5,000	Warehouse & Distribution
City of Oklahoma City	4,800	Government
The Boeing Company	3,600	Aerospace
OGE Energy Corp	3,400	Utility
OU Medical Center	3,400	Health Care
SSM Health Care of Oklahoma, Inc.	3,000	Health Care
University of Central Oklahoma	3,000	Higher Education
Paycom	3,000	Technology
Norman Regional Hospital	2,950	Health Care
AT&T	2,700	Telecommunications
Devon Energy Corp	2,500	Oil & Gas
Midfirst Bank	2,500	Finance
Sonic Corp	2,460	Wholesale & Retail
Dell	2,300	Sales & Business Services
Oklahoma City Community College	2,100	Higher Education
American Fidelity	1,995	Finance/Insurance
UPS	1,800	Transportation
BancFirst	1,700	Finance
Hertz Corporation	1,700	Rental Services
Chesapeake Energy Corp	1,630	Oil & Gas
Enable Midstream	1,600	Oil & Gas
Love's Travel Stops & Country Stores	1,500	Retail
Cox Communications	1,400	Telecommunications
Great Plains Coca-Cola Bottling Company	1,300	Beverage Distribution
Johnson Controls	1,200	Manufacturing
Farmers Insurance Group	1,100	Customer Service
Bank of Oklahoma	1,100	Finance
Continental Resources	1,080	Oil & Gas
Dolese Bros. Co.	1,060	Manufacturing
INTEGRIS-Deaconess Hospital	1,000	Health Care
Rose State College	1,000	Higher Education

Source: Economic Development Division of the Greater Oklahoma City Chamber — February 2021

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 Downtown 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. The new, state-of-the-art Oklahoma City Convention Center is a 500,000-square-foot building with a massive 200,730-square-foot exhibit hall, 40,000 square feet of meeting spaces, ballrooms, and a large balcony overlooking Scissortail Park. 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 is a 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. The 40-acre Upper Park is open now, with the 30-acre Lower Park scheduled to open in 2021.

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 seven major airlines offering non-stop service to 19 airports from Seattle to Orlando. 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 $135 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. In 2018, 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.

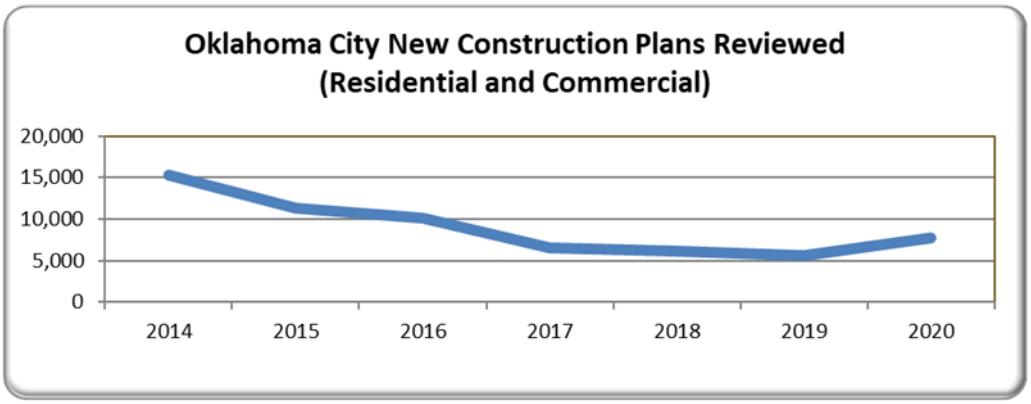


Preliminary drawing of Omni Convention Center Hotel

Over 27 months, the Better Streets, Safer City temporary penny sales tax generated $260 million in revenue for better and safer streets, sidewalks, and trails for drivers, pedestrians, and cyclists; $20 million more than what was initially expected. Sidewalk construction has improved pedestrian access by connecting neighborhoods to transit, parks, and schools consistent with the City's new pedestrian and bicycle master plan, bikewalkokc. New trails and bicycle infrastructure connect people to work, school, and recreation opportunities. Street enhancements create safer and more walkable environments that promote commercial activity and investment. Even though collections for the Better Streets, Safer City program are complete, construction on sales tax-funded projects are likely to last through 2023.

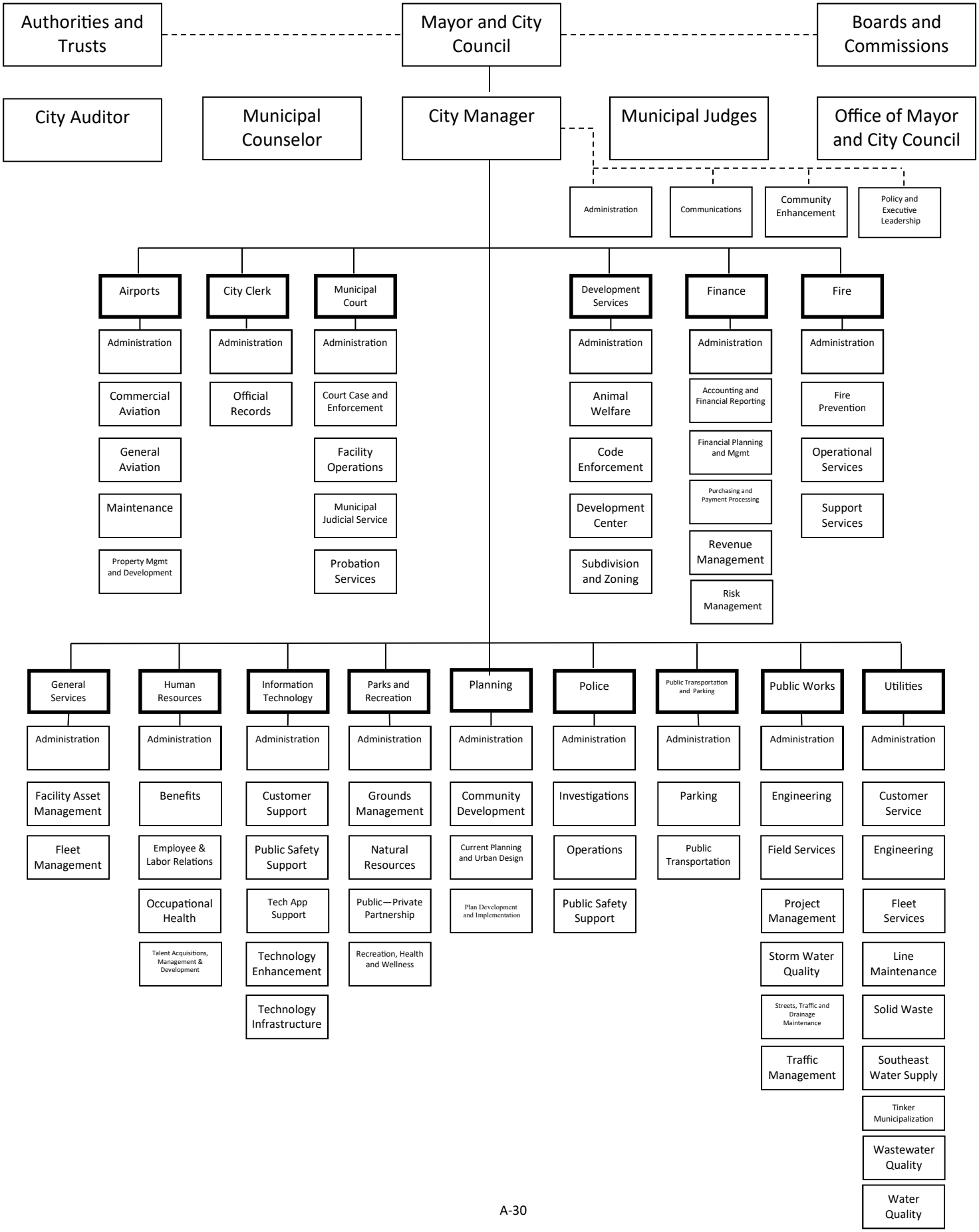
After more than a decade of planning, construction of the Oklahoma City Convention Center has been completed. "The Convention Center is the largest single MAPS project ever and promises to bring a long-term economic impact worthy of that investment," said Mayor David Holt. "It's the linchpin to what is now the finest meeting destination in the country, at least for a city our size. The synergy is unparalleled between the Convention Center, Scissortail Park, the Omni Oklahoma City Hotel, Chesapeake Energy Arena, and the OKC Streetcar that links it all to Bricktown and the rest of downtown." The Convention Center is next door to the recently opened Omni Hotel. The 605-room hotel serves as the headquarter hotel for the MAPS 3 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 projected to have an annual economic impact of $137 million.

Residential and Commercial construction saw a 37% increase in FY20. This breaks the previous five-year downward shift. Several large projects are still underway through the MAPS 3 program, with final project completion expected in 2022. These projects include additions to Scissortail Park, new senior health and wellness centers, trails, and sidewalks.



Source: City of Oklahoma City's Development Services

ORGANIZATION CHART

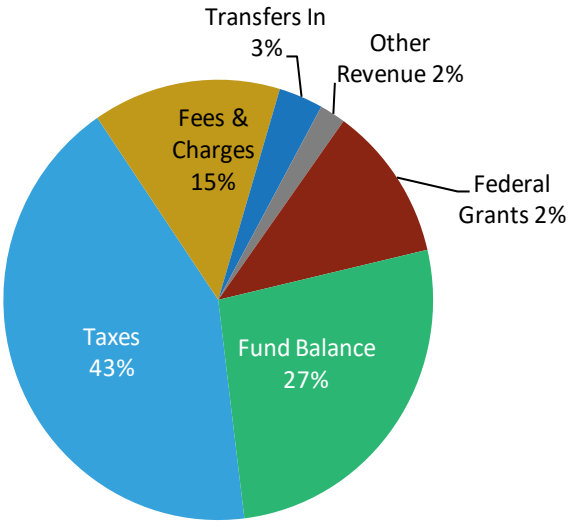


CONSOLIDATED BUDGET OVERVIEW

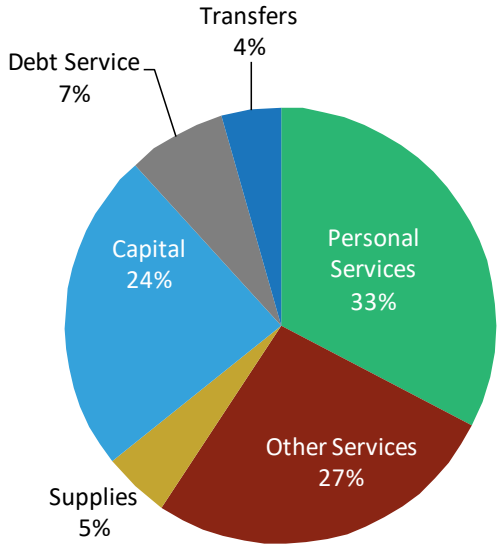
CONSOLIDATED OVERVIEW
REVENUE AND EXPENDITURE SUMMARY FOR ALL FUNDS

	Actual FY20	Adopted FY21	Adopted FY22
Revenue Overview			
Taxes	$673,176,141	$649,017,417	$699,535,260
Fees & Charges	231,020,761	232,946,068	233,230,817
Transfers In	30,015,413	46,720,954	54,904,029
Other Revenue	34,303,445	28,205,910	32,131,261
Federal Grants	141,953,937	159,876,311	188,445,158
Fund Balance	0	572,222,716	440,320,124
Total Revenue	**$1,110,469,697**	**$1,688,989,376**	**$1,648,566,649**
Expenditure Overview			
Personal Services	$497,653,403	$510,180,219	$536,452,718
Other Services	171,904,759	423,122,678	442,197,664
Supplies	47,842,787	83,983,976	81,759,473
Capital	136,821,182	500,167,414	393,739,161
Debt Service	104,570,642	110,760,591	120,746,539
Transfers	64,853,324	60,774,498	73,671,094
Total Expenditures	**$1,023,646,097**	**$1,688,989,376**	**$1,648,566,649**

FY22 REVENUES



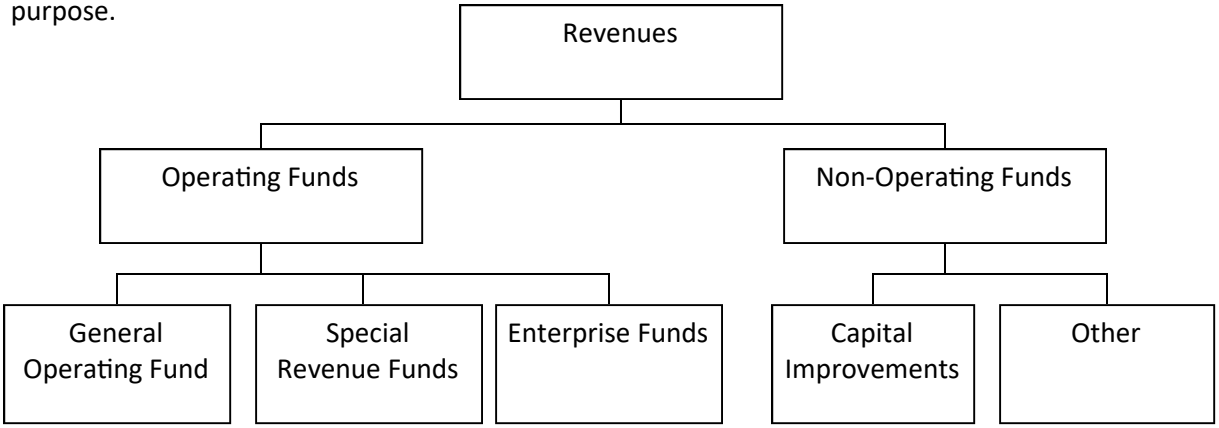
FY22 EXPENDITURES



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 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

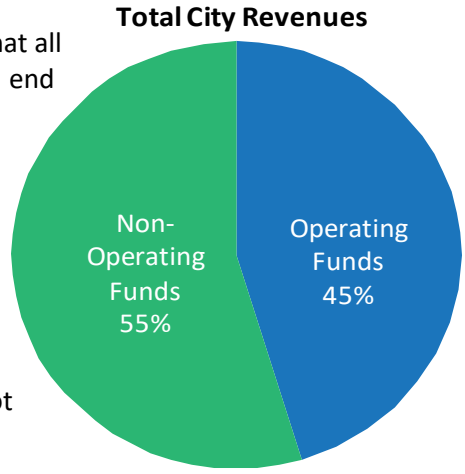
- Airports Fund
- Solid Waste Management Fund
- Stormwater Drainage Utility Fund*
- Public Transportation and Parking Cash Fund
- Water/Wastewater Fund

- 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 FY22 were based on estimated year end totals for FY21.

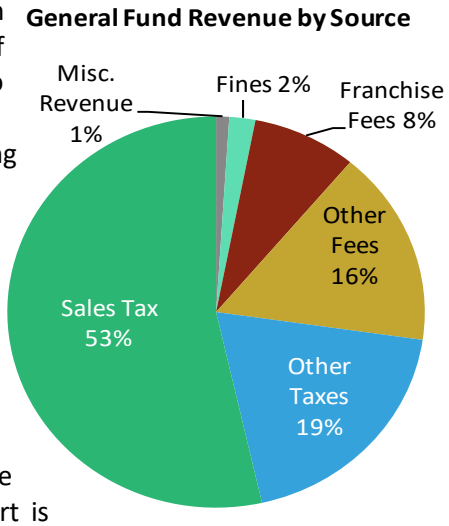
The City classifies its funds as either operating or non-operating. The distinction is that some funds and, in some cases, portions of funds directly support operations; and other funds provide for capital improvements or are so limited in their purpose that they do not support daily operations. This 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 has been 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.

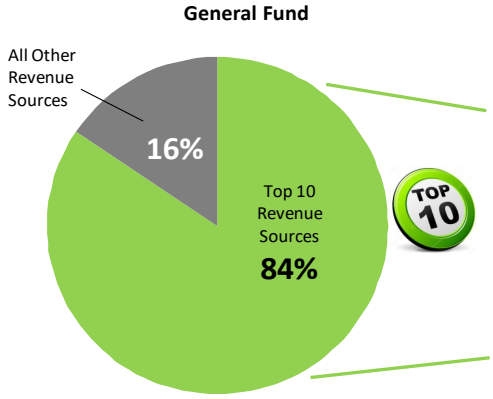
The Operating Funds category includes three major types of funds: General Operating Funds, Special Revenue Funds and Enterprise Funds, all of which will be discussed further; however, the bulk of the discussion focuses on the General Fund, the City's largest fund at $496 million or 28% of the FY22 budget.

GENERAL FUND

Due to an expected rebound from the COVID-19 pandemic, the economic outlook in FY22 is positive resulting in overall growth of 8.3% 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 84% of the FY22 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	$263,482,460	53%
Use Tax	$80,292,979	16%
OG&E Franchise Fee	$20,367,305	4%
Fire Wage Adjustment	$12,251,873	2%
Police Wage Adjustment	$9,407,087	2%
Bond Fund Engineering, Legal, Other Services	$9,219,072	2%
Court Costs	$6,917,630	1%
ONG	$6,034,690	1%
Building Permits	$5,945,850	1%
Cox Cable Franchise Fee	$5,334,749	1%
		84%

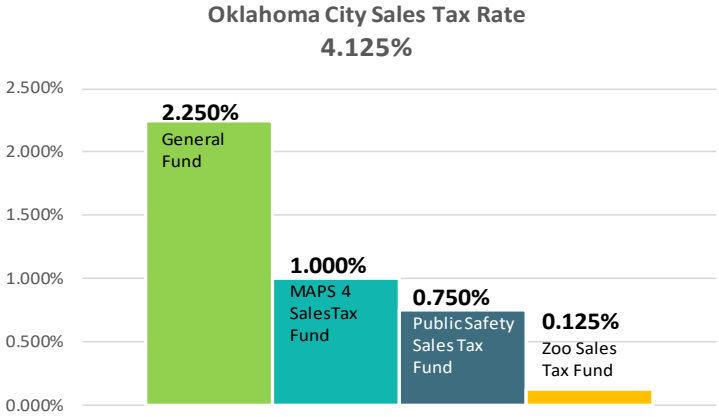
GENERAL FUND - TAXES

The largest category of revenue in the General Fund is taxes at $356.9 million or 69.6%. Within the taxes category, all revenue sources are authorized by the state and collected by the Oklahoma Tax Commission.

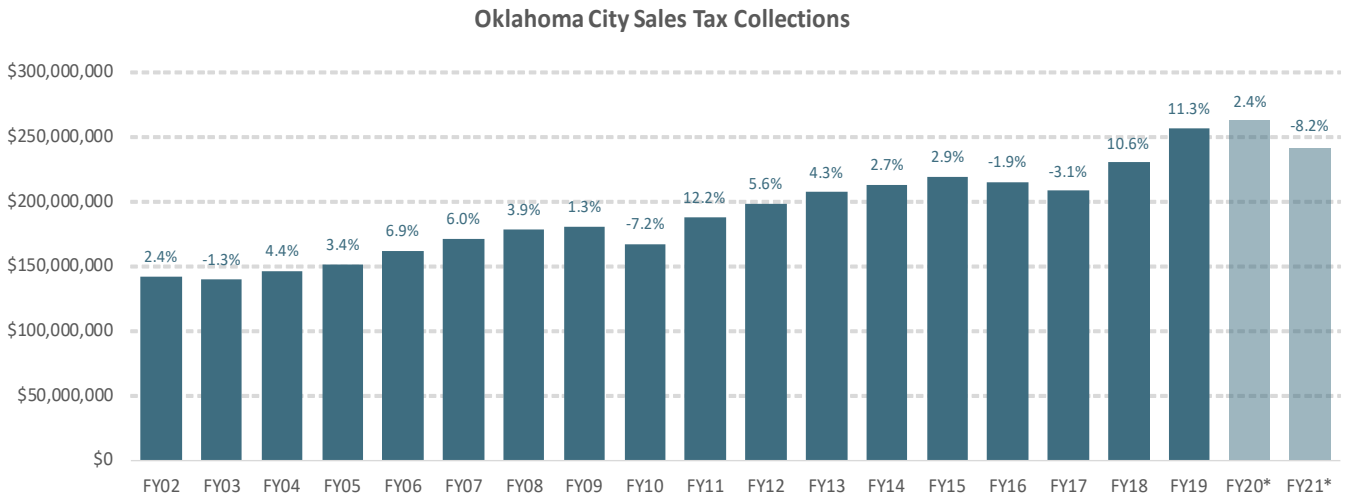
Sales Tax

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 emerging from the year long COVID-19 pandemic which is greatly affected economies on all levels including our local economy. The uncertainty of the length and breadth of the lingering effects has made projecting sales tax receipts very challenging. Through careful analysis, the City has developed the FY22 budget based upon a 4.2% growth rate in sales tax as compared to projected FY21 year end collections. Sales Tax collections are projected to be $263.5 million and account for 53% of the General FY22 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 10.2% growth rate and Sales Tax has averaged 4.4% growth over the past 10 years. The Use Tax rate is 4.125% of the purchase price and is budgeted at $80.3 million or 16% of the General Fund budget for FY22. Together, Sales and Use Tax make up 69% 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 $4.3 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 FY22 is projected to remain flat at $5.7M or 1.1% 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 FY22, flat 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 $1.8 million in FY22 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 $41 million or 8.3% of the FY22 General Fund operating revenue budget. Three of largest remitters of franchise fees are Oklahoma Gas & Electric with FY22 estimated revenue of $20.4 million, ONG at $6 million and Cox Cable at $5.3 million. Each of these are top 10 General Fund revenue sources and make up 6.3% of the operating budget. Other franchise fee remitters are the 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 $14.4 million or 2.9% of the General Fund revenue budget. Building permits are a top 10 revenue source at a projected $5.9 million or 1.1% of the budget. Overall, this category is projected to have growth of 2.9% in FY22.

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 $41.3 million or 8.3% of the FY22 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 $6.9 million or –18.9% growth under the FY21 budget and Traffic Fines are projected at $4.8 million or –11% below the FY21 budget. The Fines category is $13.9 million or 2.7% 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 $29.3 million or 5.9% of the FY22 budget.

Administrative Charges

Administrative Charges are $23.2 million or 4.6% of the FY22 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 $6.0 million in FY22 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 FY22, the Transfers category is projected to stay flat at $58K . In total, the Transfers category is 0.01% of the General Fund revenue budget.

Fund Balance

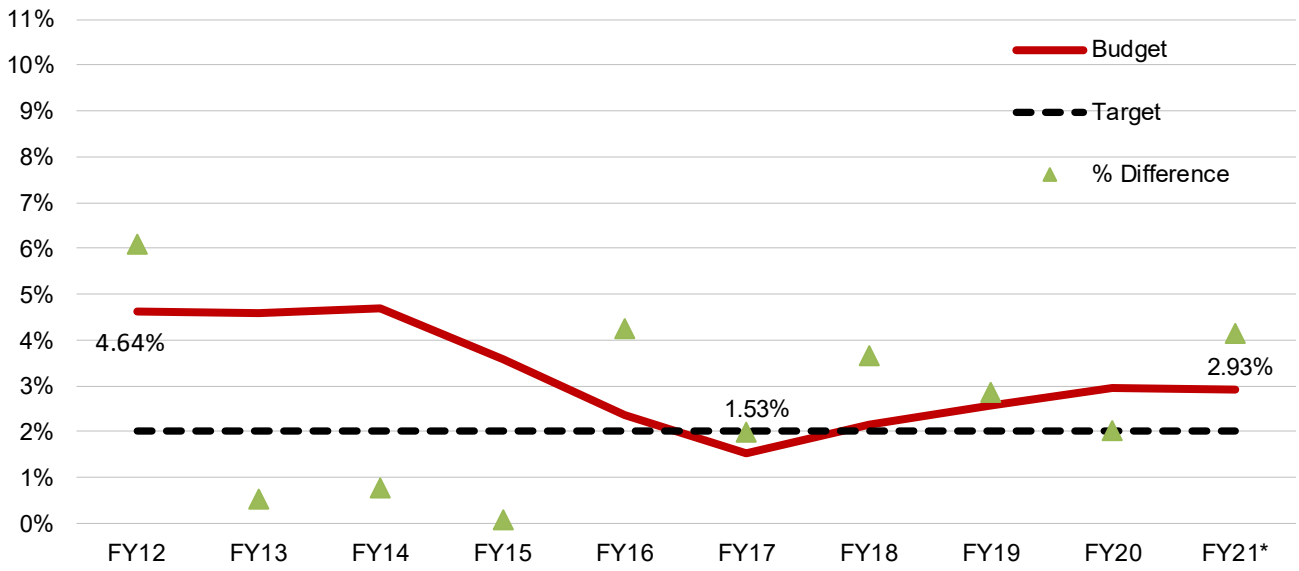
No fund balance is budgeted in FY22.

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 2021, for the eleventh 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 2.3%. In FY11 and FY12, Oklahoma was coming out of a recession and 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 projections 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 2.8% due to strong growth in Use Tax collections from

online sales remitters and merchant wholesalers. At the end of FY20, the world experienced the COVID-19 pandemic which severely affected sales tax collections ending the year at –2% lower than projected. Sales and Use tax collections outpaced expectations in FY21 as a result of Federal stimulus money with an expectation to end the year at 4% growth in the General Fund. 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.



*FY21 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 FY22 operating budget of $56 million, which is a 5.6% increase compared to the FY21 adopted budget. Major changes to each internal service fund are summarized in the department section of the budget book. Internal Service funds combined are 3.4% of FY22's $1.65 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 4.2%; 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 FY22 budget is $4.5million, a 1.4% increase from FY21. The fund balance is projected to fund the administration and oversight through FY22 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 FY22.

Emergency Management Fund

The Emergency Management Fund supports the E-911 system for Oklahoma City and is budgeted at $9.6 million in FY22, which is flat growth from the FY21 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 $3.0 million in FY22.

Hotel/Motel Tax Fund

The Hotel/Motel Tax Fund FY22 budget is $19.9 million and is supported by a 5.5% hotel occupancy tax. This fund is divided between operating activities ($11.5 million) dedicated to the promotion of special events, convention and tourism development and non-operating activities ($8.4 million) dedicated to capital projects at the State Fairgrounds. Overall revenue from the Hotel/Motel Tax fund is projected have 26% growth when compared to FY21 adopted budget due to an expected increase of hotel stays as we emerge from the COVID-19 pandemic.

MAPS 4 Use Tax Fund Program Operating Fund

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 $1.7 million in FY22.

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 FY22 budget of $6.9 million is down -24% compared to FY21 as the program expects reduced capital expenditures in FY22 after purchasing a new headquarters building in FY21. Program fees are expected to generate $6.7 million in FY22 with interest earnings funding the remaining budget.

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, Utilities, Stormwater Drainage Utility, Public Transportation and Parking**. 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 then transfers funds to the City to 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

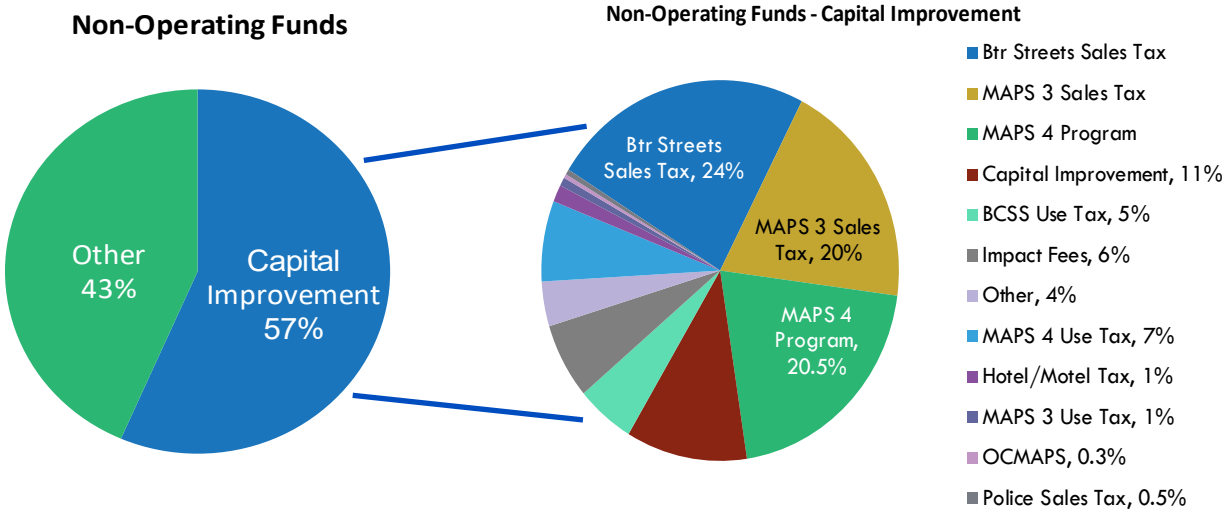
As mentioned earlier, the City classifies its funds as either operating or non-operating. The distinction is that some funds and, in some cases, portions of funds directly support operations; and other funds provide for capital improvements or are so limited in their purpose that they do not support 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 FY22, the budget for non-operating funds is $1.03 billion, a –6.1% decrease from the FY21 adopted budget due to a $70 million dollar decrease in the MAPS 3 Sales Tax Fund as those funds are being spent down with the completion of projects such as the OKC Convention Center. 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 62.2% of the total FY22 $1.65 billion budget.

CAPITAL IMPROVEMENTS

The majority of non-operating funds are for capital improvements and have a FY22 budget of $579.8 million, a decrease of –16.8%. 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 FY22: 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 $137.2 million, all of which is budgeted for FY22.



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 $30.4 million, all of which is budgeted for FY22.

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 FY22 budget of $118.8 million is comprised of a General Fund transfer of $117.1 million and $1.7 million in interest.

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 $39.7 million in FY22.

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 FY22 budget is $37.3million, which is an increase of 10.3% over the FY21 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 FY22 budget is $113.4 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.

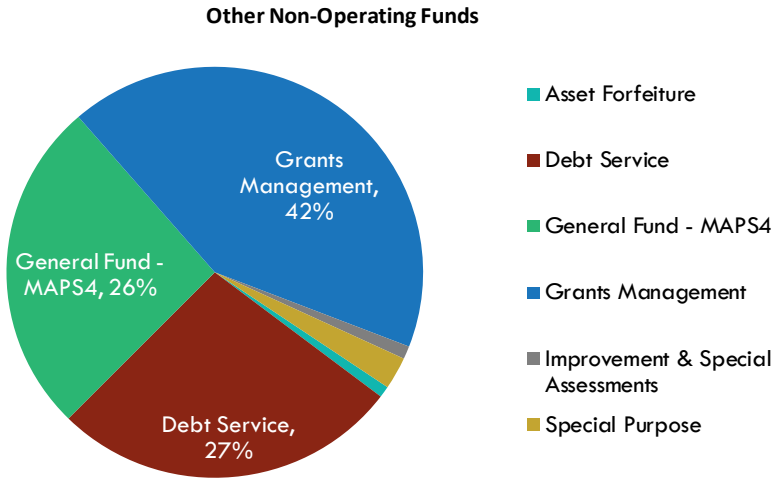
The **MAPS 3 Use Tax Non-Operating Fund** is used for capital replacement. The FY22 non-operating budget, comprised of fund balance and interest, is $4.2 million, a decline of –39.2% from the FY21 adopted budget. The remaining balance will be transferred to the MAPS 3 operating fund for operations or 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 FY22 for the non-operating portion of the Hotel/Motel Tax matches the growth rate for the operating portion and is expected to grow at 30% in FY22 due to an expected rebound from the COVID-19 pandemic, with a budget of $8.4M.

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 FY22 for each of these funds are based primarily on the level of projected fund balance remaining at the end of FY21.

OTHER NON-OPERATING FUNDS

The Other Non-Operating Funds are budgeted at $446 million in FY22, a 12.8% increase, largely due to a federal grant through the American Rescue Plan Act of 2021 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 $120.7 million and is supported directly by property taxes that will be in effect during FY21. Overall, the budget increased 9% in FY22 due to an increase in budgeted fund balance.

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 FY22 budget of $4.5 million is a –13.7% decrease due to a decrease in spending of money collected within the districts..

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 FY22 budget is increasing 17.9% at $188.4 million due to an expected $124.5 million grant from the Department of Treasury through the American Rescue Plan to provide economic relief from the COVID-19 pandemic.

The **Special Purpose Fund** is used primarily for donations to the City. The FY22 budget is $11.3 million, an increase of 9% due to a increase 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 $978 million 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 FY22 budget of $117.1 million or 26% of Other Non-Operating Funds.

REVENUE DETAIL TABLE

	Actual FY20	Adopted FY21	Adopted FY22
General Operating Funds			
General Fund			
Taxes			
Sales Tax	$253,458,769	$240,723,459	$263,482,460
Use Tax	64,525,815	63,822,181	80,292,979
Other Taxes	4,393,899	4,402,571	4,313,411
Commercial Vehicle Tax	4,508,552	4,627,063	4,564,893
Motor Fuels Tax	1,143,255	1,195,629	1,111,871
Occupational Tax	1,186,072	1,346,651	1,322,368
Alcoholic Beverage Tax	1,552,701	1,539,747	1,793,965
Total Taxes	**$330,769,064**	**$317,657,301**	**$356,881,947**
Franchise/Utility Fees			
Oklahoma Natural Gas	$4,829,589	$5,270,161	$6,034,690
Oklahoma Gas & Electric	20,185,252	19,748,198	20,367,305
Caddo Electric Coop.	205,826	226,869	221,471
Oklahoma Electric Coop.	1,344,390	1,361,172	1,367,765
Tri-Gen	374,399	380,059	371,202
AT&T	228,315	195,191	176,807
AT&T Video	1,212,633	1,161,768	1,128,368
Cox Cable	5,765,483	5,734,824	5,334,749
Cox Fibernet	0	0	0
Other Telephone	106,678	107,395	125,720
Utility Fees - Water	2,902,258	2,599,001	3,008,905
Utility Fees - Wastewater	2,067,802	1,833,558	1,939,369
Utility Fee - Solid Waste	1,172,367	1,130,605	1,104,283
Total Franchise/Utility Fees	**$40,394,992**	**$39,748,801**	**$41,180,634**
Licenses, Permits, and Fees			
Abandoned Building Registration	$45,201	$43,566	$34,229
Fire Prevention Permits	206,823	207,099	207,099
Alarm Permits	563,084	590,546	467,927
Police Alarm Fees	127,689	284,146	219,574
Oil & Gas Well Inspections	247,280	287,247	208,780
General Licenses	505,858	1,137,910	893,879
Building Permits	5,949,663	5,809,224	5,945,850
Electrical Wiring Permits	1,536,037	1,450,833	1,551,797
Plumbing Permits	1,917,322	1,714,020	1,884,332
Boiler & Elevator Permits	264,905	249,848	238,904
Offsite Wagering Fee	29,778	30,695	30,695
Pre-Qualification Application Fee	245,105	269,825	230,170
Refrig. & Forced Air Permits	1,256,408	1,094,834	1,411,882
Sidewalk & Paving Fees	560,321	543,319	604,846
Work Zone Permits	36,410	31,996	38,443
Other Fees	727,861	44,259	46,854
Hunting and Fishing Permits	214,499	196,261	204,989

	Actual FY20	Adopted FY21	Adopted FY22
Vending Stamps	126,382	142,709	126,386
Garage Sale Permits	71,987	86,811	50,681
Total Licenses, Permits, & Fees	**$14,632,612**	**$14,215,148**	**$14,397,317**
Administrative Charges			
Airport Administrative Payments	$965,588	$1,093,261	$958,772
Airport Police Payments	3,603,108	3,486,887	3,528,657
Water/Wastewater Admin Payments	6,138,774	6,317,416	5,768,949
Drainage Utility Administrative Payment	1,107,959	1,174,964	1,106,582
Solid Waste Mgmt. Admin Payments	817,325	860,947	800,134
Convention & Tourism Admin Payments	429,713	473,578	377,187
Zoo Administrative Payments	292,824	300,000	300,000
Golf Administrative Payments	71,476	70,578	87,476
Other Administrative Payments	134,334	125,574	122,059
MAPS3 Administrative Payments	910,762	907,539	1,098,552
Better Streets Administrative Payments	276,032	430,223	394,294
Risk Management Administrative Payments	734,829	681,332	618,105
Public Transportation Administrative Pmts.	1,211,862	1,216,245	1,177,925
Parking Administrative Payments	271,747	198,712	176,056
IT Administrative Payments	1,435,064	1,517,618	1,517,991
Print Shop Administrative Payments	153,455	141,860	132,292
Fleet Services Admin Payments	64,966	60,594	45,350
Banking Fee Payments	143,787	140,000	140,000
Nuisance Abatement Payments	688,145	612,203	729,557
Econ Dev,TIF Engineering, Legal, Other Svcs	448,714	564,666	564,666
Civic Center Payments	0	0	0
Mowing, Liter, and Landscaping Adm Payments	1,059,468	1,361,740	1,361,740
Pavement Maintenance Payments	2,307,102	2,200,000	2,200,000
Total Administrative Charges	**$23,267,034**	**$23,935,937**	**$23,206,344**
Other Service Charges			
Bond Fund Engineering, Legal, Other Services	$9,145,407	$6,219,072	$9,219,072
Animal Shelter Fees	287,882	320,249	257,185
Engineering Fees	1,911,964	2,263,466	2,332,974
Planning Fees	823,575	831,345	897,975
Fire Service Recovery	21,000	28,000	28,000
Fire Wage Adjustment Reimbursement	12,322,116	12,249,416	12,251,873
Police Wage Adjustment Reimbursement	9,461,020	9,405,200	9,407,087
Police Fees	2,336,958	2,459,454	2,445,986
Parking Meters	1,178,596	1,473,491	1,191,933
Reimbursement - Grants	0	179,574	181,370
Refunds and Reimbursements - Operating	1,333,708	1,659,471	1,373,696
Mowing Services - OCRRA	60,393	0	0
Damage to City Property	249,820	125,839	159,098
Recreation Fees	858,285	1,312,892	1,557,348
Total Other Service Charges	**$39,990,724**	**$38,527,469**	**$41,303,597**

	Actual FY20	Adopted FY21	Adopted FY22
Fines			
Traffic Fines	$5,291,907	$5,354,450	$4,761,452
Parking Fines	1,182,767	1,299,594	680,755
Court Fees	8,109,799	8,705,448	6,917,630
Court of Record, Jury Division	745,993	781,101	641,729
Criminal Court	278,276	317,470	204,406
Jail Cost Recovery Program	169,478	175,184	106,789
Other Fines	11,800	9,502	9,502
Juvenile Fines	98,264	104,841	58,327
Total Fines	**$15,888,284**	**$16,747,590**	**$13,380,590**
Other Revenue			
Leases	$2,669,841	$2,537,770	$3,240,668
Sale of City Property	17,903	23,523	23,521
Check Service Charge	480	598	416
Royalties	107,234	124,645	92,186
Miscellaneous	1,688,978	1,294,362	1,955,904
Wrecker Service Payments	0	0	0
Operating Interest	2,295,315	1,639,560	717,000
Total Other Revenue	**$6,779,751**	**$5,620,458**	**$6,029,695**
Transfers			
Transfers from OCPPA - DAS	$0	$0	$0
Transfers - Miscellaneous	1,790,319	58,684	58,684
Total Transfers	**$1,790,319**	**$58,684**	**$58,684**
Fund Balance	**$0**	**$8,348,392**	**$0**
Total General Fund - Operating**	**$473,512,780**	**$464,859,780**	**$496,438,808**
Internal Service Funds**			
Interest	$288,421	$56,204	$56,204
Information Technology	28,044,014	27,905,330	31,236,659
Risk Management	13,168,444	12,942,188	15,728,939
Print Shop	884,070	933,288	935,668
Fleet Services	8,322,137	8,314,491	8,235,498
Other	494,960	390,795	375,585
Services	1,219	0	0
Transfers	0	(228,500)	(1,411,530)
Fund Balance	(185,000)	2,694,788	805,115
Total Internal Service Funds	**$51,018,265**	**$53,008,584**	**$55,962,138**
Total General Operating Funds	**$524,531,045**	**$517,868,364**	**$552,400,946**

	Actual FY20	Adopted FY21	Adopted FY22
Special Revenue Funds			
Court Administration & Training Fund			
Fees	$152,055	$185,765	$154,632
Fines	350	471	400
Interest	1,813	2,032	1,760
Fund Balance	0	39,027	70,208
Total Court Administration & Training Fund	**$154,218**	**$227,295**	**$227,000**
Emergency Management Fund			
Tariffs	$6,129,653	$6,113,890	$6,326,315
Interest	31,429	35,084	20,896
Transfers	2,509,934	2,895,939	3,020,280
Fund Balance	0	200,000	200,000
Total Emergency Management Fund	**$8,671,016**	**$9,244,913**	**$9,567,491**
Fire Sales Tax Fund			
Sales Tax	$42,232,377	$40,120,576	$43,914,382
Interest	335,206	421,036	159,086
Other	26,320	13,677	14,177
Service Charges	144,780	0	0
Fund Balance	0	4,567,232	3,014,739
Total Fire Sales Tax Fund	**$42,738,683**	**$45,122,521**	**$47,102,384**
Hotel/Motel Tax Fund**			
Hotel/Motel Tax	$5,860,815	$5,241,770	$6,204,897
Interest	56,176	73,746	28,634
Transfers	4,998,096	3,453,416	4,915,828
Fund Balance	0	18,062	332,743
Total Hotel/Motel Tax Fund	**$10,915,086**	**$8,786,994**	**$11,482,102**
MAPS Operations Fund**			
Use Tax	$0	$0	$0
Interest	35,891	0	0
Other	9	0	0
Transfers	0	0	0
Fund Balance	0	0	0
Total MAPS Operations Fund	**$35,900**	**$0**	**$0**
MAPS 3 Use Tax Fund**			
Use Tax	($212,297)	$0	$0
Interest	148,740	80,000	32,021
Service Charges	668,466	0	600,000
Transfers	0	0	0
Fund Balance	0	4,330,529	3,840,288
Total MAPS 3 Use Tax Fund	**$604,910**	**$4,410,529**	**$4,472,309**

	Actual FY20	Adopted FY21	Adopted FY22
MAPS 4 Use Tax Fund**			
Use Tax	$0	$0	$0
Interest	0	0	0
Service Charges	0	0	0
Transfers	0	1,500,000	1,740,752
Fund Balance	0	0	0
Total MAPS 4 Use Tax Fund	**$0**	**$1,500,000**	**$1,740,752**
Medical Service Program Fund			
Medical Service Program Fee	$7,026,594	$7,098,377	$6,748,200
Interest	181,873	100,000	134,012
Other	0	0	0
Fund Balance	0	1,827,983	0
Total Medical Service Program Fund	**$7,208,467**	**$9,026,360**	**$6,882,212**
OCMAPS Sales Tax Fund**			
City/Schools Sales Tax	$0	$0	$0
Interest	630	0	0
Other	10,842	0	0
Transfers	0	0	0
Fund Balance	0	0	0
Total OCMAPS Sales Tax Fund	**$11,472**	**$0**	**$0**
Police Sales Tax Fund**			
Sales Tax	$42,232,377	$40,120,576	$43,914,436
Interest	336,383	464,807	156,319
Other	325	0	0
Service Charges	105,953	0	261,316
Transfers	(2,520,000)	0	(575,987)
Fund Balance	0	1,964,545	1,186,296
Total Police Sales Tax Fund	**$40,155,039**	**$42,549,928**	**$44,942,380**
Zoo Sales Tax Fund			
Sales Tax	$14,077,459	$13,846,522	$14,638,127
Interest	1,123	3,829	2,058
Fund Balance	0	301,798	292,763
Total Zoo Sales Tax Fund	**$14,078,582**	**$14,152,149**	**$14,932,948**
Total Special Revenue Funds	**$124,573,372**	**$135,020,689**	**$141,349,578**

	Actual FY20	Adopted FY21	Adopted FY22
Enterprise Funds			
Airports Fund			
Transfer from Airport Trust (OCAT)	$18,573,810	$20,090,873	$20,703,542
Interest	33,297	28,830	10,385
Other	100,148	153,354	100,101
Fund Balance	0	35,546	0
Total Airports Fund	**$18,707,255**	**$20,308,603**	**$20,814,028**
Solid Waste Management Fund			
Interest	$32,847	$50,862	$0
Transfers	9,615,000	10,095,047	0
Fund Balance	0	1,000,000	0
Total Solid Waste Management Fund	**$9,647,847**	**$11,145,909**	**$0**
Stormwater Drainage Utility Fund**			
Fees	$18,347,815	$18,953,204	$18,049,941
Interest	258,416	298,768	71,230
Other	77	0	0
Permits	106,130	109,399	117,581
Reimbursements	255,766	255,766	255,766
Service Charges	43,450	47,312	42,703
Transfers	(7,981,146)	(4,000,001)	(1,000,000)
Fund Balance	0	3,891,332	1,941,415
Total Stormwater Drainage Utility Fund	**$11,030,508**	**$19,555,780**	**$19,478,636**
Transportation and Parking Fund			
Interest	$8,147	$13,494	$5,745
Service Charges	491,126	347,753	362,892
Transfers	3,867,478	4,141,164	4,466,760
Fund Balance	0	0	0
Total Transportation and Parking Fund	**$4,366,751**	**$4,502,411**	**$4,835,397**
Utilities Fund			
Interest	$330,343	$365,858	$139,904
Other	$7	$0	$0
Transfers	85,600,000	95,255,941	108,252,233
Fund Balance	0	1,374,962	1,800,000
Total Utilities Fund	**$85,930,350**	**$96,996,761**	**$110,192,137**
Total Enterprise Funds	**$129,682,710**	**$152,509,464**	**$155,320,198**
Subtotal Operating Funds	**$778,787,127**	**$805,398,517**	**$849,070,722**
Less Operating Interfund Transfers (1)	(96,243,008)	(96,026,940)	(102,898,134)
Total Operating Funds	**$682,544,120**	**$709,371,577**	**$746,172,588**

	Actual FY20	Adopted FY21	Adopted FY22
Non-Operating Funds			
Non-Operating Capital Improvements			
Better Streets, Safer City Sales Tax Fund			
Sales Tax	$102,054,252	$0	$0
Interest	3,035,430	3,051,975	0
Fund Balance	0	197,082,947	137,211,598
Total Better Streets, Safer City Sales Tax Fund	**$105,089,681**	**$200,134,922**	**$137,211,598**
Better Streets, Safer City Use Tax Fund			
Use Tax	$18,825,134	$0	$0
Interest	593,786	294,172	160,000
Fund Balance	0	34,366,413	30,435,666
Total Better Streets, Safer City Use Tax Fund	**$19,418,921**	**$34,660,585**	**$30,595,666**
Capital Improvement Projects Fund			
Interest	$812,153	$0	$0
Other	1,073,393	0	0
Service Charges	0	0	0
Transfers	22,777,340	11,550,000	19,807,448
Fund Balance	0	44,358,915	43,737,024
Total Capital Improvement Projects Fund	**$24,662,886**	**$55,908,915**	**$63,544,472**
City and Schools Capital Projects Use Tax Fund			
Use Tax	$0	$0	$0
Interest	72,474	54,879	20,000
Other	301,465	0	0
Transfers	72,763	0	0
Fund Balance	0	3,831,697	3,521,887
Total City and Schools Cap. Projects Use Tax Func	**$446,702**	**$3,886,576**	**$3,541,887**
Hotel/Motel Tax Fund**			
Hotel/Motel Tax	$7,032,559	$5,780,123	$7,445,876
Interest	72,166	104,496	38,626
Transfers	1,376,411	0	885,842
Fund Balance	0	1,100,000	0
Total Hotel/Motel Tax Fund	**$8,481,136**	**$6,984,619**	**$8,370,344**
Impact Fees Fund			
Impact Fees	$8,919,584	$10,639,594	$5,848,846
Interest	399,851	154,572	144,186
Fund Balance	0	23,031,898	31,315,911
Total Impact Fees Fund	**$9,319,435**	**$33,826,064**	**$37,308,943**

	Actual FY20	Adopted FY21	Adopted FY22
Internal Service Funds**			
Interest	$5,171	$0	$0
Transfers	0	228,500	2,086,530
Fund Balance	185,000	370,861	445,238
Total Internal Service Funds	**$190,171**	**$599,361**	**$2,531,768**
MAPS Operations Fund**			
Use Tax	$0	$0	$0
Interest	62,843	30,674	32,073
Transfers	0	0	0
Fund Balance	0	5,115,659	2,285,360
Total MAPS Operations Fund	**$62,843**	**$5,146,333**	**$2,317,433**
MAPS Sales Tax Fund			
Sales Tax	$0	$0	$0
Interest	3,061	5,029	0
Other	6,537	3,554	0
Fund Balance	0	186,022	159,782
Total MAPS Sales Tax Fund	**$9,597**	**$194,605**	**$159,782**
MAPS 3 Sales Tax Fund			
Sales Tax	($270,595)	$0	$0
Interest	4,045,817	4,779,744	4,779,744
Service Charges	0	0	0
Transfers	1,664	0	0
Fund Balance	0	178,682,900	108,656,280
Total MAPS 3 Sales Tax Fund	**$3,776,885**	**$183,462,644**	**$113,436,024**
MAPS 3 Use Tax Fund**			
Use Tax	$0	$0	$0
Interest	152,232	250,076	22,840
Other	29,047	0	0
Transfers	0	0	0
Fund Balance	0	5,628,180	4,198,193
Total MAPS 3 Use Tax Fund	**$181,279**	**$5,878,256**	**$4,221,033**
MAPS 4 Program Fund			
Interest	$14,244	$36,000	$1,686,490
Transfers	10,813,447	106,988,204	117,103,316
Fund Balance	0	13,569,828	0
Total MAPS 4 Program Fund	**$10,827,691**	**$120,594,032**	**$118,789,806**

	Actual FY20	Adopted FY21	Adopted FY22
MAPS 4 Use Tax Fund**			
Use Tax	$2,018,820	$20,423,098	$25,831,700
Interest	2,744	12,000	209,211
Other	0	0	0
Transfers	0	(1,500,000)	(1,740,752)
Fund Balance	0	2,323,246	15,403,605
Total MAPS 4 Use Tax Fund	**$2,021,564**	**$21,258,344**	**$39,703,764**
OCMAPS Sales Tax Fund**			
Interest	$95,743	$0	$43,971
Other	0	0	0
Transfers	0	0	0
Fund Balance	0	4,702,088	1,915,557
Total OCMAPS Sales Tax Fund	**$95,743**	**$4,702,088**	**$1,959,528**
Oklahoma City Sports Facilities Sales Tax Fund			
Sales Tax	$0	$500	$0
Interest	935	623	0
Other	1,227	0	0
Fund Balance	0	49,136	50,373
Total OKC Sports Facilities Sales Tax Fund	**$2,162**	**$50,259**	**$50,373**
Oklahoma City Sports Facilities Use Tax Fund			
Use Tax	$0	$0	$0
Interest	1,898	1,153	0
Other	(725)	0	0
Fund Balance	0	98,652	98,652
Total OKC Sports Facilities Use Tax Fund	**$1,173**	**$99,805**	**$98,652**
Oklahoma City Tax Increment Financing Fund			
Tax Increment Financing Match	$0	$850,000	$1,490,144
Interest	3,262	0	0
Fund Balance	0	130,188	300,000
Total Oklahoma City TIF Fund	**$3,262**	**$980,188**	**$1,790,144**
Police Sales Tax Fund**			
Sales Tax	$0	$0	$0
Interest	41,839	37,071	15,620
Other	0	0	0
Service Charges	83,717	0	0
Transfers	2,520,000	0	575,987
Fund Balance	0	2,588,854	2,034,318
Total Police Sales Tax Fund	**$2,645,556**	**$2,625,925**	**$2,625,925**

	Actual FY20	Adopted FY21	Adopted FY22
Police/Fire Capital Equipment Sales Tax Fund			
Police and Fire Equipment Sales Tax	$0	$0	$0
Interest	57,562	20,000	17,211
Other	28,802	0	0
Fund Balance	0	2,548,570	2,485,751
Total Police/Fire Equipment Sales Tax Fund	**$86,364**	**$2,568,570**	**$2,502,962**
Stormwater Drainage Utility Fund**			
Fees	$0	$0	$0
Interest	149,505	144,692	0
Transfers	8,376,352	4,000,001	1,000,000
Fund Balance	0	9,161,343	8,087,334
Total Storm Water Drainage Utility Fund	**$8,525,857**	**$13,306,036**	**$9,087,334**
Street & Alley Capital Fund			
Interest	$2,812	$0	$0
Other	0	0	0
Fund Balance	0	146,868	0
Total Street & Alley Capital Fund	**$2,812**	**$146,868**	**$0**
Total Non-Operating Capital Improvements	**$195,851,719**	**$697,014,995**	**$579,847,438**
Other Non-Operating Funds			
Asset Forfeiture Fund			
Asset Seizure Revenues	$1,313,578	$884,331	$3,655,951
Other	8,842	3,000	5,976
Interest	52,403	65,232	40,028
Transfers	18,980	0	0
Fund Balance	0	1,148,765	270,132
Total Asset Forfeiture Fund	**$1,393,803**	**$2,101,328**	**$3,972,087**
Debt Service Fund			
Ad Valorem (Property)	$97,742,730	$98,838,747	$83,600,579
Interest	2,814,352	1,000,000	2,000,000
Other	6,366,248	7,000,000	10,000,000
Fund Balance	0	3,911,844	25,135,960
Total Debt Service Fund	**$106,923,330**	**$110,750,591**	**$120,736,539**
General Fund - MAPS 4**			
Sales Tax	$10,813,447	$106,988,204	$117,103,316
Fund Balance	0	0	0
Total General Fund	**$10,813,447**	**$106,988,204**	**$117,103,316**

	Actual FY20	Adopted FY21	Adopted FY22
Grants Management Fund			
Grant Awards	$141,953,937	$159,876,311	$188,445,158
Total Grants Management Fund	**$141,953,937**	**$159,876,311**	**$188,445,158**
OKC Improvement & Special Assessment Dist.			
Assessments	$3,643,218	$5,252,985	$4,505,576
Interest	42,682	11,100	33,938
Service Charges	3,002	2,872	4,206
Transfers	0	0	0
Fund Balance	0	0	0
Total OKC Improv. & Spcl Assess. Districts Fund	**$3,688,902**	**$5,266,957**	**$4,543,720**
Special Purpose Fund			
Donations	$218,263	$362,245	$187,905
Fees	238,363	347,876	228,117
Interest	328,432	320,211	184,535
Other	2,600,278	556,247	25,000
Service Charges	67,132	320,562	119,080
Transfers	1,000,000	1,000,000	1,500,000
Fund Balance	0	7,493,646	9,087,936
Total Special Purpose Fund	**$4,452,468**	**$10,400,787**	**$11,332,573**
Total Other Non-Operating Funds	**$269,225,886**	**$395,384,178**	**$446,133,393**
Total Non-Operating Funds	**$465,077,605**	**$1,092,399,173**	**$1,025,980,831**
Subtotal All Funds	**$1,147,621,725**	**$1,801,770,750**	**$1,772,153,419**
Less Interfund Transfers (2)	(37,152,028)	(112,781,374)	(123,586,770)
Total All Funds	**$1,110,469,697**	**$1,688,989,376**	**$1,648,566,649**

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

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

	Actual FY20	Adopted FY21	Adopted FY22
(1) Transfers between Operating Funds			
Gen Fund Transfer to Emerg Mgmt	$2,509,934	$2,895,939	$2,688,335
Gen Fund to Transit Fund via COTPA	3,255,700	3,557,538	3,864,748
Gen Fund to City and Schools Use Tax Fund	0	0	0
Various Funds to Internal Service Fund	50,418,665	50,095,297	56,136,764
Fire Sales Tax to General Fund	12,322,116	12,249,416	12,510,361
Police Sales Tax to General Fund	9,461,020	9,405,199	9,605,555
Grants to General Fund	0	179,574	181,370
Gen Fund to Parking Cash Fund	675,071	588,867	600,220
Special Purpose to MAPS 3 Fund	1,664	0	0
Various Non-Operating Pmts to Gen Fund	1,731,634	769,764	1,801,614
Various Funds Admin Pmts to Gen Fund	15,867,204	16,285,346	15,509,167
Total	**$96,243,008**	**$96,026,940**	**$102,898,134**
(2) Transfers to Non-Operating Funds			
Gen Fund Transfer to MAPS 4 Prog Fund	$10,813,447	$106,988,204	$117,103,316
Various to CIP Fund	24,096,220	5,660,000	6,290,000
Various Miscellaneous Transfers	0	0	0
Various Funds to Special Purpose	0	362	60,362
Various Funds to Grant Fund	2,242,361	132,808	133,092
Total	**$37,152,028**	**$112,781,374**	**$123,586,770**

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 $746,172,588.

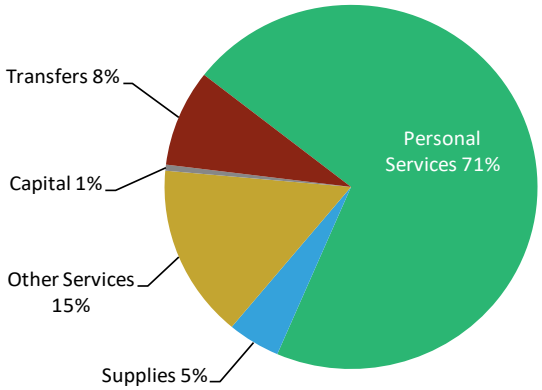
EXPENDITURE CATEGORIES

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 71% 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 15% 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 12% of the City's operating expenditures.

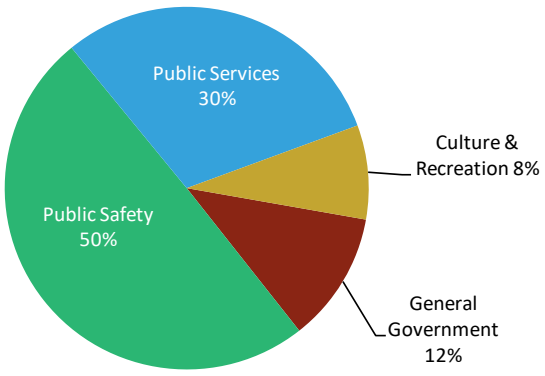
The next function of city government is Public Safety which includes Police, Fire, Animal Welfare and Municipal Courts. This function comprises 50% of the operating expenditure budget.

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.

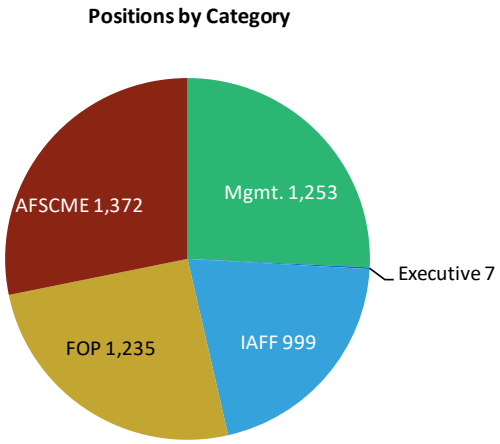
The General Fund contains the Non-Departmental function, which organizes various citywide expenses and certain transfers that do not fit within another City department. These expenses were included in each of the four categories where the expense could easily be categorized. For example, the funding 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

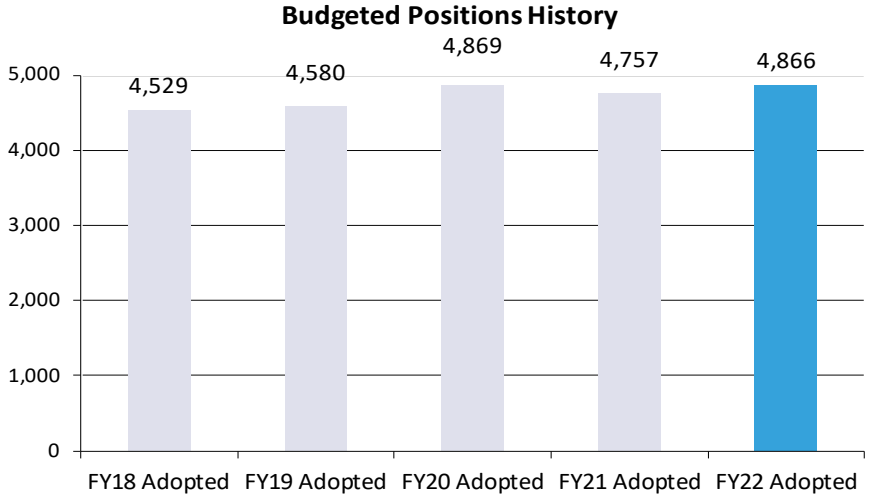
The FY22 Budget contains authorization for 4,866 positions throughout the City. This is an increase of 109 positions (2.3%) from the FY21 adopted budget, many of the position increases are restorations from positions that were cut in FY21. The FY22 budget also includes funding for the 56 positions that were frozen in the FY21 budget. 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 1,372 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 1,253 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

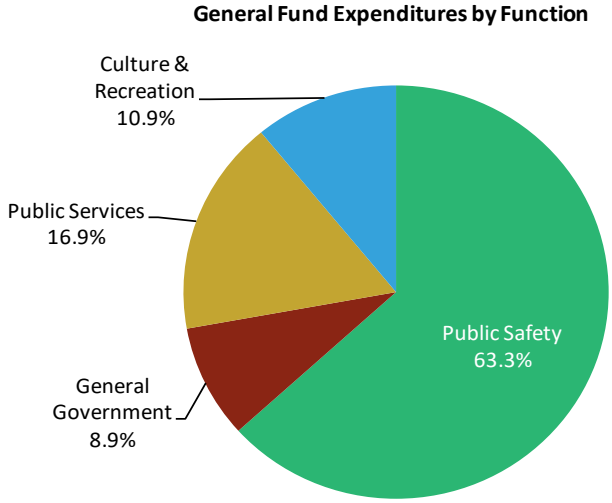
Department	FY20 Adopted	FY21 Adopted	FY22 Adopted	Change	%
Airports	130.00	130.00	131.00	1.00	0.8%
City Auditor	7.00	7.00	7.00	0.00	0.0%
City Clerk	9.00	9.00	9.00	0.00	0.0%
City Manager	52.00	45.40	47.40	2.00	4.4%
Development Services	197.00	177.00	190.00	13.00	7.3%
Finance	88.00	83.00	87.00	4.00	4.8%
Fire	1,015.15	1,032.45	1,039.00	6.55	0.6%
Fire Grants	18.85	4.55	0.00	(4.55)	(100.0%)
General Services	71.00	66.00	71.00	5.00	7.6%
Human Resources	29.00	29.00	33.00	4.00	13.8%
Information Technology	111.00	112.00	116.00	4.00	3.6%
Mayor and Council	7.00	6.60	6.60	0.00	0.0%
Municipal Counselor	56.00	54.00	56.00	2.00	3.7%
Municipal Court	67.00	58.00	62.00	4.00	6.9%
Parks and Recreation	178.00	165.00	183.00	18.00	10.9%
Planning	27.93	26.93	28.93	2.00	7.4%
Planning Grants	19.07	18.07	19.07	1.00	5.5%
Police	1,539.00	1,527.00	1,542.00	15.00	1.0%
Police Grants	0.00	0.00	0.00	0.00	N/A
Public Transportation and Parking	36.00	34.00	37.00	3.00	8.8%
Public Works	418.00	399.00	417.00	18.00	4.5%
Utilities	793.00	773.00	784.00	11.00	1.4%
Subtotal	**4,869.00**	**4,757.00**	**4,866.00**	**109.00**	**2.3%**
Positions Frozen in FY21					
City Manager	0.00	(1.00)	0.00	0.00	0.0%
Fire	0.00	(21.00)	0.00	0.00	0.0%
Police	0.00	(34.00)	0.00	0.00	0.0%
Total Frozen Positions	**0.00**	**(56.00)**	**0.00**	**0.00**	**0.0%**
Total	**4,869.00**	**4,701.00**	**4,866.00**	**109.00**	**2.3%**

THE GENERAL FUND

The General Fund is the largest fund within the City budget and makes up $496,438,808 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 63.3% of the total budget is expended in this area.

Public Services is the second largest area of spending at 16.9%. 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 8.9% 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 10.9% 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 FY20	Adopted FY21	Adopted FY22
General Fund Expenses			
City Auditor	$1,203,036	$1,241,116	$1,265,883
City Clerk	1,089,718	1,173,504	1,177,227
City Manager	3,319,647	3,079,591	3,608,420
Development Services	18,783,649	18,358,471	19,635,828
Finance	8,585,961	8,929,889	9,537,282
Fire	107,247,600	108,509,532	110,983,904
General Services	4,863,637	4,879,042	5,167,187
Human Resources	3,293,070	3,614,811	4,088,652
Mayor & Council	1,147,553	1,159,250	1,238,035
Municipal Counselor	7,613,650	7,146,025	7,818,815
Municipal Court	7,574,185	8,346,074	8,466,806
Non-Departmental Operating	64,018,807	66,854,562	75,248,894
Parks & Recreation	27,982,417	27,993,294	32,332,751
Planning	4,474,432	4,023,352	4,486,002
Police	154,336,813	152,393,571	156,461,454
Public Transportation and Parking	21,422,918	14,308,586	20,645,507
Public Works	32,648,927	32,849,110	34,276,161
Total Expenses	**$469,606,020**	**$464,859,780**	**$496,438,808**

EXPENDITURE SUMMARY TABLE

	Actual FY20	Adopted FY21	Adopted FY22
Operating Funds			
General Operating Funds			
General Fund*	$469,606,020	$464,859,780	$496,438,808
Internal Service Fund*	49,695,770	53,008,584	55,962,138
Total General Operating Funds	**$519,301,789**	**$517,868,364**	**$552,400,946**
Special Revenue Funds			
Court Admin. and Training Fund	$114,475	$227,295	$227,000
Emergency Management Fund	8,661,894	9,244,913	9,567,491
Fire Sales Tax Fund	45,251,005	45,122,521	47,102,384
Hotel/Motel Tax Fund*	11,501,221	8,786,994	11,482,102
MAPS Operations Fund*	119,363	0	0
MAPS 3 Use Tax Fund*	3,398,217	4,410,529	4,472,309
MAPS 4 Use Tax Fund*	0	1,500,000	1,740,752
Medical Service Program Fund	4,491,024	9,026,360	6,882,212
Police Sales Tax Fund*	42,708,470	42,549,928	44,942,380
Zoo Sales Tax Fund	14,078,582	14,152,149	14,932,948
Total Special Revenue Funds	**$130,324,252**	**$135,020,689**	**$141,349,578**
Enterprise Funds			
Airports Fund	$18,791,065	$20,308,603	$20,814,028
Solid Waste Management Fund	9,617,066	11,145,909	0
Stormwater Drainage Utility Fund*	15,716,564	19,555,781	19,478,636
Public Trans. and Parking Fund	4,363,548	4,502,411	4,835,397
Utilities Fund	85,708,750	96,996,761	110,192,137
Total Enterprise Funds	**$134,196,994**	**$152,509,465**	**$155,320,198**
Subtotal Operating Funds	**$783,823,035**	**$805,398,518**	**$849,070,722**
Less Interfund Transfers (1)	(96,243,008)	(96,026,940)	(102,898,134)
Total Operating Funds	**$687,580,028**	**$709,371,578**	**$746,172,588**

	Actual FY20	Adopted FY21	Adopted FY22
Non-Operating Funds			
Capital Improvement Funds			
Better Streets, Safer City Sales Tax Fund	$63,998,823	$200,134,922	$137,211,598
Better Streets, Safer City Use Tax Fund	6,081,622	34,660,585	30,595,666
Capital Improvement Projects Fund	19,196,712	55,908,915	63,544,472
City and Sch Cap Proj Use Tax Fund	(505)	3,886,576	3,541,887
Hotel/Motel Tax Fund*	8,041,607	6,984,619	8,370,344
Impact Fees Fund	513,761	33,826,064	37,308,943
Internal Service Funds*	0	599,361	2,531,768
MAPS Operations Fund*	208,652	5,146,333	2,317,433
MAPS Sales Tax Fund	69,045	194,605	159,782
MAPS 3 Sales Tax Fund	104,700,988	183,462,644	113,436,024
MAPS 3 Use Tax Fund*	6,453,519	5,878,256	4,221,033
MAPS 4 Program Fund	0	120,594,032	118,789,806
MAPS 4 Use Tax Fund*	0	21,258,344	39,703,764
OCMAPS Sales Tax Fund	1,515,528	4,702,088	1,959,528
OKC Sports Facilities Sales Tax Fund	0	50,259	50,373
OKC Sports Facilities Use Tax Fund	0	99,805	98,652
OKC Tax Increment Financing Fund	0	980,188	1,790,144
Police Sales Tax Fund*	1,560,462	2,625,925	2,625,925
Police/Fire Cap Equip Sales Tax Fund	1,083,134	2,568,570	2,502,962
Stormwater Drainage Utility Fund*	2,743,941	13,306,035	9,087,334
Street and Alley Fund	0	146,868	0
Total Capital Improvement Funds	**$216,167,289**	**$697,014,994**	**$579,847,438**
Other Non-Operating Funds			
Asset Forfeiture Fund	$1,322,976	$2,101,328	$3,972,087
Debt Service Fund	104,565,157	110,750,591	120,736,539
General Fund - MAPS 4*	10,813,447	106,988,204	117,103,316
Grants Management Fund	33,752,819	159,876,311	188,445,158
OKC Improv. and Special Assess Dist.	3,428,356	5,266,957	4,543,720
Special Purpose Fund	3,168,053	10,400,787	11,332,573
Total Other Non-Operating Funds	**$157,050,808**	**$395,384,178**	**$446,133,393**
Total Non-Operating Funds	**$373,218,098**	**$1,092,399,172**	**$1,025,980,831**
Subtotal All Funds	**$1,060,798,125**	**$1,801,770,750**	**$1,772,153,419**
Less Interfund Transfers (2)	(37,152,028)	(112,781,374)	(123,586,770)
Total All Funds	**$1,023,646,097**	**$1,688,989,376**	**$1,648,566,649**

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

	Actual FY20	Adopted FY21	Adopted FY22
(1) Transfers between Operating Funds			
Gen Fund Transfer to Emerg Mgmt	$2,509,934	$2,895,939	$2,688,335
Gen Fund to Transit Fund via COTPA	3,255,700	3,557,538	3,864,748
Various Funds to Internal Service Fund	50,418,665	50,095,297	56,136,764
Fire Sales Tax to General Fund	12,322,116	12,249,416	12,510,361
Grants Funds to General Fund	0	179,574	181,370
General Fund to Parking Cash Fund	675,071	588,867	600,220
Various Funds Pmts to Gen Fund	1,731,634	769,764	1,801,614
Police Sales Tax to General Fund	9,461,020	9,405,199	9,605,555
Speval Purpose to Maps 3	1,664	0	0
Various Funds Admin Pmts to Gen Fund	15,867,204	16,285,346	15,509,167
Total	**$96,243,008**	**$96,026,940**	**$102,898,134**
(2) Transfers to Non-Operating Funds			
Gen Fund Transfer to MAPS 4 Prog Fund	$10,813,447	$106,988,204	$117,103,316
Various to CIP Fund	24,096,220	5,660,000	6,290,000
Various Miscellaneous Transfers	0	0	0
Various Funds to Special Purpose	0	362	60,362
Various Funds to Grant Funds	2,242,361	132,808	133,092
Total	**$37,152,028**	**$112,781,374**	**$123,586,770**

LONG RANGE FINANCIAL SUMMARY



Regular financial evaluations help ensure stability

Evaluating the City's financial condition on a regular basis can help ensure stability so that programs and services meet the community's needs.

The Five-Year Financial Forecast is presented each February to the City Council and Mayor through a Council Workshop, to which the public and local media are invited. Although only a summary is provided here which focuses on the General Fund, the full forecast is available on the City's website at https://www.okc.gov/departments/finance/financial-and-budget-reports

PURPOSE OF LONG-RANGE FINANCIAL PLAN

The purpose of the Five-Year Financial Forecast is to evaluate the City's financial condition as it relates to meeting the community's needs for ongoing core and ancillary programs and services. Armed with factually accurate, timely, and objective information about the City's financial condition, elected officials can help ensure the stability of Oklahoma City's general and other municipal funds. With continued financial viability, the City can anticipate and meet community needs and enable additional economic diversification and growth for many years to come. With this in mind, the Five-Year Financial Forecast serves three purposes.

1. **Compliance.** Providing the forecast helps the City comply with city financial policies and practices designed to ensure the responsible utilization of public resources.

2. **Strategy.** The forecast provides the Mayor and City Council with information to formulate long-term strategies to ensure city services are available at a level appropriate to the actual needs of the community. Annual budgeting alone can fail to serve the long-term public interest if short-term priorities reduce resources that may be required to meet imminent needs that fall beyond the one-year budget scope.

3. **Accountability.** The forecast serves as a resource for the general citizenry and the business community by providing a snapshot of the City's current and projected financial well-being. It provides citizens and business leaders with an overview of the City's ability to meet community needs over time. This document also demonstrates the City's financial planning process and strengthens local government's accountability to the community.



LONG RANGE FINANCIAL SUMMARY

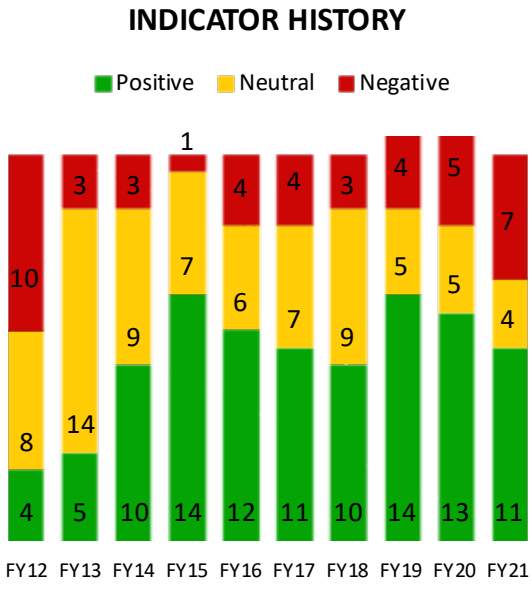
By identifying long-term issues and assessing resources, the Five-Year Financial Forecast provides the Mayor and City Council with the necessary information to create continuity between annual budget cycles and long term needs of the City. The forecast is a valuable tool for identifying potential problems and for policy makers to incrementally address such problems in a manner that provides seamless continuation of core services.

SUMMARY

Overall, the City has favored well amid the COVID-19 pandemic with growth in 2021 (FY21) just above FY20 levels and is projected to continue the same trajectory in the last quarter of the fiscal year. The City has again worked with Dr. Russell Evans, Executive Director of the Steven C. Agee Economic Research and Policy Institute at Oklahoma City University, to develop the economic outlook for the coming year. Dr. Evans' expectation in FY22 is that we should return to modest growth levels based upon two assumptions; we emerge from pandemic economic reality and we see a bottom to the energy cycle. For FY22, the City's forecasted budget was based on the those two assumptions holding true, and returning to average growth levels over the five-year period.

FINANCIAL EVALUATION TOOLS

In developing the five-year outlook, staff used two financial evaluations tools, the Financial Trend Monitoring System (FTMS) and forecast issues provided by department staff. FTMS is designed to give City leaders and citizens a simple method for evaluating the City's financial condition on a year-to-year basis. Adapted from *Evaluating Financial Condition: A Handbook for Local Government*, published by the International City/County Managers Association, this method identifies the trends in various financial and environmental areas and rates them as positive, neutral or negative. A final *"score"* can then be developed showing how many of the trends fall in each category. This system provides the City with a more comprehensive evaluation of financial condition rather than focusing on individual indicators, such as fund balance. The overall results of the 22 FTMS indicators were 50% trending positive, 18% neutral, and 32% trending negative as shown in the graph. Changes from the previous year included Crime Rate, Fringe Benefits, Employees per 1,000 Citizens, and Tax Revenues all moving to a positive trend. Crime rate captures a negative aspect of a community that can affect its present and future economic development potential. Also improving was Fringe Benefits, which has slightly decreased over the past five years and is lower compared to other state and local governments. Even though Employees per 1,000 has slightly decreased over the past five years, the percentage of residents satisfied with City services has significantly outperformed the national average. Another positive indicator is Tax revenues which comprise 67% of the General Fund operating budget and has performed well with an average annual underlying growth of 5.9% over the past five years. Overall, the City remained in a favorable financial position with a majority of indicators trending positive.



LONG RANGE FINANCIAL SUMMARY

There were seven indicators trending negative: Office Vacancy Rates, Airport Activity, Grant Revenues, Hotel Room Nights Sold, Active Drilling Rigs, Revenue Accuracy, and Hotel Tax Revenue. However, staff is optimistic things will improve over the five-year outlook with expectations to rebound from the COVID-19 pandemic as normal business and travel activity resumes and restores airport activity and hotel stays back to pre-pandemic levels. A few constructions projects were recently completed including the Airport terminal expansion; the a new convention center and OMNI hotel; and a new 70-acre park connecting the downtown core to the shore of the Oklahoma River. All of these projects are expected to bring private development and increased office occupancy rates as new companies emerge or others relocate/expand to Oklahoma City. Although Grants were slightly up, they were still under the desired level 4% of the operating budget. The Cares Act, Emergency Rental Assistance Program, and American Rescue Plan will most certainly boost those levels in FY21 and beyond. Active Drilling Rigs have been declining since October 2018 and only until recently have we seen small increases in rig counts which may be a sign of a rebound. The future of the industry is still uncertain as we wait to see how legislative and executive policies of the new presidential administration will affect oil and gas. Because the City's economy has become more diversified over the past few decades expanding into other industries such as aerospace, professional services, leisure and hospitality, and retail, we have become more shielded from the adverse economic affects of the cyclical fluctuations of the oil and gas industry.

The second financial evaluation tool is forecast issues which provide an overview of major issues facing City departments. These identified issues provide an *"early warning system"* to the City Manager and City Council of significant items that are beyond the scope of the annual budget process. Strategies and priorities are set to address the issues over the long-term. A total of 51 issues were identified in the forecast with the eight most significant issues highlighted:



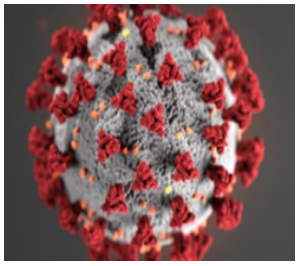
First Americans Museum. The City assumed this project from the State and has partnered with the Chickasaw Nation for capital and operating support. The facility is expected to open in September 2021 with the City responsible for any operating deficit which could place pressure on the General Fund.



Long Term Water Capital. Over the next five years the City will address its long-term water supply, resiliency, reliability, and regulatory compliance challenges through the implementation of the $1.6 billion dollar capital program.



Increasing Demand for Technology. The City continues to strive to provide high-quality and efficient services to residents which requires a dedicated staff with high levels of skill. The City will be conducting a classification and compensation study in 2021 to ensure the compensation packages are commensurate with the job descriptions and will aid in recruiting efforts.

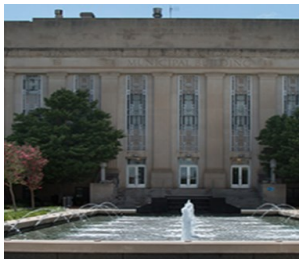


COVID-19. The COVID-19 pandemic has adversely affected the City's revenue collections and program services. The long-term effects remain to be seen and the City will continue to monitor and adjust its operational procedures as needed until we return to pre-pandemic levels.

LONG RANGE FINANCIAL SUMMARY



Public Transportation System Improvements. Community interest has increased expectations for public transportation including bus route frequency, micro transit, traffic signal prioritization, bus rapid transit and expansion of the streetcar route to neighborhoods and business districts.



Facility Capital Maintenance Costs. The city has funded major capital improvements debt free through temporary sale taxes but once projects are put into public use capital maintenance often exceeds funding. In 2018, Council adopted a policy to set a target budget of 1-3% of the General Fund for such expenses.



Employee Recruitment, Classification and Compensation. City departments have had a difficult time filling positions and retaining employees in skilled trades, some professional services, part-time positions and those requiring a commercial drivers license. The City will begin a classification and compensation study in 2021 to address the issue.



Other Post Employment Benefits. The City has funded retiree health insurance on a pay-as-you-go method resulting in an unfunded liability in excess of $420 million. Changes have been adopted that will reduce the liability $90 million over the next 10 years and eventually eliminate the obligation, but additional actions are needed to control the unfunded liability.

The forecast document contains in-depth descriptions along with possible direction or next steps to resolve the issues which include options such as negotiating agreements with private partners, rate adjustments, temporary sales and use taxes, new taxes or tax increases, user fees, facility charges, sponsorships, expanding the sales tax base, changing state law to allow property taxes to be used for municipal operations, commissioning studies, training, and exploring cost reductions.

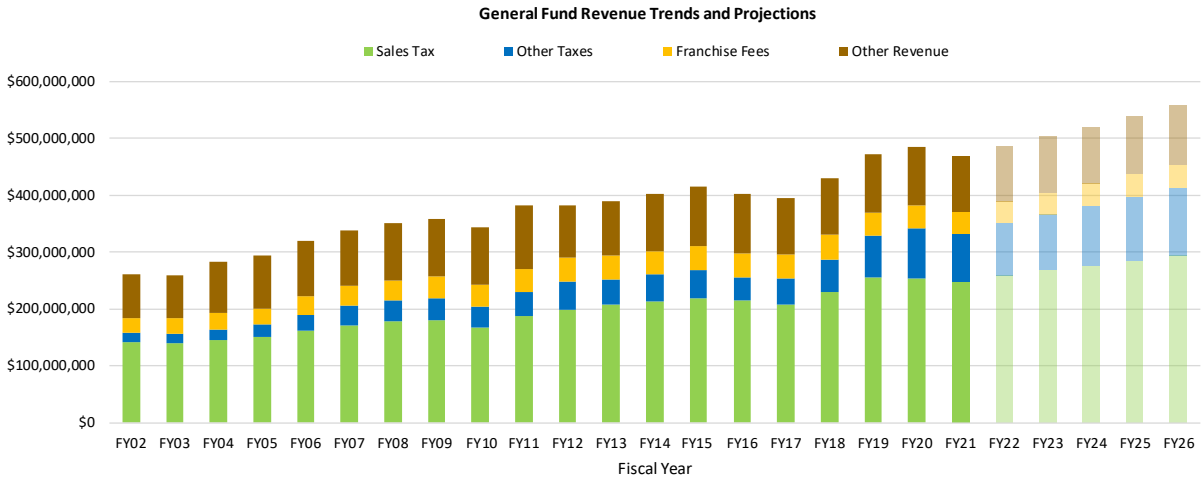
The forecast also closed the communication loop on 12 previously identified issues that were resolved with successful outcomes including voter approval of a permanent one-quarter cent sales tax increase that went into effect January 1, 2018 which generates approximately $27 million per year for the General Fund; voter approval of a $967 million General Obligation Bond Package; a temporary, 8-year, one cent tax that will generate approximately $987 million for capital projects that address an array of community needs; implementing holiday bus service and increased frequency times; and the completion of a terminal expansion project at Will Rogers World Airport.

GENERAL FUND IN-DEPTH

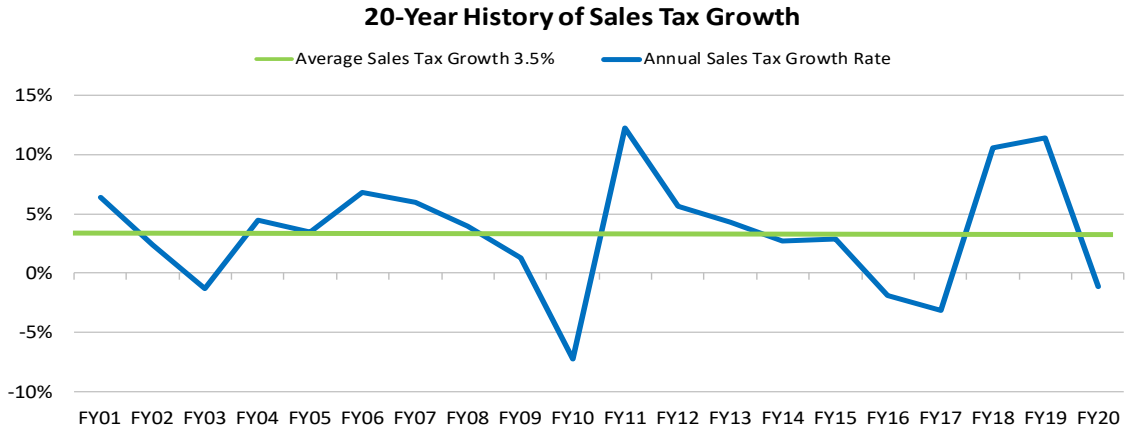
The General Fund is the largest fund within the City and serves as the mechanism from which many of the core services are primarily funded.

LONG RANGE FINANCIAL SUMMARY

General Fund Revenue. There are literally hundreds of individual revenue sources that contribute to the General Fund so they are combined into similar categories. When all of the categories are combined, the General Fund is expected to grow at an average of 3.5% per year over the next five years and reach $558.8 million in FY26.



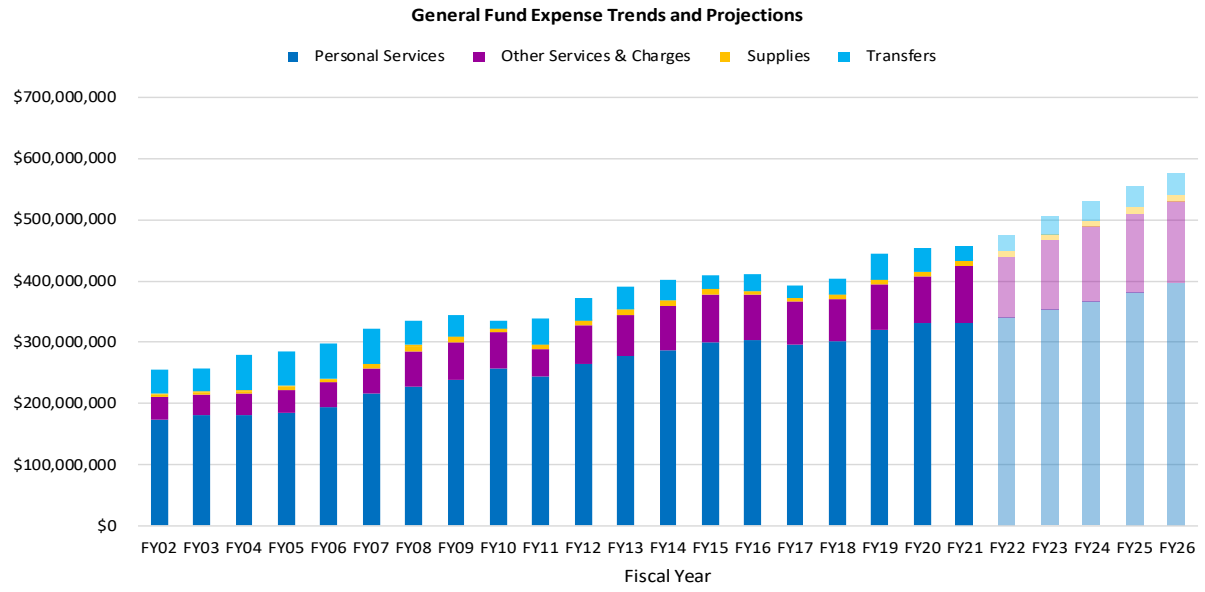
With the current revenue mix, sales tax accounts for more than half of General Fund revenue, so continued stability of the General Fund is contingent upon conservative financial management because sales tax revenue growth can be volatile as shown in the table below.



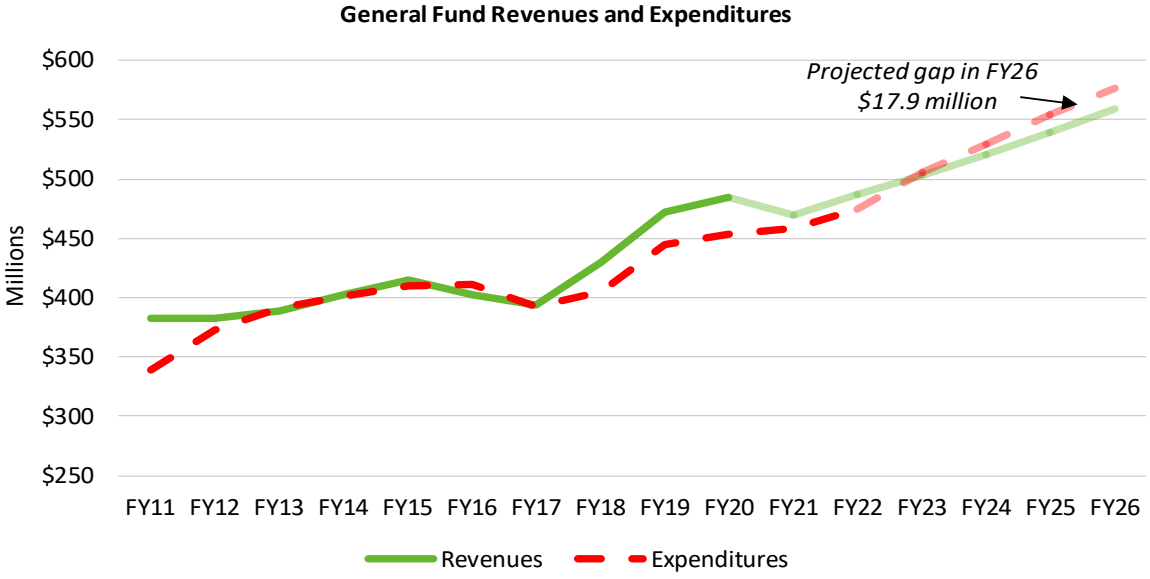
General Fund Expenditures. City expenditures encompass a variety of goods and services and it is anticipated that general operating costs will continue to grow at a rate higher than inflation. Growth is due primarily to salary and benefits as full-time budgeted positions have only grown by 205 or 4.5% over the last 20 years. Besides normal historical growth, additional capital, operating and/or maintenance costs were added for the First Americans Museum, Scissortail Park, Northwest Bus Rapid Transit, Streetcar battery replacements, streetlight LED upgrades, and bus replacements.

LONG RANGE FINANCIAL SUMMARY

The additional costs range from $8.2 million to $13.7 million annually from FY22 to FY26. Overall, General Fund expenditures are projected to have annual growth of 4.7% and reach $576.8 million in FY26.



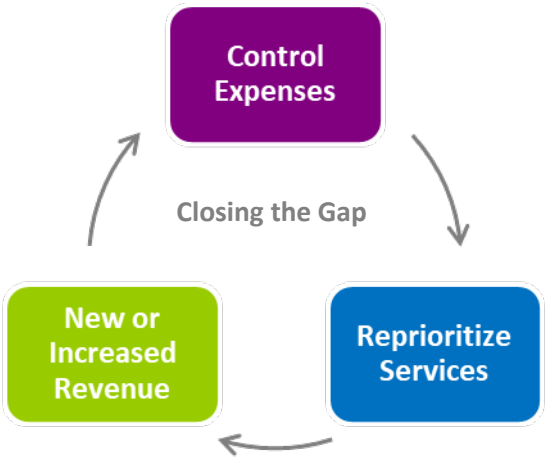
Projected Revenue/Expenditure Gap. Over the next five years, a gap between General Fund revenues and expenses is expected to widen as many new capital projects are completed and new services are implemented that require funds for annual operating and maintenance costs within the five-year outlook. The revenue growth projections reflect an average annual growth rate of 3.5%. Expenses were projected to grow at the same rate as long-term trends and average growth of 4.7% annually. Known increases to expenses, such as bus replacement, streetlight LED upgrades and operating costs for the new convention center, northwest bus rapid transit, the First Americans Museum, were added to projections. The imbalance in revenue and expenditure growth patterns means the General Fund has a projected gap of $17.9 million by FY26.



LONG RANGE FINANCIAL SUMMARY

GENERAL FUND OUTLOOK GOING FORWARD

Closing the Gap. Historically, the City's financial forecasts have projected a revenue/expenditure gap. In order to close the gap and fund operations at a level desired by residents, revenue collections would need to increase through new revenue sources, an expanded sales tax base, and continued growth in the local economy. However, expenditure control is the area where the City has the most flexibility and the most power to close the gap. Since Personal Services are the majority of City costs, controlling the growth in this area will be key to maintaining financial balance. The most effective means to achieve a balance between controlling personnel costs while maintaining competitive salary and benefit packages for employees will be to limit salary and benefit growth to within the approximate growth rates of City revenues. Improved efficiency in operations is also an avenue for controlling expenditure growth. Tight budgets have necessitated that departments continually look for ways to do more with less, thereby driving many efficiency gains, but have resulted in some reductions in service levels in the past. Another option for the future is for City leaders to continue reprioritizing City services. Over time, City needs and priorities change. Programs and services may be added or reduced based on community needs. Not every situation can be anticipated, but cyclical economic changes are to be expected over a long period of time. The City must continue to monitor legislation that can affect either revenues or expenditures and work to diversify Oklahoma City's revenue base. Through calculated, combined efforts, the City's projected General Fund financial gap can be addressed. Continued sound financial management will be the key to ensure the City will be able to live within available resources during the next few years.



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

1 ORGANIZATIONAL CHART

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.

3 MISSION STATEMENT

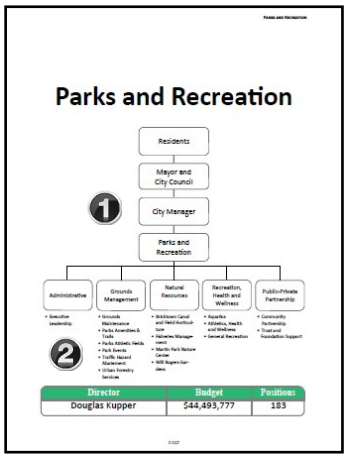
Each department develops a Mission Statement to clearly communicate the purpose of the department. The Mission Statement includes the results the department will achieve for its customers, the future direction of the department, and its commitment to public service.

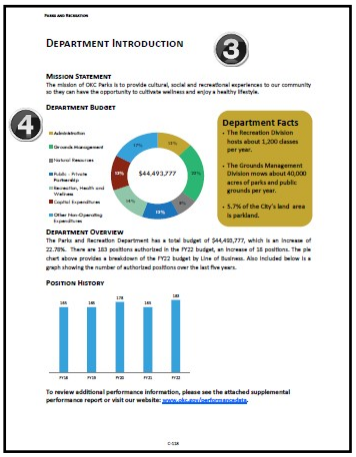
4 DEPARTMENT BUDGET, OVERVIEW AND POSITION HISTORY

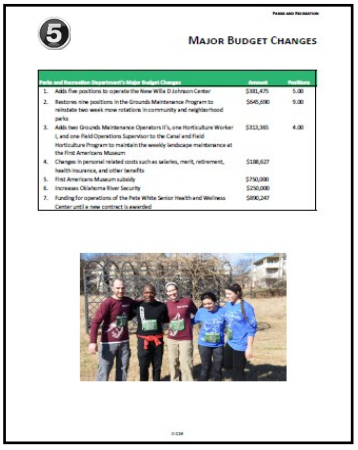
The Department Budget shows the budget by Line of Business to include any non-operating components of the budget, such as capital spending. The Department Overview is a quick snap shot of the current budget, how it changed since last fiscal year and any significant changes. The Position History is a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

5 MAJOR BUDGET CHANGES

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

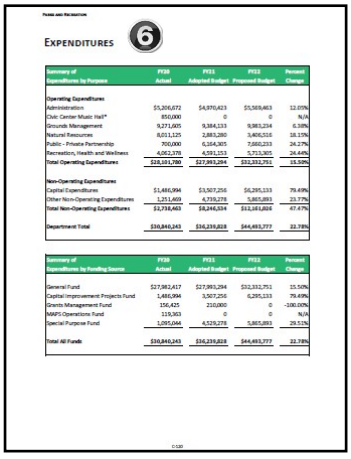
The first table lists the department's positions by Line of Business or purpose and the second table lists the positions by funding source.

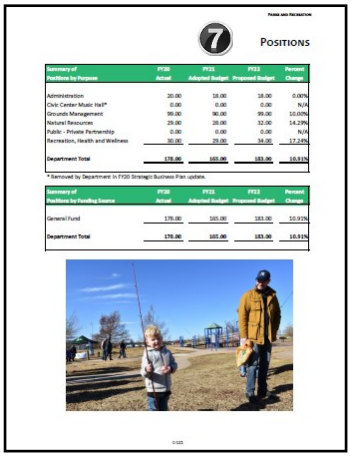
8 LINES OF BUSINESS

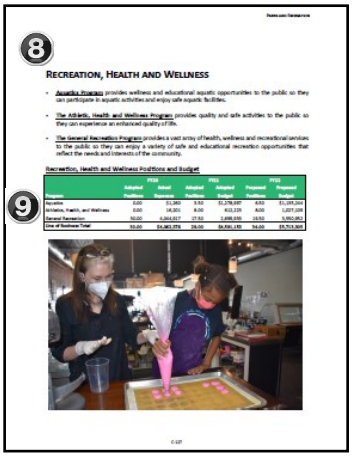
The detail for each Line of Business is included in the department's budget with the Purpose Statement for that particular Line of Business. Purpose Statements follow the same guideline as the department's Mission Statement and are designed to clearly communicate the purpose of the Line of Business including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

9 PROGRAM POSITIONS AND BUDGET

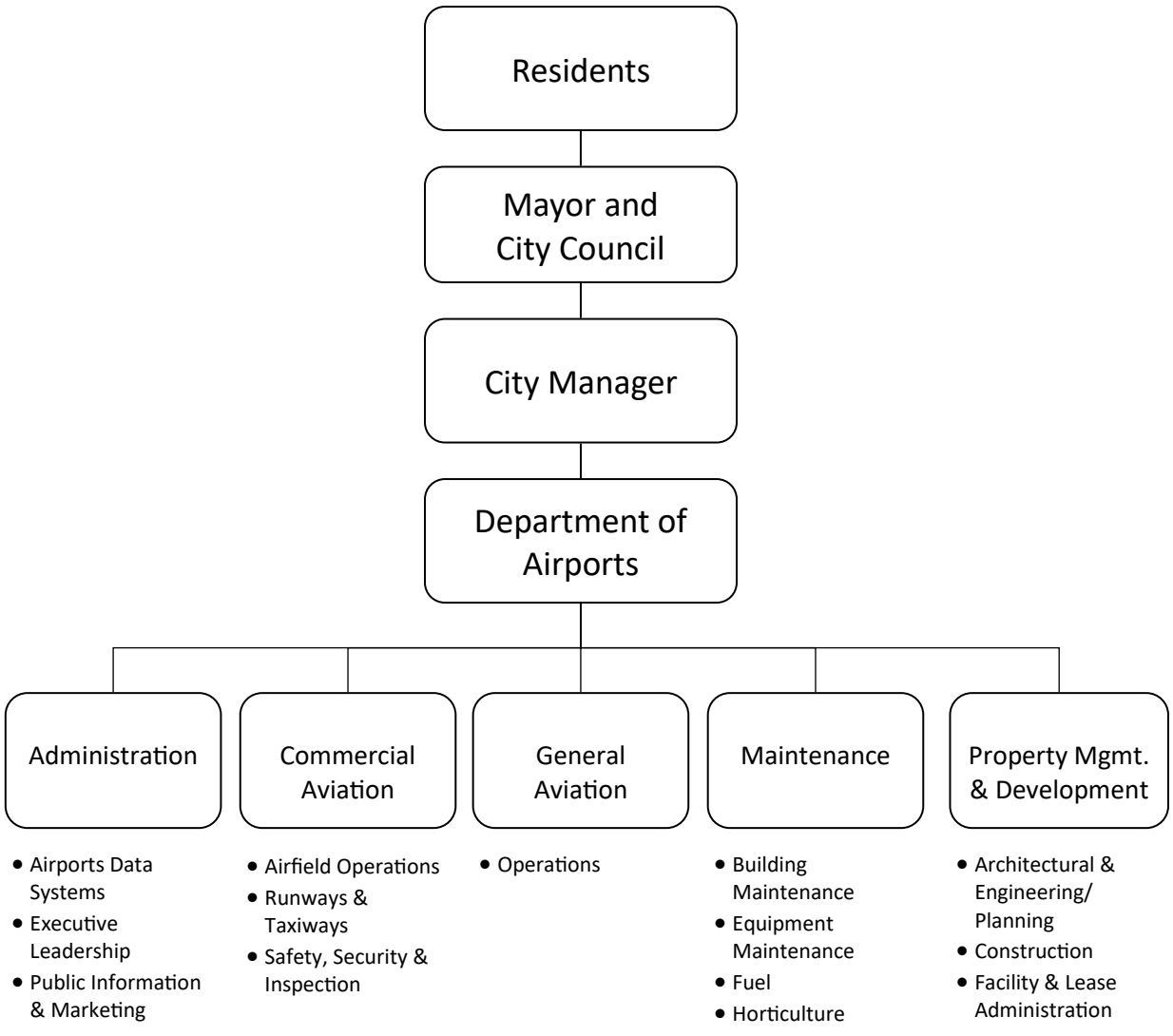
Program Positions and Budget shown in the last table provides the number of positions and operating budget by Program for each department's Line of Business section.







Airports



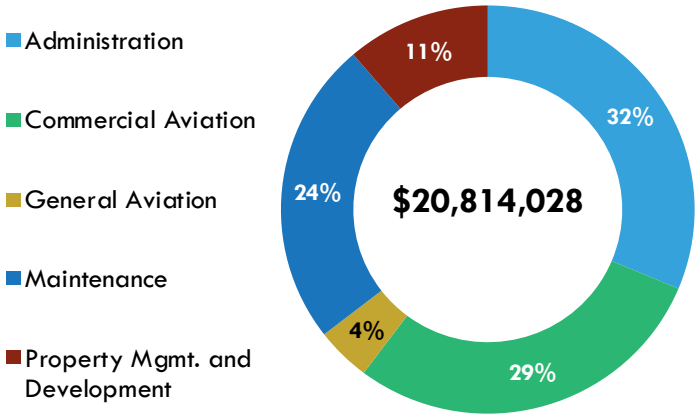
Director	Budget	Positions
Mark Kranenburg	$20,814,028	131

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.

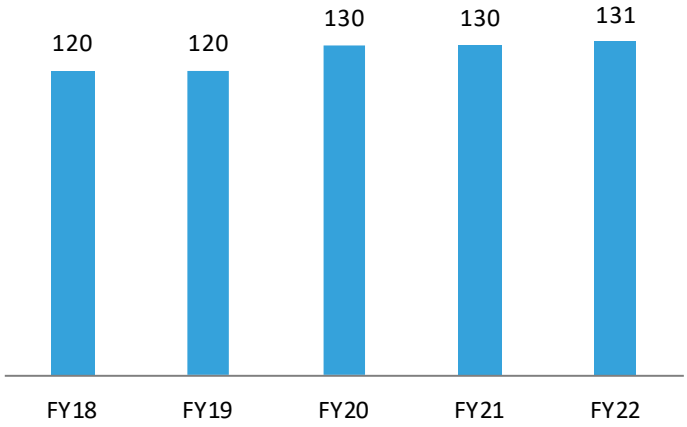
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Airports Department has a total budget of $20,814,028, which is an increase of 2.49%. There are 131 positions authorized in the FY22 budget, which is an increase of one position from FY21.

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 2019 WRWA provided service to a record breaking 4.4 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 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	$136,604	-
2. Replaces a vacant Airport Construction Manager with a Construction Project Manager to better align with needs	($37,284)	
3. Replaces a vacant Federal Program Manager with a Property Specialist to assist with agreements and contract management	($19,643)	-
4. Adds a Real Estate Manager to manage future airport property developments and leases	$84,921	1.00



EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$5,528,786	$6,172,374	$6,521,385	5.65%
Commercial Aviation	5,684,347	5,900,861	6,016,026	1.95%
General Aviation	760,961	880,000	892,567	1.43%
Maintenance	4,770,123	5,133,536	5,038,580	-1.85%
Property Mgmt. and Development	2,046,848	2,221,832	2,345,470	5.56%
Total Operating Expenditures	**$18,791,065**	**$20,308,603**	**$20,814,028**	**2.49%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Airport Cash Fund	$18,791,065	$20,308,603	$20,814,028	2.49%
Total All Funds	**$18,791,065**	**$20,308,603**	**$20,814,028**	**2.49%**



POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	25.00	25.00	24.00	-4.00%
Commercial Aviation	25.00	25.00	26.00	4.00%
General Aviation	10.00	10.00	10.00	0.00%
Maintenance	50.00	50.00	49.00	-2.00%
Property Mgmt. and Development	20.00	20.00	22.00	10.00%
Department Total	**130.00**	**130.00**	**131.00**	**0.77%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Airport Cash Fund	130.00	130.00	131.00	0.77%
Department Total	**130.00**	**130.00**	**131.00**	**0.77%**



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

	FY20		FY21		FY22	
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	22.95	5,285,849	22.95	5,928,731	21.95	6,305,316
Public Information and Marketing	2.05	242,937	2.05	243,643	2.05	216,069
Line of Business Total	**25.00**	**$5,528,786**	**25.00**	**$6,172,374**	**24.00**	**$6,521,385**

*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	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Airfield Operations	8.00	$749,369	8.00	$757,497	8.00	$767,995
Runways and Taxiways	14.00	1,087,481	14.00	1,401,837	15.00	1,458,216
Safety, Security, and Inspections	3.00	3,847,497	3.00	3,741,527	3.00	3,789,815
Line of Business Total	**25.00**	**$5,684,347**	**25.00**	**$5,900,861**	**26.00**	**$6,016,026**

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	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Operations	10.00	$760,961	10.00	$880,000	10.00	$892,567
Line of Business Total	**10.00**	**$760,961**	**10.00**	**$880,000**	**10.00**	**$892,567**

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	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Building Maintenance	19.00	$1,620,826	19.00	$1,820,825	19.00	$1,846,520
Equipment Maintenance	8.00	1,485,449	8.00	1,429,281	8.00	1,353,737
Fuel	7.00	726,503	7.00	729,792	7.00	740,008
Horticulture	16.00	937,346	16.00	1,153,638	15.00	1,098,315
Line of Business Total	**50.00**	**$4,770,123**	**50.00**	**$5,133,536**	**49.00**	**$5,038,580**

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.

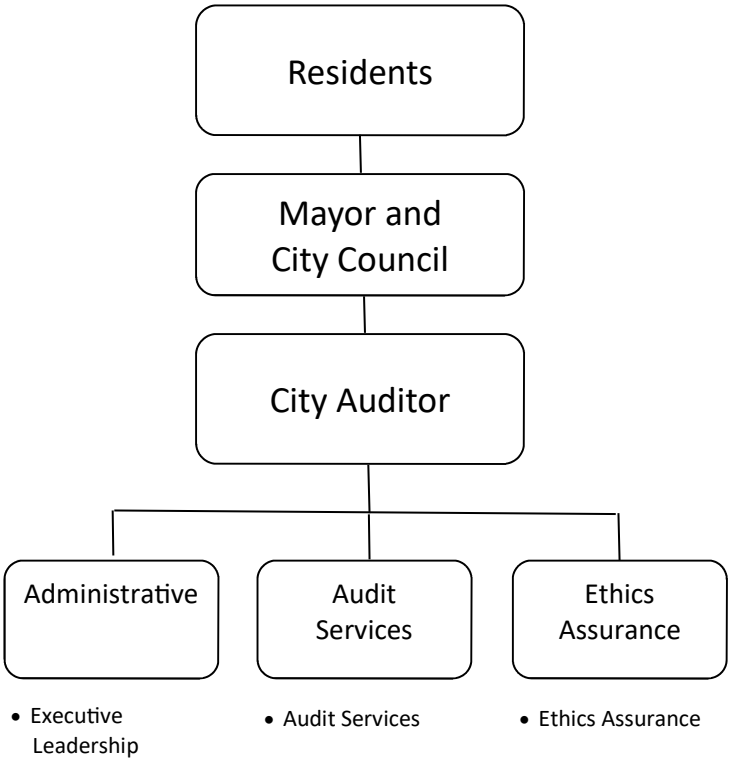
- **The Construction Program** provides capital improvement construction services to tenants and other Airport divisions so they can have the buildings, facilities and infrastructure necessary to meet their needs within budget and time constraints.

- **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	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Architectural and Engineering/Planning	6.00	$680,174	6.00	$723,344	6.00	$738,802
Construction	8.00	787,883	8.00	906,666	8.00	840,936
Facility and Lease Administration	6.00	578,791	6.00	591,822	8.00	765,732
Line of Business Total	**20.00**	**$2,046,848**	**20.00**	**$2,221,832**	**22.00**	**$2,345,470**

City Auditor



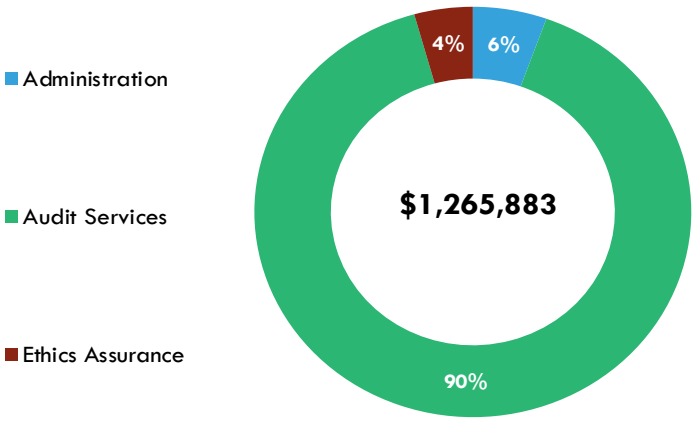
Director	Budget	Positions
Jim Williamson	$1,265,883	7

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



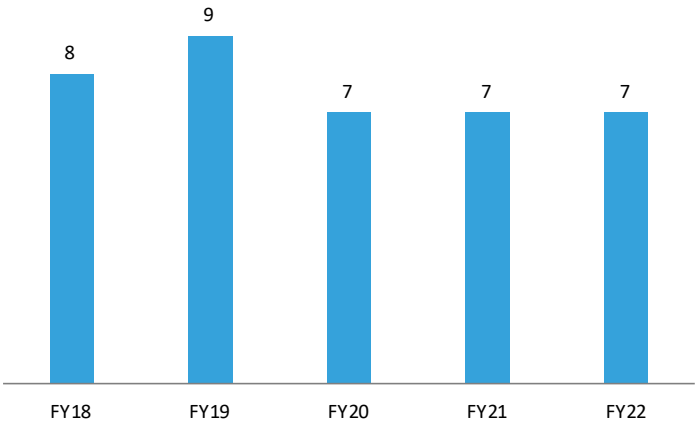
DEPARTMENT OVERVIEW

The Office of the City Auditor (OCA) has a FY22 budget of $1,265,883, which is an increase of 2.00%. Seven positions are authorized in the FY22 budget. There has been no change in positions from FY21 to FY22.

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 FY21, the OCA has completed three audit reports, and completed four reports in FY20. All reports are available on the Department's official City website

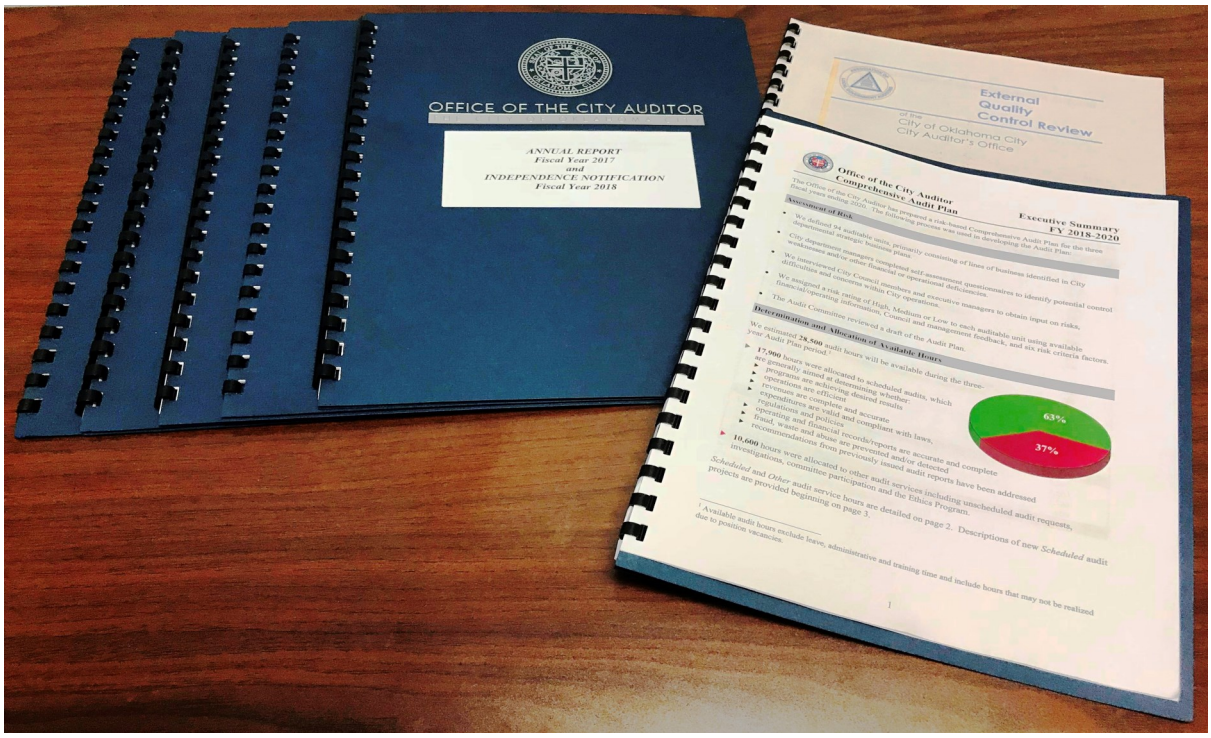
POSITION HISTORY



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	$26,895	-



EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$80,424	$71,477	$69,199	-3.19%
Audit Services	1,066,683	1,116,010	1,141,916	2.32%
Ethics Assurance	55,929	53,629	54,768	2.12%
Total Operating Expenditures	**$1,203,036**	**$1,241,116**	**$1,265,883**	**2.00%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$1,203,036	$1,241,116	$1,265,883	2.00%
Total All Funds	**$1,203,036**	**$1,241,116**	**$1,265,883**	**2.00%**



POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	0.20	0.20	0.20	0.00%
Audit Services	6.45	6.45	6.45	0.00%
Ethics Assurance	0.35	0.35	0.35	0.00%
Department Total	**7.00**	**7.00**	**7.00**	**0.00%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	7.00	7.00	7.00	0.00%
Department Total	**7.00**	**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	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Executive Leadership	0.20	$80,424	0.20	$71,477	0.20	$69,199
Line of Business Total	**0.20**	**$80,424**	**0.20**	**$71,477**	**0.20**	**$69,199**

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	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Audit Services	6.45	$1,066,683	6.45	$1,116,010	6.45	$1,141,916
Line of Business Total	**6.45**	**$1,066,683**	**6.45**	**$1,116,010**	**6.45**	**$1,141,916**

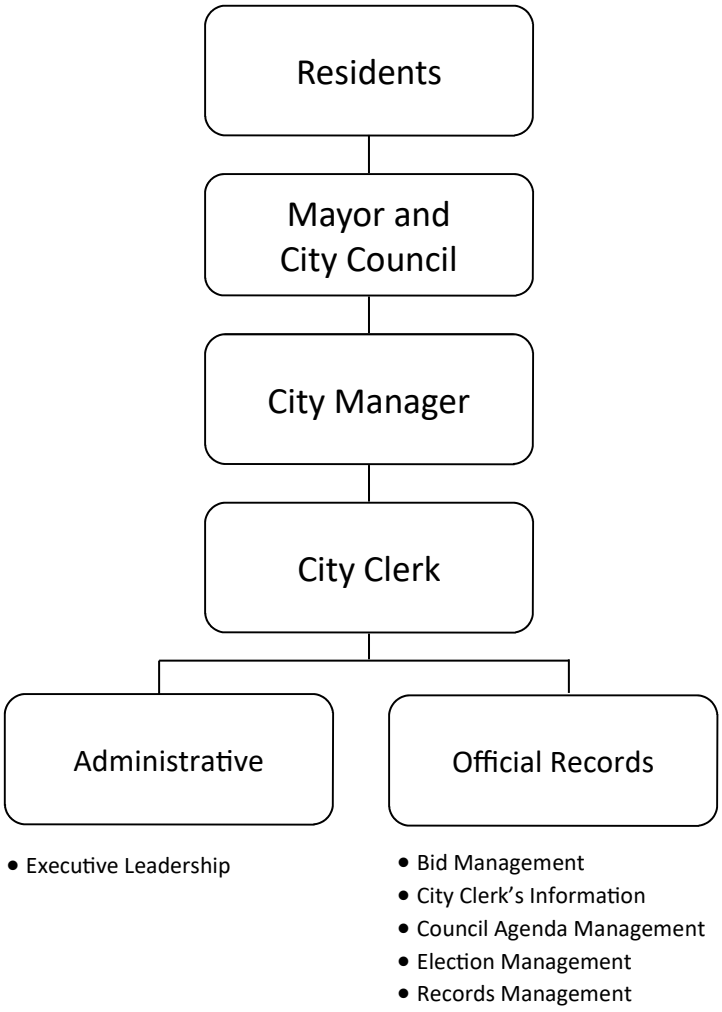
ETHICS ASSURANCE

- **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	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Ethics Assurance	0.35	$55,929	0.35	$53,629	0.35	$54,768
Line of Business Total	**0.35**	**$55,929**	**0.35**	**$53,629**	**0.35**	**$54,768**

City Clerk



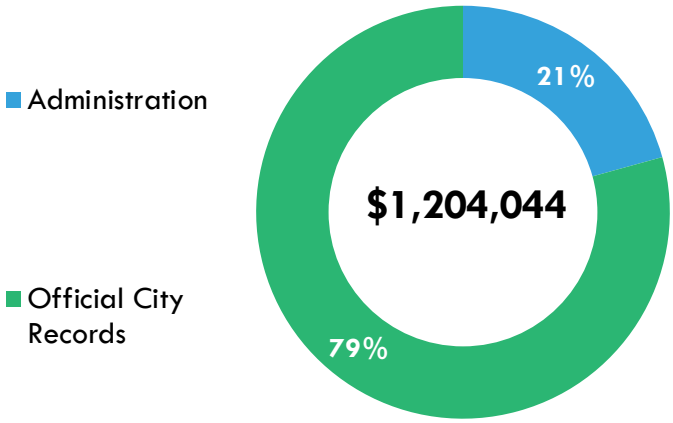
Director	Budget	Positions
Amy Simpson	$1,204,044	9

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



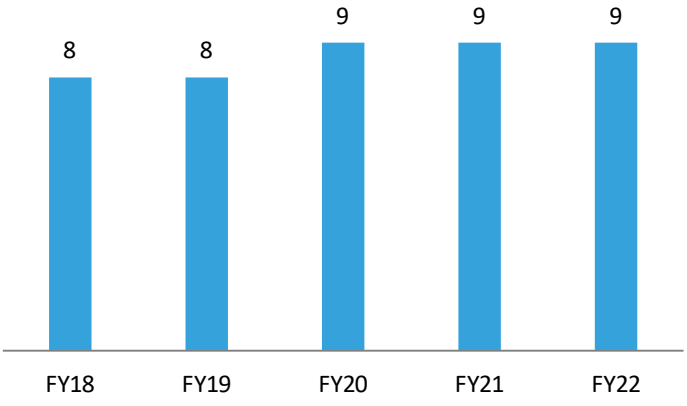
Department Facts

- 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 FY21.

DEPARTMENT OVERVIEW

The Office of the City Clerk has a total budget of $1,204,044, which is a decrease of 1.74%. There are nine positions authorized in the FY22 budget. There has been no change in positions from FY21 to FY22.

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.	$17,887	-



EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$193,876	$221,013	$243,696	10.26%
Official City Records	895,842	952,491	933,531	-1.99%
Total Operating Expenditures	**$1,089,718**	**$1,173,504**	**$1,177,227**	**0.32%**
Non-Operating Expenditures	$78,837	$51,817	$26,817	-48.25%
Department Total	**$1,168,555**	**$1,225,321**	**$1,204,044**	**-1.74%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$1,089,718	$1,173,504	$1,177,227	0.32%
Capital Improvement Projects	0	51,817	26,817	-48.25%
Special Purpose Fund	78,837	0	0	N/A
Total All Funds	**$1,168,555**	**$1,225,321**	**$1,204,044**	**-1.74%**



POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	0.68	0.68	0.68	0.00%
Official City Records	8.32	8.32	8.32	0.00%
Department Total	**9.00**	**9.00**	**9.00**	**0.00%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 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	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Executive Leadership	0.68	$193,876	0.68	$221,013	0.68	$243,696
Line of Business Total	**0.68**	**$193,876**	**0.68**	**$221,013**	**0.68**	**$243,696**



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.

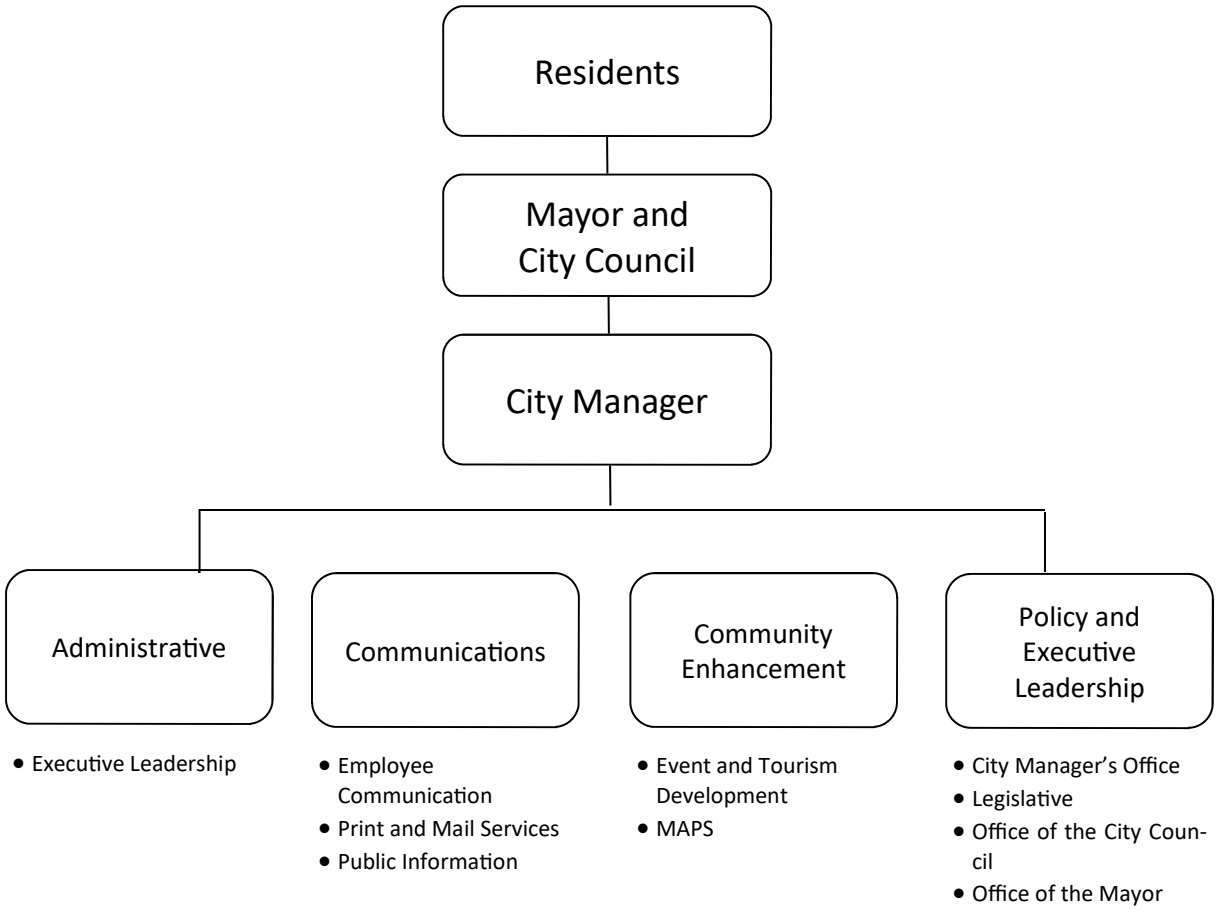
- **Records Management Program** provides public record preservation and storage, advisory and regulatory compliance services to City departments, Trusts and the public so they have convenient access to records.

Official City Records Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bid Management	1.49	$116,630	1.49	$123,036	1.49	$124,882
City Clerk's Information	3.38	425,694	3.38	392,877	3.38	418,663
Council Agenda Management	2.00	214,496	2.00	231,569	2.00	236,714
Election Management	0.00	0	0.00	212	0.00	212
Records Management	1.45	139,022	1.45	204,797	1.45	153,060
Line of Business Total	**8.32**	**$895,842**	**8.32**	**$952,491**	**8.32**	**$933,531**


SEAL OF THE CITY OF
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City Manager



Director	Budget	Positions
Craig Freeman	$251,856,351	47.4

DEPARTMENT INTRODUCTION

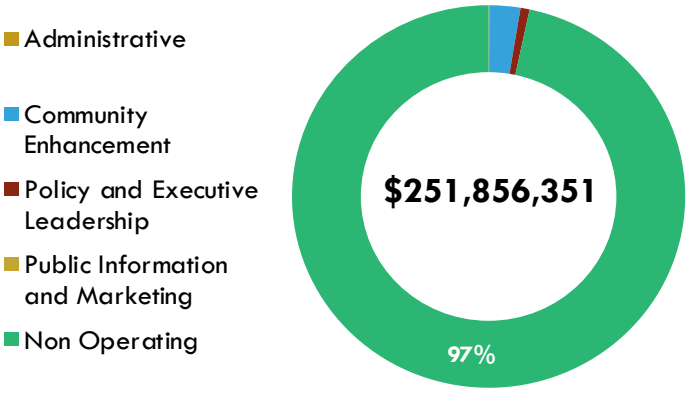
MISSION STATEMENT

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.

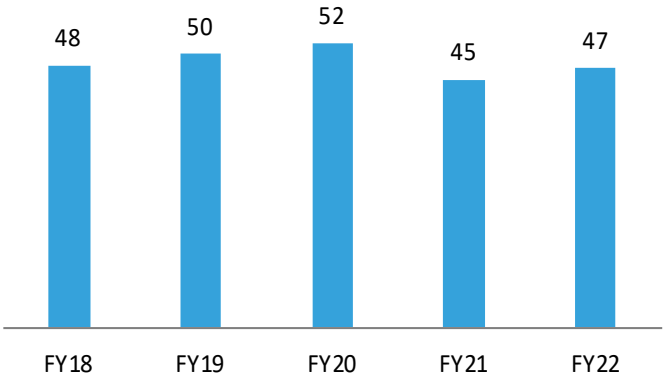
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The City Manager's Office has a total FY22 budget of $251,856,351, an decrease of 22.62% from FY21. There are 47.4 authorized positions, an increase of 2 positions from FY21. 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 FY24.
- 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. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$126,779	
2. The Diversity and Inclusion Program moves from the Human Resources Department	$197,329	1.00
3. Adds an Action Center Representative to the Public Information and Marketing Program to enable timely processing of increased service requests	$60,760	1.00
4. Unfreezes the salary and beneifts cost of the Chief Innovation Officer position	$139,381	



EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administrative	$151,825	$141,830	$155,069	9.33%
Communications	2,342,025	2,647,535	2,660,568	0.49%
Community Enhancement	3,828,921	6,036,443	6,343,177	5.08%
Policy and Executive Leadership	1,258,560	1,468,521	1,849,360	25.93%
Total Operating Expenditures	**$7,581,331**	**$10,294,329**	**$11,008,174**	**6.93%**
Non-Operating Expenditures				
Capital Expenditures	$109,544,174	$315,198,356	$240,848,177	-23.59%
Total Non-Operating Expenditures	**$109,544,174**	**$315,198,356**	**$240,848,177**	**-23.59%**
Department Total	**$117,125,505**	**$325,492,685**	**$251,856,351**	**-22.62%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$3,319,647	$3,079,591	$3,608,420	17.17%
Capital Improvement Projects Fund	2,175,479	2,537,982	2,873,680	13.23%
MAPS 4 Use Tax Fund - Operating	0	1,500,000	1,740,752	16.05%
MAPS 4 Program Fund	0	120,594,032	118,789,806	-1.50%
MAPS 3 Sales Tax Fund	104,700,988	183,462,644	113,436,024	-38.17%
MAPS 3 Use Tax Fund	3,398,217	4,410,529	4,472,309	1.40%
MAPS Sales Tax Fund	69,045	194,605	159,782	-17.89%
OCMAPS Sales Tax Fund - Non-Operating	1,515,528	4,702,088	1,959,528	-58.33%
OKC Tax Increment Financing Fund	0	980,188	1,790,144	82.63%
Police & Fire Capital Sales Tax Fund	1,083,134	2,388,773	1,468,592	-38.52%
Print Shop Internal Service Fund -	863,467	933,348	935,668	0.25%
Print Shop Internal Service Fund - Capital	0	370,861	251,025	-32.31%
Special Purpose Fund	0	187,980	221,596	17.88%
Sports Facilities Sales Tax Fund	0	50,259	50,373	0.23%
Sports Facilities Use Tax Fund	0	99,805	98,652	-1.16%
Total All Funds	**$117,125,505**	**$325,492,685**	**$251,856,351**	**-22.62%**

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administrative	1.30	0.70	0.70	0.00%
Communications	15.00	14.00	15.00	7.14%
Community Enhancement	28.70	22.70	22.70	0.00%
Policy and Executive Leadership	7.00	8.00	9.00	12.50%
Department Total	**52.00**	**45.40**	**47.40**	**4.41%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	23.55	20.95	22.95	9.55%
Print Shop Internal Service Fund	3.45	2.45	2.45	0.00%
MAPS 3 Use Tax Fund	25.00	22.00	22.00	0.00%
Department Total	**52.00**	**45.40**	**47.40**	**4.41%**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	1.30	$151,825	0.70	$141,830	0.70	$155,069
Line of Business Total	**1.30**	**$151,825**	**0.70**	**$141,830**	**0.70**	**$155,069**

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Employee Communication	1.10	$185,143	1.10	$173,844	1.10	$177,283
Print and Mail Services	3.45	663,321	2.45	1,304,209	2.45	1,186,693
Public Information	10.45	1,493,562	10.45	1,169,482	11.45	1,296,592
Line of Business Total	**15.00**	**$2,342,026**	**14.00**	**$2,647,535**	**15.00**	**$2,660,568**

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Development*	1.30	$82,730	0.00	$0	0.00	$0
Economic Development**	1.60	199,029	0.00	0	0.00	0
Event and Tourism Development	0.80	148,945	0.70	125,914	0.70	130,116
MAPS	25.00	3,398,217	22.00	5,910,529	22.00	6,213,061
Line of Business Total	**28.70**	**$3,828,921**	**22.70**	**$6,036,443**	**22.70**	**$6,343,177**

*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.

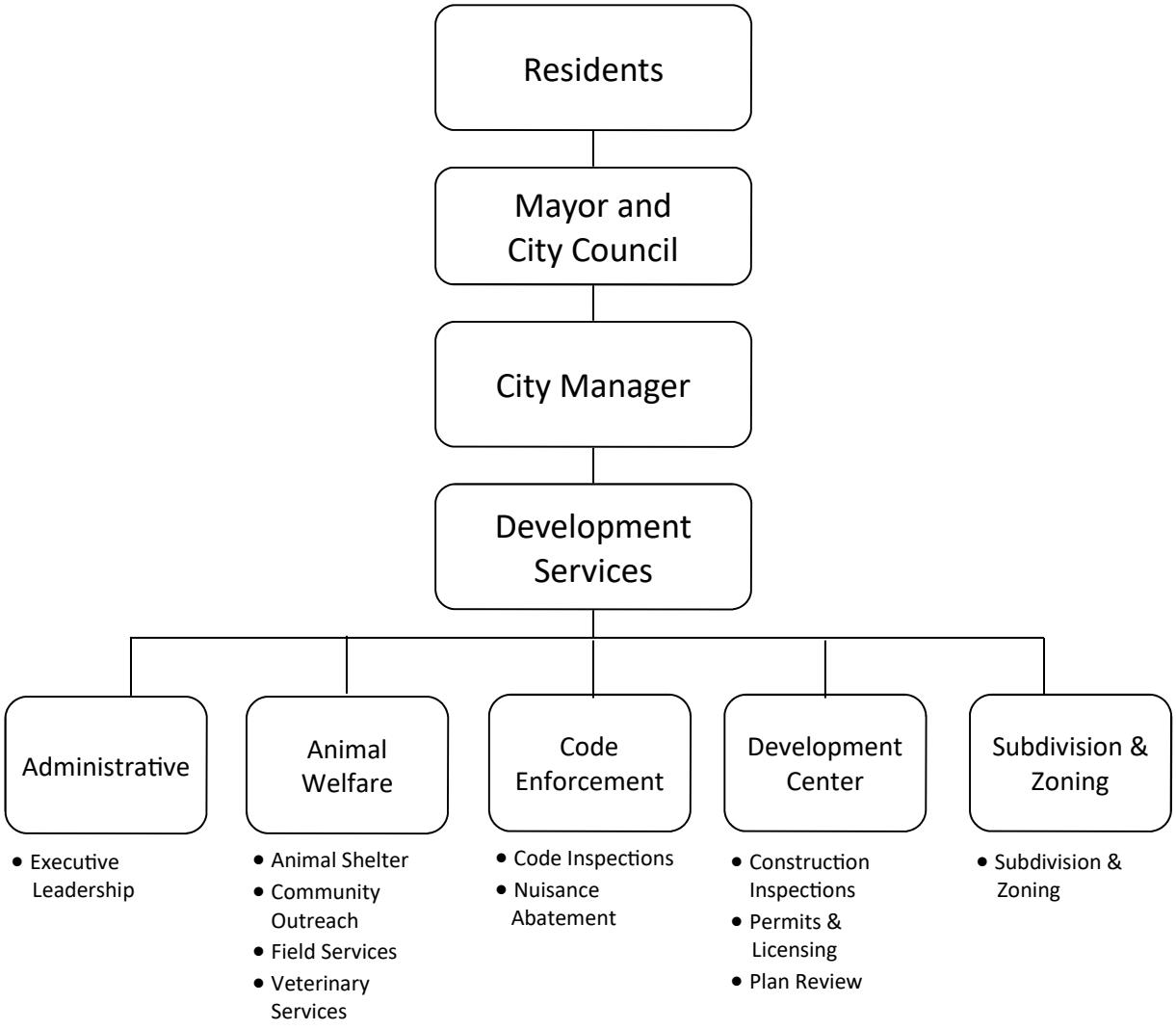
- **The Legislative Program** provides information and recommendations to Mayor and Council so they can make informed decisions to influence federal and state legislation, and rules and regulations that affect Oklahoma City.

Policy and Executive Leadership Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
City Manager's Office	6.40	$1,137,313	7.40	$1,359,537	8.40	$1,736,096
Legislative	0.60	121,247	0.60	108,984	0.60	113,264
Line of Business Total	**7.00**	**$1,258,560**	**8.00**	**$1,468,521**	**9.00**	**$1,849,360**


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Development Services



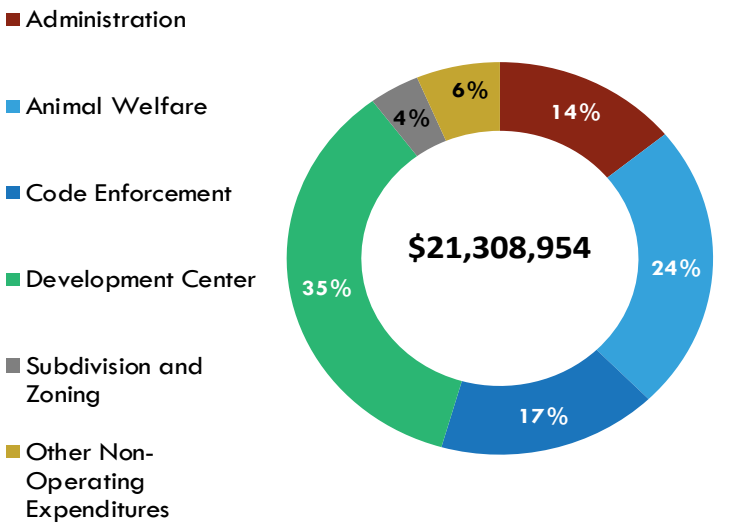
Director	Budget	Positions
Bob Tener	$21,308,954	190

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



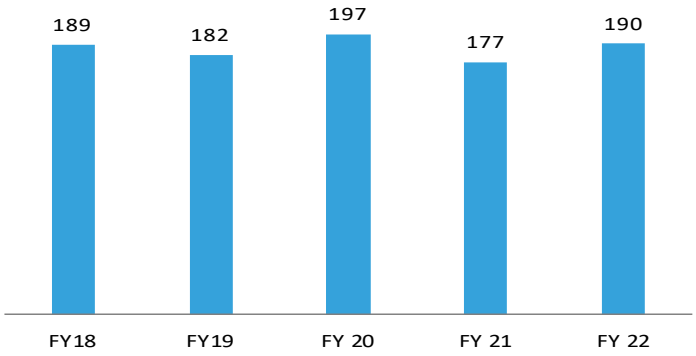
Department Facts

- There were over 13,600 live releases from the Animal Shelter in FY20.
- There were over 22,500 code violations in FY20.
- Development Center processed over 17,000 plan review applications in FY20.

DEPARTMENT OVERVIEW

The Development Services Department has a total budget of $21,308,954 which is an increase of 4.25%. There are 190 positions authorized in the FY22 budget, an increase of 13 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	$233,597	-
2. Restores one Electrical Inspector I and one Building Inspector I to the Construction Inspection Program that were deleted in the FY21 budget to meet the increasing demands of required	$131,285	2.00
3. Adds one Business Intelligence Specialist to the Development Center Line of Business to address the Development Center's technology needs and automation goals	$92,446	1.00
4. Adds two Animal Welfare Officer I's and one Animal Welfare Representative to the Animal Shelter Program to provide adequate customer service support, resulting in better animal care and higher adoption rates	$160,742	3.00
5. Restores one Office Assistant to the Nuisance Abatement Program that was deleted in the FY21 budget to improve the timeliness of administrative responsibilities	$54,643	1.00
6. Restores one Subdivision and Zoning Tech II to the Code Administration Program that was deleted in the FY21 budget to increase the turnaround rate of applications	$75,663	1.00
7. Restores one Code Inspector II to the Code Enforcement Program that was deleted in the FY18 budget to provide additional support to the Code Enforcement team	$68,210	1.00
8. Restores two Code Inspector I's to the Code Inspections Program that were deleted in the FY21 budget to meet the Program's growing demands and improve customer and citizen satisfaction	$123,674	2.00
9. Adds one Unit Operations Leader to the Permits and Licensing Program to meet the demands of the Program's increased workload while maintaining customer service	$72,852	1.00
10. Adds one Veterinary Assistant to the Veterinarian Services Program to maximize the potential for achieving a 90% live	$59,940	1.00



EXPENDITURES

Summary of Expenditures by Purpose	FY 20 Actual	FY 21 Adopted Budget	FY 22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$2,679,216	$2,825,906	$2,957,017	4.64%
Animal Welfare	4,627,780	4,611,554	4,951,641	7.37%
Code Enforcement	3,398,437	3,196,577	3,503,379	9.60%
Development Center	7,176,650	6,994,307	7,419,043	6.07%
Subdivision and Zoning	901,566	730,127	804,748	10.22%
Total Operating Expenditures	**$18,783,649**	**$18,358,471**	**$19,635,828**	**6.96%**
Non-Operating Expenditures				
Capital Expenditures	$33,547	$246,378	$340,625	38.25%
Other Non-Operating Expenditures	560,162	1,834,563	1,332,501	-27.37%
Total Non-Operating Expenditures	**$593,709**	**$2,080,941**	**$1,673,126**	**-19.60%**
Department Total	**$19,377,358**	**$20,439,412**	**$21,308,954**	**4.25%**

Summary of Expenditures by Funding Source	FY 20 Actual	FY 21 Adopted Budget	FY 22 Adopted Budget	Percent Change
General Fund	$18,783,649	$18,358,471	$19,635,828	6.96%
Capital Improvement Projects Fund	33,547	246,378	340,625	38.25%
Grants Management Fund	47,609	219,006	75,000	-65.75%
Special Purpose Fund	512,553	1,615,557	1,257,501	-22.16%
Total All Funds	**$19,377,358**	**$20,439,412**	**$21,308,954**	**4.25%**

POSITIONS

Summary of Positions by Purpose	FY 20 Actual	FY 21 Adopted Budget	FY 22 Adopted Budget	Percent Change
Administration	4.00	4.00	4.00	0.00%
Animal Welfare	56.00	52.00	56.00	7.69%
Code Enforcement	45.00	36.00	40.00	11.11%
Development Center	85.00	79.00	83.00	5.06%
Subdivision and Zoning	7.00	6.00	7.00	16.67%
Department Total	**197.00**	**177.00**	**190.00**	**7.34%**

Summary of Positions by Funding Source	FY 20 Actual	FY 21 Adopted Budget	FY 22 Adopted Budget	Percent Change
General Fund	197.00	177.00	190.00	7.34%
Department Total	**197.00**	**177.00**	**190.00**	**7.34%**



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 20 Adopted Positions	FY 20 Actual Expenses	FY 21 Adopted Positions	FY 21 Adopted Budget	FY 22 Adopted Positions	FY 22 Adopted Budget
Executive Leadership	4.00	$2,679,216	4.00	$2,825,906	4.00	$2,957,017
Line of Business Total	**4.00**	**$2,679,216**	**4.00**	**$2,825,906**	**4.00**	**$2,957,017**



ANIMAL WELFARE

- **The Animal Shelter Program** provides temporary animal care, animal adoptions, reclaim services and animal transfers to partner agencies so residents can have affordable pet adoption opportunities and more animals can be saved.

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

- **The Field Services 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 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 20		FY 21		FY 22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Animal Shelter	22.55	1,755,093	22.05	1,825,346	25.40	2,030,120
Community Outreach	3.05	343,069	3.05	314,141	3.20	297,090
Field Services	23.75	$1,555,405	19.75	$1,484,060	19.75	$1,550,353
Veterinary Services	6.65	974,213	7.15	988,007	7.65	1,074,078
Line of Business Total	**56.00**	**$4,627,780**	**52.00**	**$4,611,554**	**56.00**	**$4,951,641**



CODE ENFORCEMENT

- **The Code Inspections Program** provides inspection services (proactive and complaint response) to residents 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 clean and safe neighborhoods.

Code Enforcement Positions and Budget

	FY 20		FY 21		FY 22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Abandoned Buildings	12.00	$830,181	9.00	$706,745	0.00	$0
Code Inspections	24.50	1,864,880	20.50	1,876,218	28.50	2,508,294
Nuisance Abatement	8.50	703,376	6.50	613,614	11.50	995,085
Line of Business Total	**45.00**	**$3,398,437**	**36.00**	**$3,196,577**	**40.00**	**$3,503,379**

* The Abandoned Buildings Program was moved to Code Inspections and Nuisance Abatement during the 2020 strategic busines plan update



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 20		FY 21		FY 22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspections	46.50	$4,006,318	44.50	$3,973,660	46.80	$4,243,944
Permits and Licensing	18.50	1,363,748	17.50	1,361,930	18.80	1,473,721
Plan Review	20.00	1,806,583	17.00	1,658,717	17.40	1,701,378
Line of Business Total	**85.00**	**$7,176,650**	**79.00**	**$6,994,307**	**83.00**	**$7,419,043**

SUBDIVISION AND ZONING

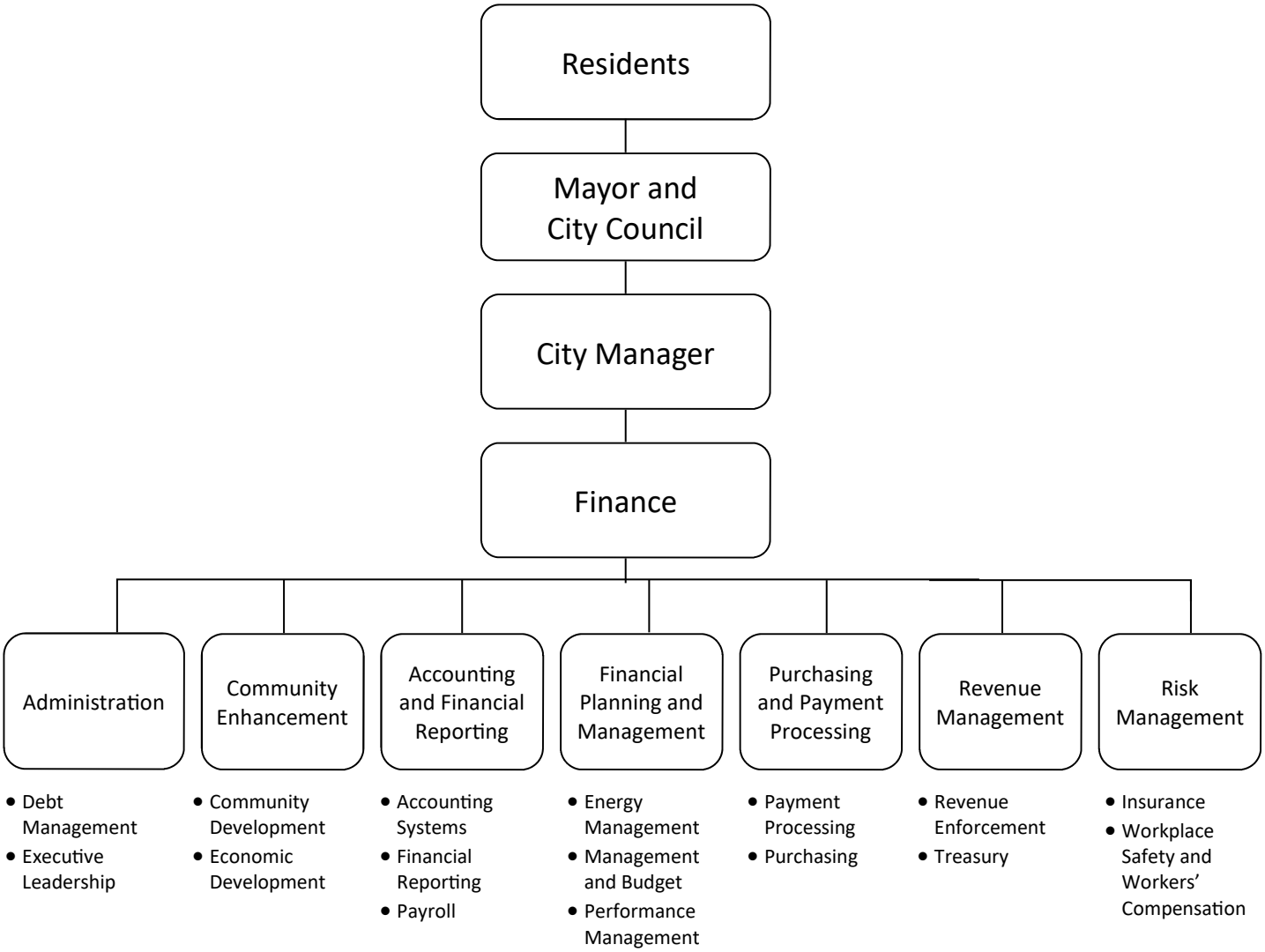
- **The Subdivision and Zoning Program** processes development applications and provides consultation to developers, applicants, and residents so they can receive timely zoning and subdivision approvals and information.

Subdivision and Zoning Positions and Budget

	FY 20		FY 21		FY 22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Subdivision and Zoning	7.00	$901,566	6.00	$730,127	7.00	$804,748
Line of Business Total	**7.00**	**$901,566**	**6.00**	**$730,127**	**7.00**	**$804,748**


SEAL OF THE CITY OF
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Finance



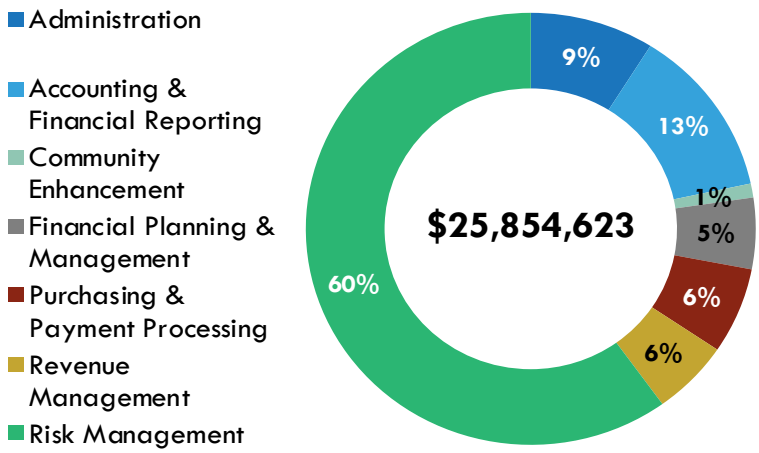
Director	Budget	Positions
Brent Bryant	$25,854,623	87

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



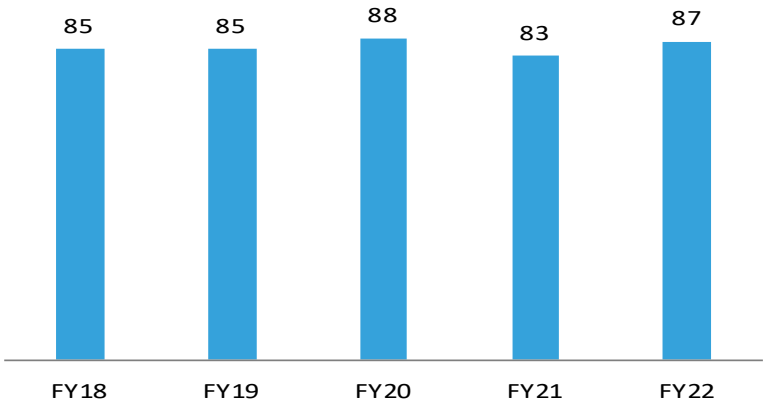
DEPARTMENT OVERVIEW

The Finance Department has a total budget of $25,854,623, which is a increase of 15.37% from the prior year. There are 87 positions authorized in the FY22 budget, which is an increase of four positions from the FY21 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 tenth 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. Restores one Controller in the Accounting Services Program that was deleted in the FY21 budget to provide better oversight and dedicated leadership	$112,595	1.00
2. Restores one Budget Analyst to the Office of Management and Budget Program to enable the department to meet growing demands	$75,663	1.00
3. Restores one Municipal Accountant II in the Accounting Services Program that was deleted in the FY21 budget to provide more focus on the Grants responsibilities	$75,663	1.00
4. Adds one Training and Safety Analyst to the Risk Management Program to provide support for various safety initiatives	$74,286	1.00
5. Adds one Contract Adjuster to the Risk Management Program to assist with the increased duties related to the pandemic and determine if contract adjusting is a viable option for the future	$110,000	



CITY OF OKC NEWS

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Moody's, S&P affirm Oklahoma City's AAA bond rating, stable outlook

03/16/2021

Moody's Investors Service and S&P Global Ratings have each affirmed the City of Oklahoma City's top-notch bond rating and stable long-term outlook.

EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Accounting & Financial Reporting	$2,808,563	$2,887,141	$3,222,150	11.60%
Administration	1,969,157	2,435,727	2,263,440	-7.07%
Community Enhancement	0	0	264,496	N/A
Financial Planning & Management	1,479,273	1,242,414	1,352,372	8.85%
Purchasing & Payment Processing	1,525,597	1,593,119	1,630,898	2.37%
Revenue Management	1,538,201	1,452,820	1,422,031	-2.12%
Risk Management	12,132,261	12,375,741	15,199,616	22.82%
Total Operating Expenditures	**$21,453,050**	**$21,986,962**	**$25,355,003**	**15.32%**
Non-Operating Expenditures				
Capital Expenditures	$36,067	$423,066	$499,620	18.10%
Total Non-Operating Expenditures	**$36,067**	**$423,066**	**$499,620**	**18.10%**
Department Total	**$21,489,118**	**$22,410,028**	**$25,854,623**	**15.37%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$8,585,961	$8,929,889	$9,537,282	6.80%
Capital Improvement Projects Fund	36,067	423,066	499,620	18.10%
Risk Mgmt. Internal Service Fund	12,867,090	13,057,073	15,817,721	21.14%
Total All Funds	**$21,489,118**	**$22,410,028**	**$25,854,623**	**15.37%**

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Accounting & Financial Reporting	30.00	27.00	29.00	7.41%
Administration	2.50	7.00	5.00	-28.57%
Community Enhancement	0.00	0.00	2.00	N/A
Financial Planning & Management	14.50	11.00	12.00	9.09%
Purchasing and Payment Processing	18.00	17.00	17.00	0.00%
Revenue Management	11.00	10.00	10.00	0.00%
Risk Management	12.00	11.00	12.00	9.09%
Department Total	**88.00**	**83.00**	**87.00**	**4.82%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	76.00	72.00	75.00	4.17%
Risk Mgmt. Internal Service Fund	12.00	11.00	12.00	9.09%
Department Total	**88.00**	**83.00**	**87.00**	**4.82%**



FINANCE LINES OF BUSINESS

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Accounting Systems	4.75	$454,809	3.50	$365,752	4.50	$450,206
Financial Reporting	19.75	1,943,972	18.00	2,052,521	19.00	2,287,605
Payroll	5.50	409,782	5.50	468,868	5.50	484,339
Line of Business Total	**30.00**	**$2,808,563**	**27.00**	**$2,887,141**	**29.00**	**$3,222,150**

ADMINISTRATION

- **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 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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Debt Management*	0.00	$3,273	2.50	$281,384	2.50	$301,617
Economic Development**	1.60	155,607	2.00	246,784	0.00	0
Executive Leadership	2.50	1,810,277	2.50	1,907,559	2.50	1,961,823
Line of Business Total	**4.10**	**$1,969,157**	**7.00**	**$2,435,727**	**5.00**	**$2,263,440**

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

**Moved to the Community Enhancement Line of Business in FY22.

COMMUNITY ENHANCEMENT

- **The Community Development Program encourages public and private investment, and to provide management services to developers and partners so they can create high quality projects in the community.**

- **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 MSA average wage or greater.

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Development	0.00	$0	0.00	$0	1.00	$128,550
Economic Development*	0.00	0	0.00	0	1.00	135,946
Line of Business Total	**0.00**	**$0**	**0.00**	**$0**	**2.00**	**$264,496**

*Moved from the Administrative Line of Business in FY22.

FINANCIAL PLANNING AND MANAGEMENT

- **The Energy Management Program** provides comprehensive utility bill accounting services, technical analysis, and financial support for energy efficiency projects to City departments and City leadership so they can effectively manage resources and reduce energy consumption.

- **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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Debt Management*	2.50	$214,870	0.00	$0	0.00	$0
Energy Management	2.00	201,007	2.00	256,110	2.00	261,594
Management and Budget	6.60	708,457	6.20	679,144	6.90	751,108
Performance Management	3.40	354,938	2.80	307,160	3.10	339,670
Line of Business Total	**14.50**	**$1,479,273**	**11.00**	**$1,242,414**	**12.00**	**$1,352,372**

*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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Payment Processing	10.40	$819,071	9.40	$811,624	9.40	$834,620
Purchasing	7.60	706,526	7.60	781,495	7.60	796,278
Line of Business Total	**18.00**	**$1,525,597**	**17.00**	**$1,593,119**	**17.00**	**$1,630,898**

REVENUE MANAGEMENT

- **The Revenue Enforcement Program** provides revenue enforcement and reporting services to the City, public trusts and outside agencies so they can have accurate information and timely receipt of the revenues due.

- **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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Revenue Enforcement	6.60	$683,561	5.60	$635,573	5.60	$604,105
Treasury	4.40	854,640	4.40	817,247	4.40	817,926
Line of Business Total	**11.00**	**$1,538,201**	**10.00**	**$1,452,820**	**10.00**	**$1,422,031**

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.

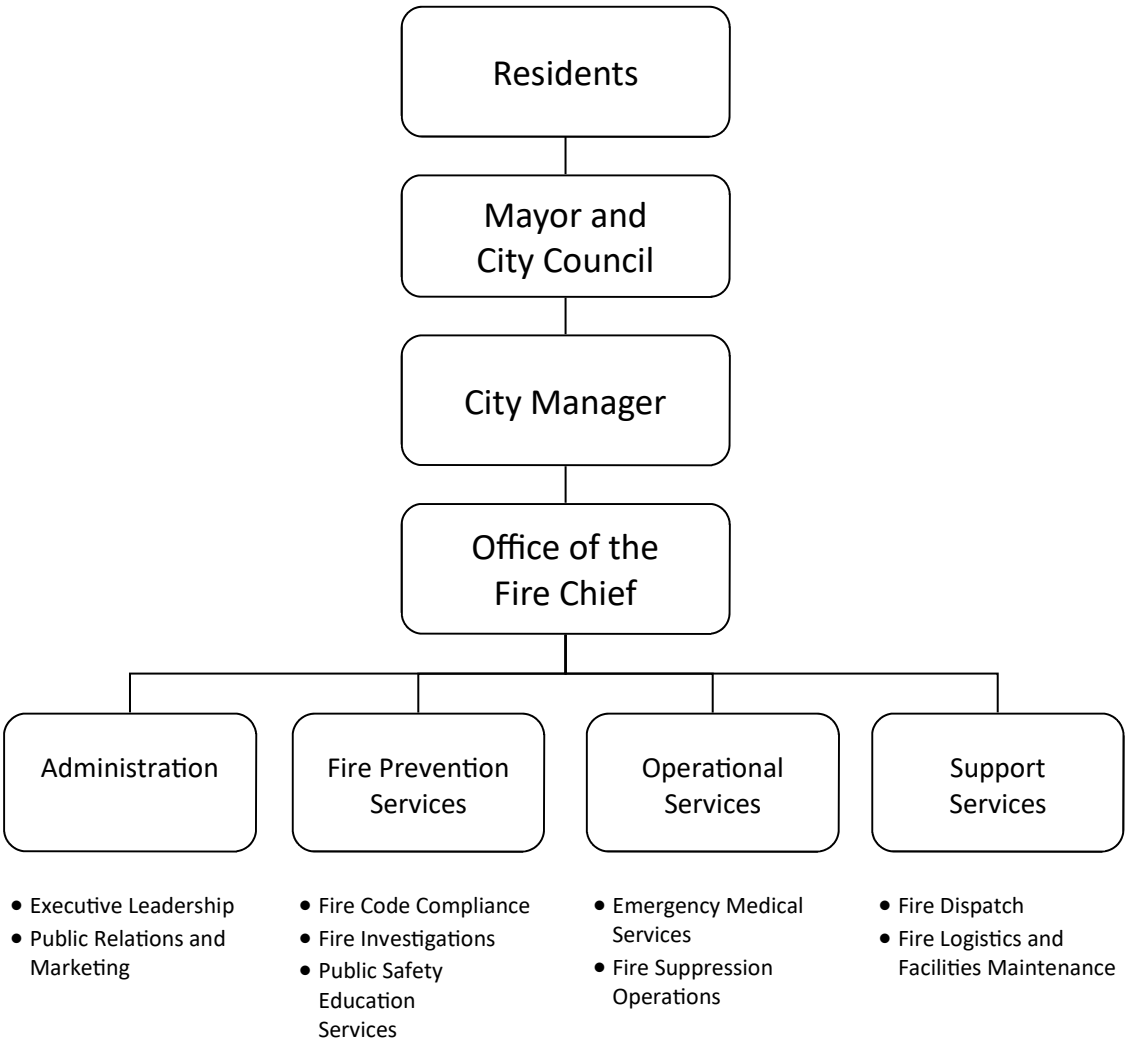
Risk Management Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Insurance	1.40	$3,244,653	0.40	$3,290,439	0.40	$5,608,423
Workplace Safety and Workers' Compensation	10.60	8,887,607	10.60	9,085,302	11.60	9,591,193
Line of Business Total	**12.00**	**$12,132,261**	**11.00**	**$12,375,741**	**12.00**	**$15,199,616**




SEAL OF THE CITY OF
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Fire



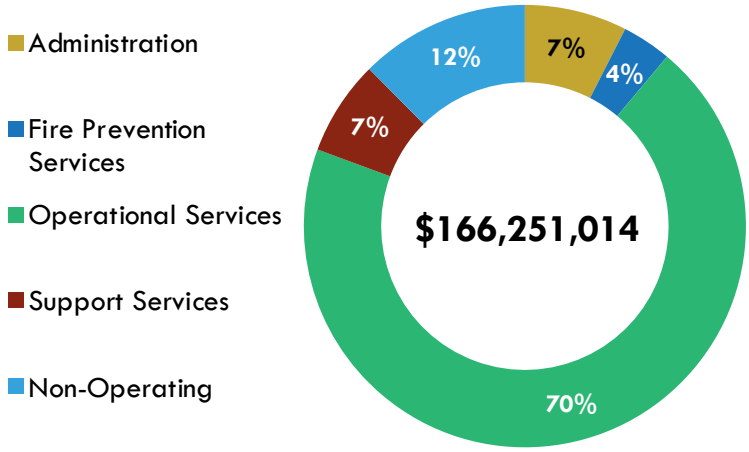
Fire Chief	Budget	Positions
Richard Kelley	$166,251,014	1,039

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!

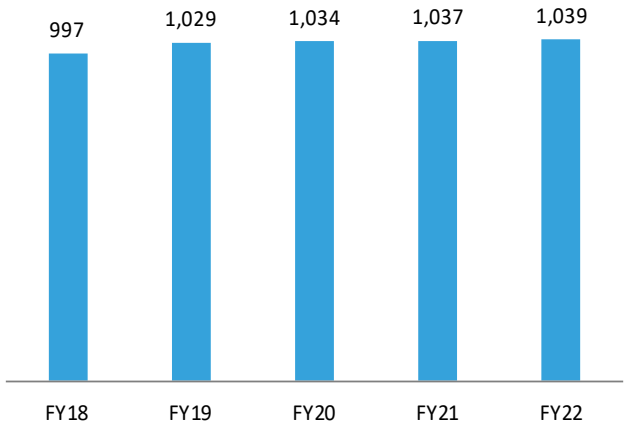
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Fire Department (OKCFD) has a total FY22 budget of $166,251,014, which is a increase of 3.67%. There are 1,039 authorized positions, a net increase of two positions from FY21.

Position History



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
- Smoke alarm installations declined during the COVID -19 pandemic; however, the OKCFD has installed 2751 fire alarms for OKC residents through March 2021 to ensure they are alerted in case of an emergency.
- As of April 2021, OKCFD has completed 95.3% of initial new construction inspections within two business days.

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	$2,195,941	
2. Restores funding for 21 budgeted positions that were frozen in the FY21 budget. Restoring funding for these positions will allow the department to staff Fire Station 38 once construction is	$2,151,516	
3. Restores Salary Reserve that was deleted in the FY21 budget so all apparatuses will have manpower to operate as needed	$984,560	
4. Restores Recruit Overage funding that was deleted in the FY21 budget to allow the department to start the recruitment process early and hire recruits as overage positions	$438,000	
5. Restores defibrillator replacement funding that was deleted in the FY21 budget	$650,000	
6. Restores overtime funding that was deleted in the FY21 budget to allow the department ability to maintain overtime levels	$228,534	
7. Restores funding for building maintenance, repairs and new construction or improvements to existing facilities was deleted in the FY21 budget	$1,990,000	
8. Adds a Business Intelligence Analyst to the Fire Administration line of business to provide a focused approach on data to make more informed decisions and timely responses	$91,951	1.00
9. Adds a Digital Media Producer to the Public Relations and Marketing program to produce and disseminate information to residents, visitors and personnel through professional videos, stories and statements on social media platforms, etc.	$72,852	1.00



EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$11,850,413	$12,007,419	$12,719,611	5.93%
Fire Prevention Services	6,850,876	6,619,080	6,511,004	-1.63%
Operational Services	121,949,488	123,458,037	127,090,717	2.94%
Support Services	11,847,828	11,547,517	11,764,956	1.88%
Total Operating Expenditures	**$152,498,605**	**$153,632,053**	**$158,086,288**	**2.90%**
Non-Operating Expenditures				
Capital Expenditures	$5,937,312	$18,454,868	$20,546,814	11.34%
Grant Expenditures	3,385,675	491,052	0	-100.00%
Other Non-Operating Expenditures	0	38,873	128,273	229.98%
Total Non-Operating Expenditures	**$9,322,987**	**$18,984,793**	**$20,675,087**	**141.32%**
Department Total	**$161,821,592**	**$172,616,846**	**$178,761,375**	**3.56%**
Less Interfund Transfers	(12,322,116)	(12,249,416)	(12,510,361)	2.13%
Department Total	**$149,499,476**	**$160,367,430**	**$166,251,014**	**3.67%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$107,247,600	$108,509,532	$110,983,904	2.28%
Better Streets Safer City Use Tax	27,735	11,244,288	10,518,785	-6.45%
Fire Sales Tax Fund	45,251,005	45,122,521	47,102,384	4.39%
Grants Management Fund	3,385,675	491,052	0	-100.00%
MAPS 3 Use Tax Fund	5,909,577	2,090,341	728,401	-65.15%
MAPS 4 Use Tax Fund	0	5,111,291	9,290,681	81.77%
Police & Fire Cap. Equip. Sales Tax	0	8,948	8,947	-0.01%
Special Purpose Fund	0	38,873	128,273	229.98%
Department Total	**$161,821,592**	**$172,616,846**	**$178,761,375**	**3.56%**
Less Interfund Transfers	(12,322,116)	(12,249,416)	(12,510,361)	2.13%
Total All Funds	**$149,499,476**	**$160,367,430**	**$166,251,014**	**3.67%**

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	36.05	36.05	38.05	5.55%
Fire Prevention Services	44.20	44.20	44.20	0.00%
Operational Services	920.85	920.85	921.85	0.11%
Support Services	32.90	35.90	34.90	-2.79%
Department Total	**1,034.00**	**1,037.00**	**1,039.00**	**0.19%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	806.15	820.45	826.00	0.68%
Fire Sales Tax Fund	209.00	212.00	213.00	0.47%
Grants Management Fund	18.85	4.55	0.00	-100.00%
Department Total	**1,034.00**	**1,037.00**	**1,039.00**	**0.19%**



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 and informed of Fire Department programs, activities, and emergency service delivery.

Administration Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	36.05	$11,843,636	36.05	$11,997,419	34.05	$12,233,712
Public Relations and Marketing	0.00	6,777	0.00	10,000	4.00	485,899
Line of Business Total	**36.05**	**$11,850,413**	**36.05**	**$12,007,419**	**38.05**	**$12,719,611**



FIRE PREVENTION SERVICES

- **The Fire Code Compliance Program** provides compliance through specialized inspections, testing and consultation services to the residents, property and business owners, and industry professionals so they can live in a safe and secure community.

- **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 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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fire Investigations	14.15	$2,278,038	14.15	$2,249,400	14.15	$2,254,148
Fire Code Compliance	19.75	2,953,323	19.75	2,844,148	19.75	2,799,505
Public Safety Education Services	10.30	1,619,515	10.30	1,525,532	10.30	1,457,351
Line of Business Total	**44.20**	**$6,850,876**	**44.20**	**$6,619,080**	**44.20**	**$6,511,004**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Emergency Medical Services	635.50	$83,801,638	635.50	$85,491,566	636.20	$88,206,028
Fire Suppression Operations	285.35	38,147,785	285.35	37,966,471	285.65	38,884,689
Operations Training *	0.00	65	0.00	0	0.00	0
Line of Business Total	**920.85**	**$121,949,488**	**920.85**	**$123,458,037**	**921.85**	**$127,090,717**

* 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.

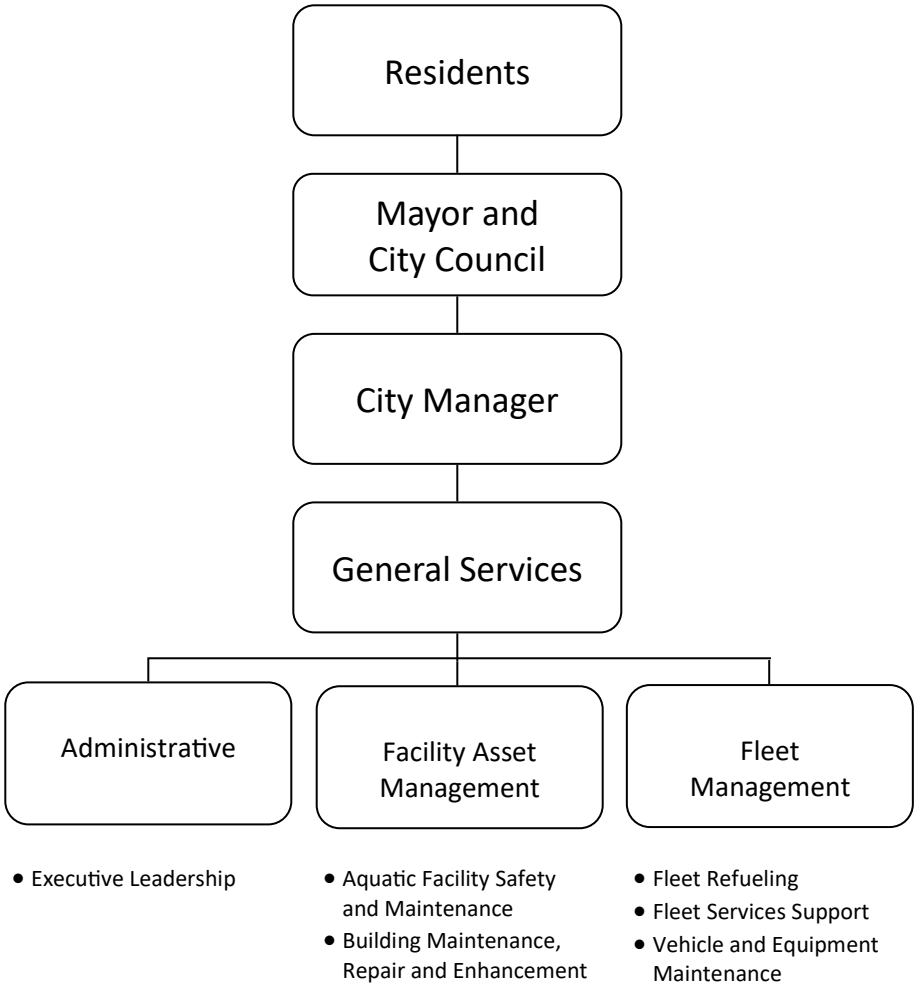
Support Services Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fire Dispatch	15.65	$2,352,770	15.65	$2,441,655	14.65	$2,156,237
Fire Logistics and Facilities Maintenance	17.25	9,495,058	20.25	9,105,862	20.25	9,608,719
Line of Business Total	**32.90**	**$11,847,828**	**35.90**	**$11,547,517**	**34.90**	**$11,764,956**




SEAL OF THE CITY OF OKLAHOMA CITY
The City of
OKLAHOMA CITY

General Services



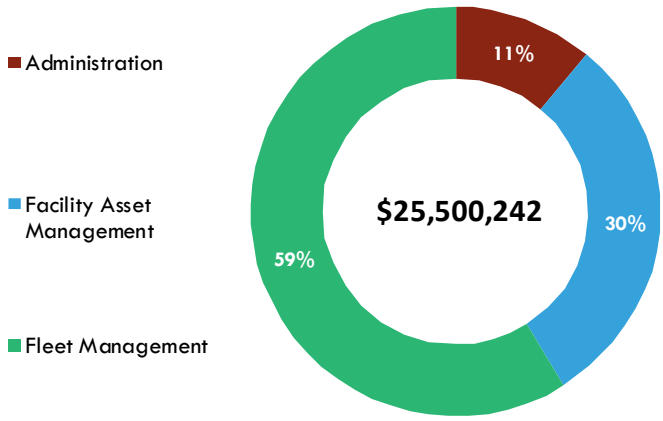
Director	Budget	Positions
Paul Bronson	$25,500,242	71

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



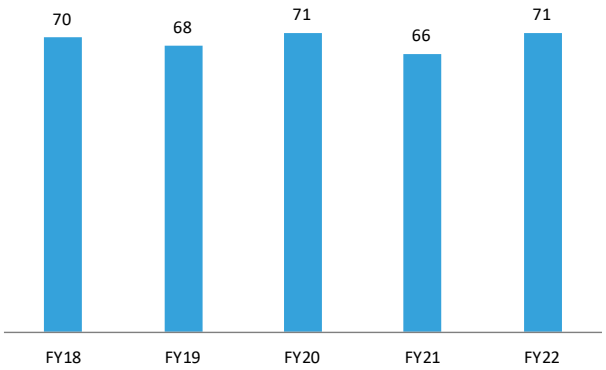
Department Facts

- 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 $25,500,242, which is an increase of 0.37%. There are 71 positions authorized in the FY22 budget, which is an increase of five positions from the FY21 budget. The pie chart above provides a breakdown of the FY22 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 2019 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. Changes in personal related costs such as salaries, merit, retirement, health insurance, and other benefits	$21,506	
2. Restores two Master Mechanics to the Vehicle and Equipment Maintenance Program that were deleted in the FY21 to enable the	$127,660	2.00
3. Adds a System Support Specialist III to the Physical Security Program to increase monitoring of the Access Control, Closed Circuit TV (CCTV) and Intrusion/Fire Alarm	$91,951	1.00
4. Restores a Building Heat and Air Mechanic to the Building Maintenance, Repair and Enhancement Program that was deleted in the FY21 budget to adequately staff both projects and service and maintenance requests	$61,837	1.00
5. Restores a Plumber to the Building and Repair Maintenance Program that was deleted in the FY21 budget so they can complete work requests in a timely manner	$61,837	1.00



EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$1,877,550	$1,344,000	$1,511,831	12.49%
Facility Asset Management	4,114,810	3,991,900	4,100,595	2.72%
Fleet Management	7,357,952	8,607,633	8,040,259	-6.59%
Total Operating Expenditures	**$13,350,312**	**$13,943,533**	**$13,652,685**	**-2.09%**
Non-Operating Expenditures				
Capital Expenditures	$5,518,955	$11,390,358	$11,847,557	4.01%
Other Non-Operating Expenditures	0	71,993	0	-100.00%
Total Non-Operating Expenditures	**$5,518,955**	**$11,462,351**	**$11,847,557**	**3.36%**
Department Total	**$18,869,267**	**$25,405,884**	**$25,500,242**	**0.37%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$4,863,637	$4,879,042	$5,167,187	5.91%
Capital Improvement Projects Fund	5,518,955	11,390,358	11,847,557	4.01%
Fleet Services Internal Services Fund	8,486,675	9,064,491	8,485,498	-6.39%
Grants Management Fund	0	71,993	0	-100.00%
Total All Funds	**$18,869,267**	**$25,405,884**	**$25,500,242**	**0.37%**

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	3.40	4.77	5.77	20.96%
Facility Asset Management	36.40	32.33	34.33	6.19%
Fleet Management	31.20	28.90	30.90	6.92%
Department Total	**71.00**	**66.00**	**71.00**	**7.58%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	39.00	36.27	39.27	8.27%
Fleet Services Internal Services Fund	32.00	29.73	31.73	6.73%
Department Total	**71.00**	**66.00**	**71.00**	**7.58%**

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	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Executive Leadership	3.40	$1,877,550	4.77	$1,344,000	5.77	$1,511,831
Line of Business Total	**3.40**	**$1,877,550**	**4.77**	**$1,344,000**	**5.77**	**$1,511,831**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Aquatic Facility Safety and Maintenance	4.55	$418,276	4.28	$394,408	4.28	$386,536
Building Maintenance, Repair and Enhancement	31.85	3,696,533	28.05	3,597,492	30.05	3,714,059
Line of Business Total	**36.40**	**$4,114,809**	**32.33**	**$3,991,900**	**34.33**	**$4,100,595**



FLEET MANAGEMENT

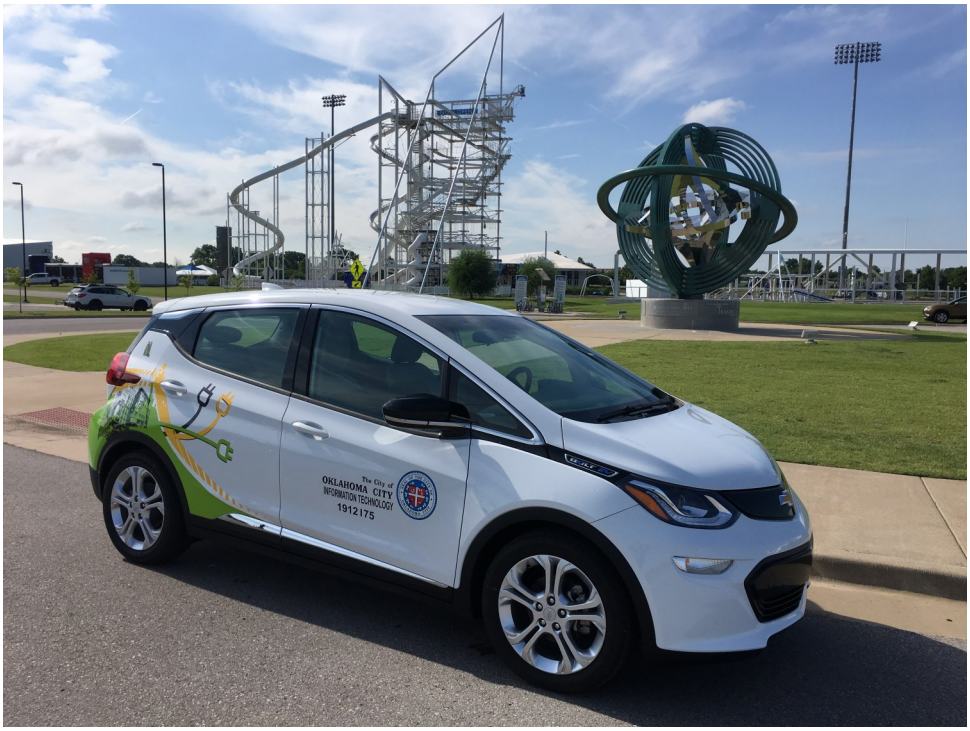
- **The Fleet Refueling Program** provides fuel, fueling sites, and fueling services to City departments so they have fuel resources needed to operate their vehicles and equipment.

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

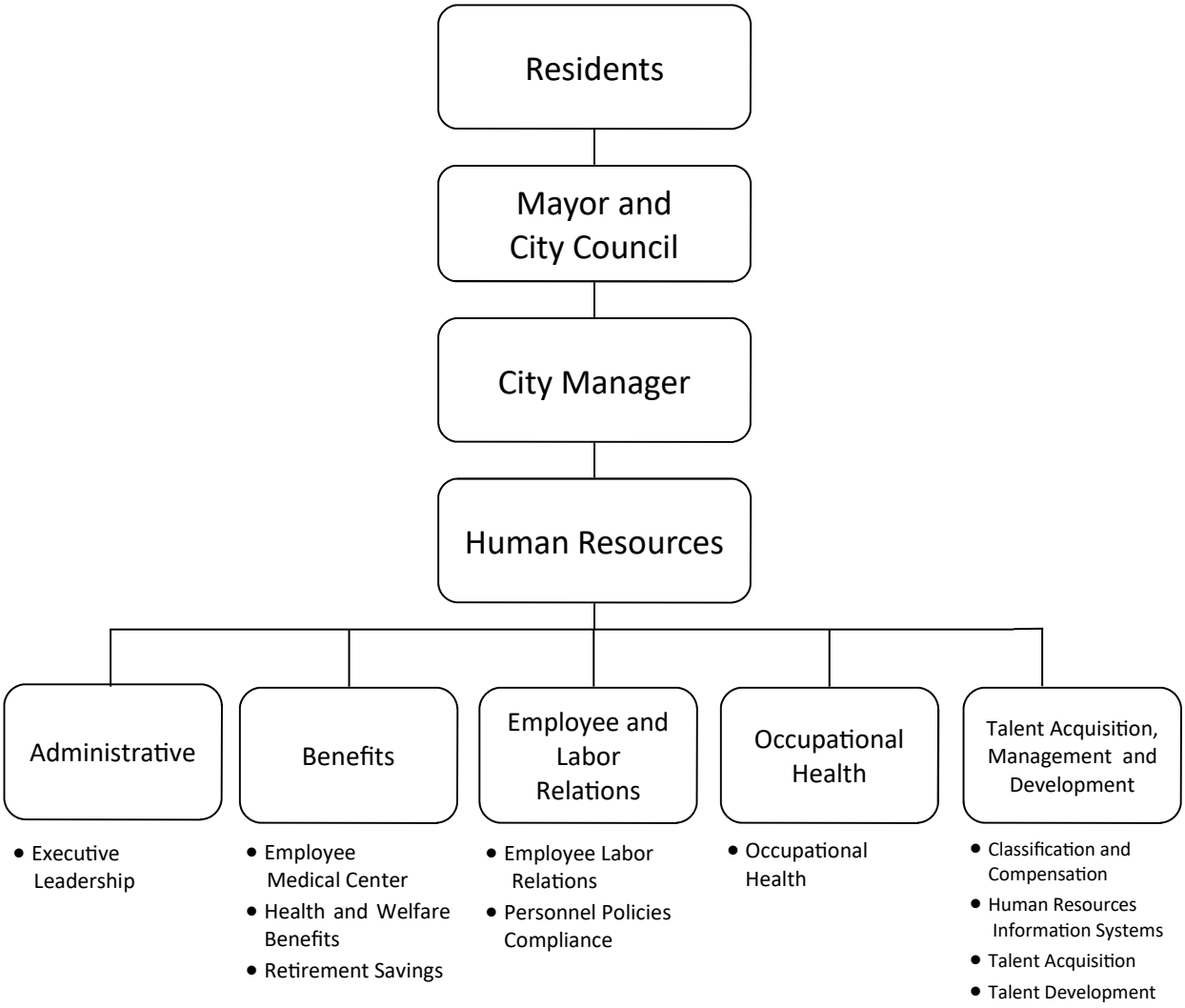
- **The Vehicle and Equipment Maintenance Program** provides vehicle and equipment preventive maintenance and repair services to City departments so they can have the vehicles and equipment they need to do their job.

Fleet Management Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fleet Refueling	4.70	$3,086,849	4.60	$3,731,068	4.60	$3,710,689
Fleet Services Support	2.80	457,315	2.70	451,175	2.70	458,446
Vehicle and Equipment Maintenance	23.70	3,813,788	21.60	4,425,390	23.60	3,871,124
Line of Business Total	**31.20**	**$7,357,952**	**28.90**	**$8,607,633**	**30.90**	**$8,040,259**



Human Resources



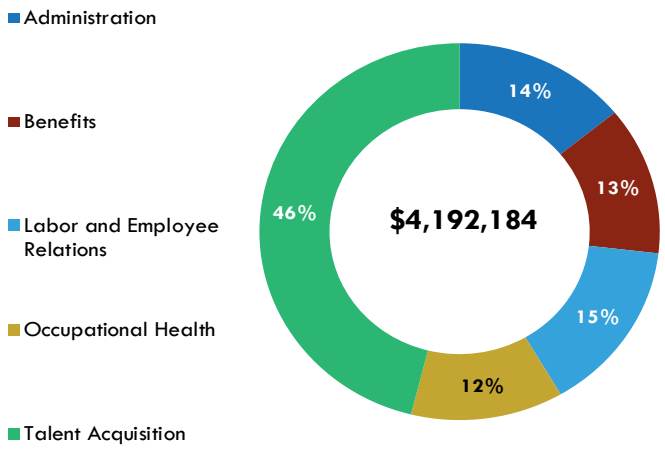
Director	Budget	Positions
Aimee Maddera	$4,192,184	33

Department Introduction

Mission Statement

The mission of the Oklahoma City Human Resources Department, through strategic partnerships and collaboration, is to provide full human resources life cycle services to City employees and City departments so they can attract, retain and develop an inclusive, diverse and high-performing workforce.

Department Budget



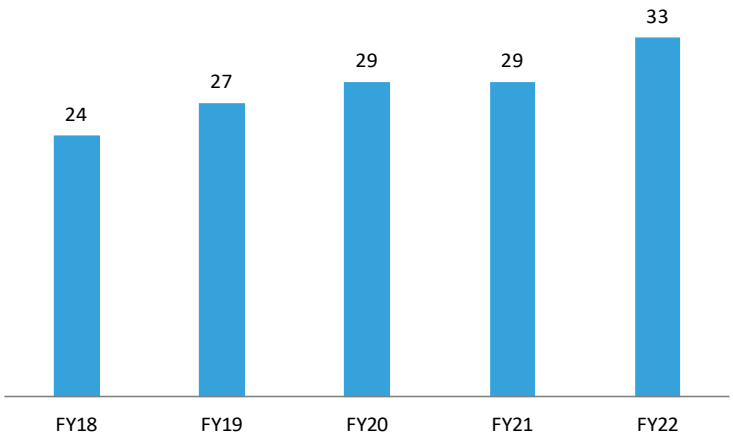
Department Facts

- An average of 17,137 applications are processed and 351 selection processes are conducted per year.
- An average of 33,015 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 3241 physical examinations and 1,521 medical consultations last year.

Department Overview

The Personnel Department has a total budget of $4,192,184 which is a increase of 15.97% from prior year. There are 33 positions authorized in the FY22 budget, which is a increase of four positions from the FY21 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, and other benefits	$131,509	-
2. Adds two Talent Acquisition Analysts to the Talent Acquisition program. The addition of the two positions will assist with addressing the hiring delays by having more staff screening applications and reducing the time it takes to send referrals to hiring managers	$151,326	2.00
3. Adds one Talent Development Technician to the Talent Development program to help meet the growing demand of providing additional trainings	$67,672	1.00
4. Adds one Classification and Compensation Technician to the Classification and Compensation program to enable the department to perform comprehensive reviews of job descriptions, pay practices, classifications, and compensation	$67,672	1.00



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

EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$525,476	$502,873	$577,097	14.76%
Benefits	491,233	527,092	520,299	-1.29%
Labor and Employee Relations	527,279	563,632	602,359	6.87%
Occupational Health	472,702	502,872	504,388	0.30%
Talent Acquisition	1,276,381	1,518,342	1,884,509	24.12%
Total Operating Expenditures	**$3,293,070**	**$3,614,811**	**$4,088,652**	**13.11%**
Non-Operating Expenditures				
Capital Expenditures	$0	$0	$103,532	N/A
Total Non-Operating Expenditures	**$0**	**$0**	**$103,532**	**N/A**
Department Total	**$3,293,070**	**$3,614,811**	**$4,192,184**	**15.97%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$3,293,070	$3,614,811	$4,088,652	13.11%
Capital Improvement Projects Fund	0	0	103,532	N/A
Total All Funds	**$3,293,070**	**$3,614,811**	**$4,192,184**	**15.97%**

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	2.35	2.35	2.35	0.00%
Benefits	4.95	4.95	4.95	0.00%
Labor and Employee Relations	4.25	5.25	5.15	-1.90%
Occupational Health	1.95	1.95	1.95	0.00%
Talent Acquisition	15.50	14.50	18.60	28.28%
Department Total	**29.00**	**29.00**	**33.00**	**13.79%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	29.00	29.00	33.00	13.79%
Department Total	**29.00**	**29.00**	**33.00**	**13.79%**



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	FY20 Adopted Position	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Executive Leadership	2.35	$525,476	2.35	$502,873	2.35	$577,097
Line of Business Total	**2.35**	**$525,476**	**2.35**	**$502,873**	**2.35**	**$577,097**

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	FY20 Adopted Position	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Employee Medical Center *	0.00	$0	0.00	$0	0.00	$0
Health and Welfare Benefits	4.90	483,995	4.90	516,515	4.90	510,575
Retirement Savings	0.05	7,238	0.05	10,577	0.05	9,724
Line of Business Total	**4.95**	**$491,233**	**4.95**	**$527,092**	**4.95**	**$520,299**

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

Employee Labor and Relations

- **The Employee and Labor Relations Program** provides personnel policies administration, collective bargaining agreements negotiations and administration, high-performing manager coaching, and other HR-related consultation services to City Departments so they can maintain effective, productive and positive employee working relationships.

- **The Personnel Policies Compliance Program** provides policy development, interpretation, administration and compliance services to City departments so they can conduct business in a fair and consistent manner.

Labor and Employee Relations Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Relations	2.90	$331,483	3.40	$333,076	3.30	$360,367
Policy Compliance	1.35	195,796	1.85	230,556	1.85	241,992
Line of Business Total	**4.25**	**$527,279**	**5.25**	**$563,632**	**5.15**	**$602,359**

Occupational Health

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

Occupational Health Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Occupational Health	1.95	$472,702	1.95	$502,872	1.95	$504,388
Line of Business Total	**1.95**	**$472,702**	**1.95**	**$502,872**	**1.95**	**$504,388**

TALENT ACQUISITION, MANAGEMENT AND DEVELOPMENT

- **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 diverse, inclusive and high-performing workforce.

- **The Human Resources Information Systems Program** provides human resources records management; systems implementation and administration; and data analytics, information and reporting services to City Departments so they can have accurate and timely information needed to make human resources-related decisions.

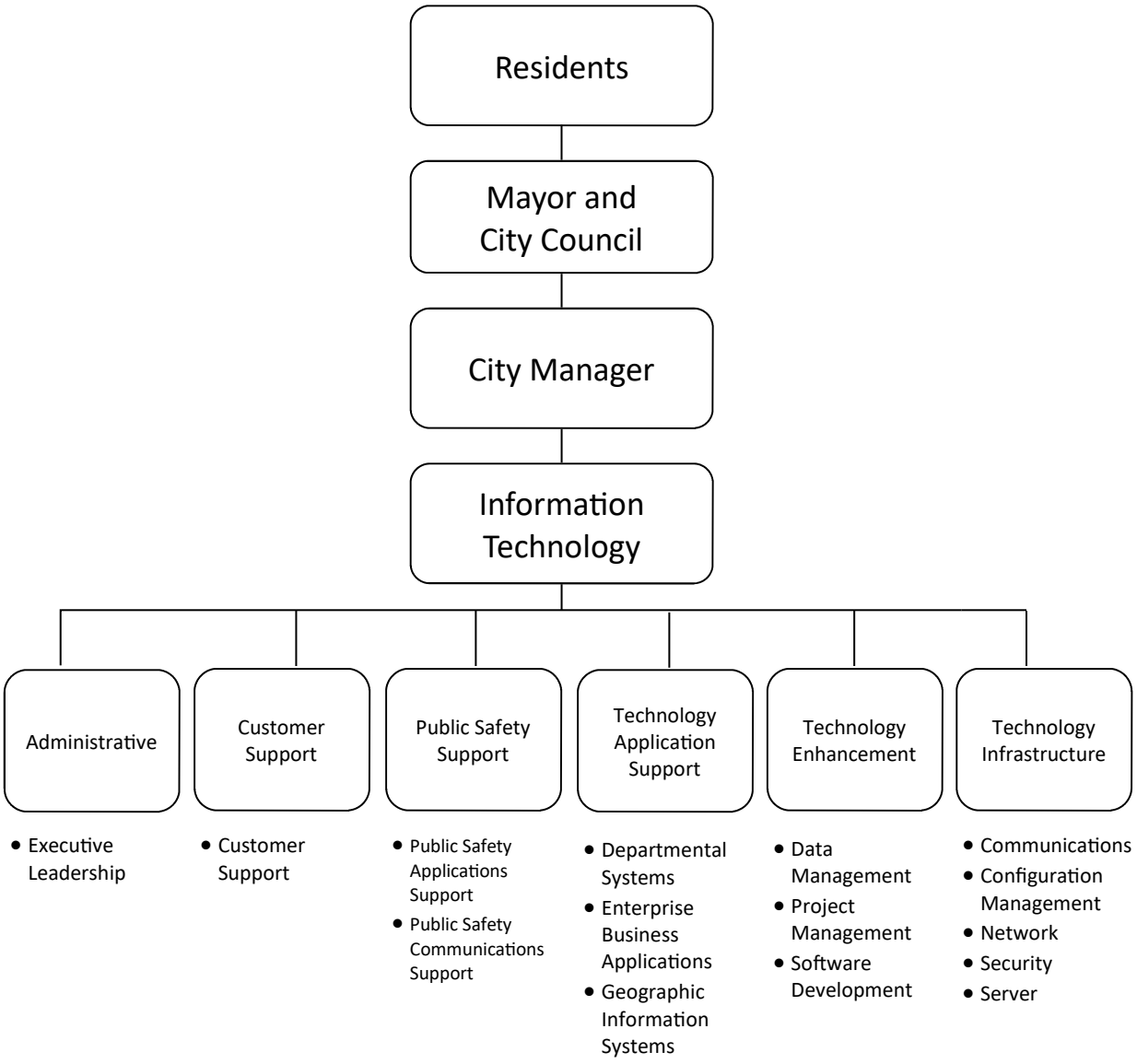
- **The Talent Acquisition and Management Program** provides recruitment, application screening, selection, placement and consulting services to applicants, employees, and City departments so that a diverse, inclusive and high-performing workforce can be hired and retained.

- **The Talent Development Program** provides the promotion of a culture of diversity, equity, inclusion, engagement and excellence by providing quality learning and development opportunities to City employees so they can be high-performing in their current positions and prepared for future advancement.

Talent Acquisition, Management and Development Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Classification and Compensation	4.40	$344,652	4.40	$409,543	5.35	$495,887
HR Information Services	4.30	425,755	4.30	432,758	4.30	423,174
Talent Acquisition and Management	5.55	447,473	4.80	525,250	6.95	702,033
Talent Development	1.25	58,500	1.00	150,791	2.00	263,415
Line of Business Total	**15.50**	**$1,276,381**	**14.50**	**$1,518,342**	**18.60**	**$1,884,509**

Information Technology



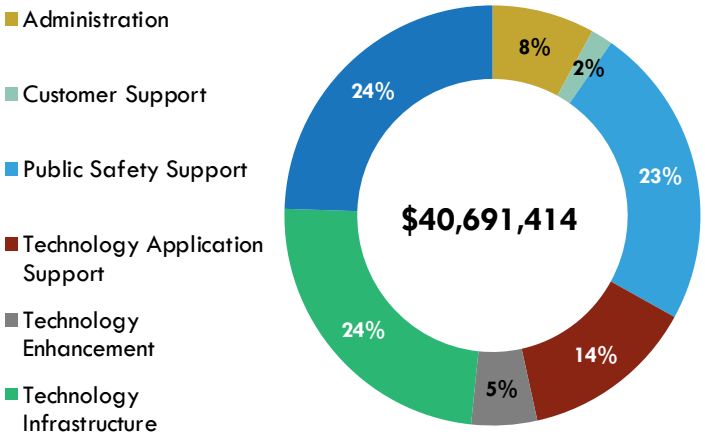
Director	Budget	Positions
Schad Meldrum	$40,691,414	116

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



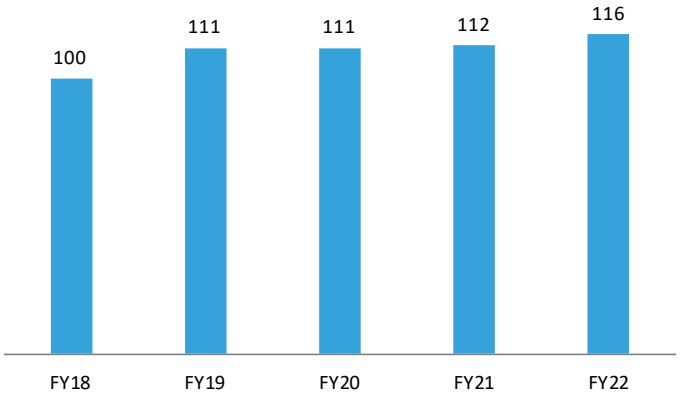
Department Facts

- 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 $40,691,414, which is an increase of 7.76%. There are 116 positions authorized in the FY22 budget, an increase of 4 positions from the FY21 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. Changes in personal related costs such as salaries, merit, retirement, health insurance, and other benefits	$242,452	
2. Adds two Systems Analyst II positions to the Technology Enhancements Program to help reduce the target for project	$183,902	2.00
3. Adds an Information Security Analyst to the Security Program to specialize in electronic data discovery	$91,951	1.00
4. Adds a Systems Analyst III to the Technology Application Support Program and deletes a vacant Programmer Analyst to enable management of the new advanced enterprise agreement for the	$20,975	-
5. Adds a System Analyst II to the Data Management Program and deletes a vacant Programmer Analyst in the Departmental Systems Program to enable reduction of projects in backlog.	$13,335	-
6. Adds an Applications Support Tech II to the Public Safety Communications Program for the maintenance of CCTV cameras	$72,852	1.00

EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$3,028,983	$3,578,124	$3,242,584	-9.38%
Customer Support	888,583	856,845	690,921	-19.36%
Public Safety Support	8,471,661	9,354,278	9,507,750	1.64%
Technology Application Support	4,380,364	4,797,374	5,493,803	14.52%
Technology Enhancement	1,552,396	1,771,449	2,079,528	17.39%
Technology Infrastructure	9,156,553	9,595,602	9,708,665	1.18%
Total Operating Expenditures	**$27,478,540**	**$29,953,672**	**$30,723,251**	**2.57%**
Non-Operating Expenditures				
Capital Expenditures	$4,097,289	$7,808,658	$9,968,163	27.66%
Total Non-Operating Expenditures	**$4,097,289**	**$7,808,658**	**$9,968,163**	**27.66%**
Department Total	**$31,575,829**	**$37,762,330**	**$40,691,414**	**7.76%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
IT Internal Service Fund - Operating	$27,478,539	$29,953,672	$30,723,251	2.57%
IT Internal Service Fund - Capital	0	228,500	2,280,743	898.14%
Better Streets Safer City Use Tax Fun	2,396,699	272,029	2,168,451	697.14%
Capital Improvement Projects Fund	1,358,577	2,503,705	2,656,470	6.10%
City/Schools Cap Proj. Use Tax Fund	0	2,816,700	20,200	-99.28%
Police/Fire Sales Tax Fund	0	0	854,575	N/A
MAPS 3 Use Tax Fund	342,014	0	0	N/A
MAPS 4 Use Tax Fund	0	1,987,724	1,987,724	0.00%
Total All Funds	**$31,575,829**	**$37,762,330**	**$40,691,414**	**7.76%**

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	7.00	9.00	9.00	0.00%
Customer Support	6.25	5.25	5.25	0.00%
Public Safety Support	28.00	30.00	31.00	3.33%
Technology Application Support	21.50	22.00	21.00	-4.55%
Technology Enhancement	14.25	13.95	16.95	21.51%
Technology Infrastructure	34.00	31.80	32.80	3.14%
Department Total	**111.00**	**112.00**	**116.00**	**3.57%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
IT Internal Service Fund	111.00	112.00	116.00	3.57%
Department Total	**111.00**	**112.00**	**116.00**	**3.57%**

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

Program	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Executive Leadership	7.00	$3,028,983	7.00	$3,578,124	9.00	$3,242,584
Line of Business Total	**7.00**	**$3,028,983**	**7.00**	**$3,578,124**	**9.00**	**$3,242,584**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Customer Support	6.25	$888,583	6.25	$856,845	5.25	$690,921
Line of Business Total	**6.25**	**$888,583**	**6.25**	**$856,845**	**5.25**	**$690,921**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Public Safety Applications Support	8.25	$1,840,982	7.80	$2,326,156	7.80	$2,103,181
Public Safety Communications Support	19.75	6,630,679	22.20	7,028,122	23.20	7,404,569
Line of Business Total	**28.00**	**$8,471,661**	**30.00**	**$9,354,278**	**31.00**	**$9,507,750**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Departmental Systems	7.25	$1,541,085	7.25	$1,819,297	6.25	$2,031,481
Enterprise Business Applications	10.25	2,167,869	9.25	2,292,479	9.25	2,477,650
Geographic Information Systems	4.00	671,410	5.50	685,598	5.50	984,672
Line of Business Total	**21.50**	**$4,380,364**	**22.00**	**$4,797,374**	**21.00**	**$5,493,803**

TECHNOLOGY ENHANCEMENT

- **The Data Management Program** provides data storage, analysis, reporting, training, security and support to City departments so they can effectively execute business functions using City technology systems.

- **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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Data Management	5.00	$735,081	6.20	$780,340	7.20	$893,441
Software Development	6.00	412,140	4.50	521,130	4.50	530,434
Project Management	3.25	405,175	4.25	469,979	5.25	655,653
Line of Business Total	**14.25**	**$1,552,396**	**14.95**	**$1,771,449**	**16.95**	**$2,079,528**



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 residents 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 data through City applications.

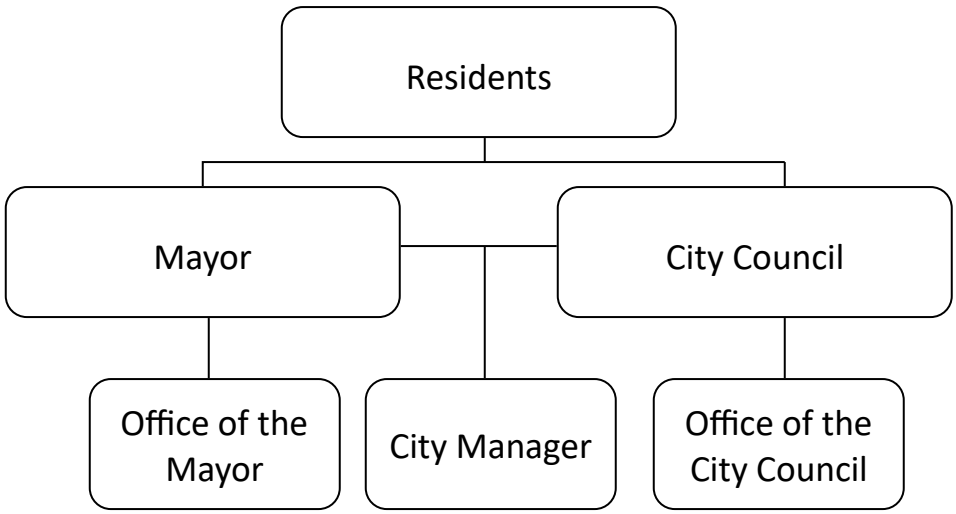
Technology Infrastructure Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Communications	5.30	$2,042,825	4.70	$1,988,266	4.70	$2,162,556
Configuration Management	3.25	2,674,765	3.70	2,864,517	3.70	3,036,065
Network	9.35	1,877,120	8.20	2,007,965	9.20	1,916,073
Security	7.35	1,284,525	6.00	1,207,730	7.00	1,298,476
Servers	8.75	1,277,319	8.20	1,527,124	8.20	1,295,495
Line of Business Total	**34.00**	**$9,156,553**	**30.80**	**$9,595,602**	**32.80**	**$9,708,665**


SEAL OF THE CITY OF
OKLAHOMA CITY
The City of
OKLAHOMA CITY

Mayor and City Council

David Holt, Mayor
Bradley Carter , City Council Ward 1
James Cooper, City Council Ward 2
Barbara Young, 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

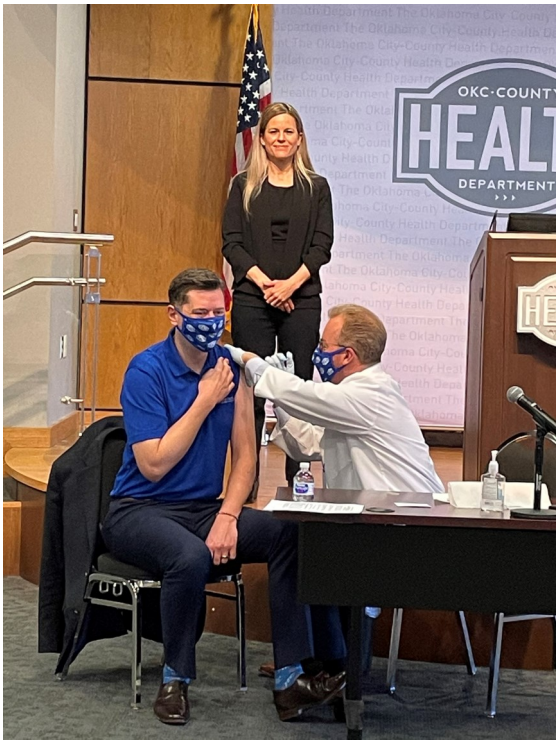
Office of the Mayor and City Council Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$21,516	-
2. Restores travel funding that was cut in FY21	$40,000	-



EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Office of the City Council	$719,302	$769,597	$810,810	5.36%
Office of the Mayor	428,252	389,653	427,225	9.64%
Total Operating Expenditures	**$1,147,554**	**$1,159,250**	**$1,238,035**	**6.80%**
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	**$1,147,554**	**$1,169,750**	**$1,248,535**	**6.74%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$1,147,553	$1,159,250	$1,238,035	6.80%
Capital Improvement Projects Fund	0	10,500	10,500	0.00%
Total All Funds	**$1,147,554**	**$1,169,750**	**$1,248,535**	**6.74%**



POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Office of the City Council	4.00	4.00	4.00	0.00%
Office of the Mayor	3.00	2.60	2.60	0.00%
Department Total	**7.00**	**6.60**	**6.60**	**0.00%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	7.00	6.60	6.60	0.00%
Department Total	**7.00**	**6.60**	**6.60**	**0.00%**



MAYOR AND CITY COUNCIL LINES OF BUSINESS

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the City Council	4.00	$719,302	4.00	$769,597	4.00	$810,810
Line of Business Total	**4.00**	**$719,302**	**4.00**	**$769,597**	**4.00**	**$810,810**

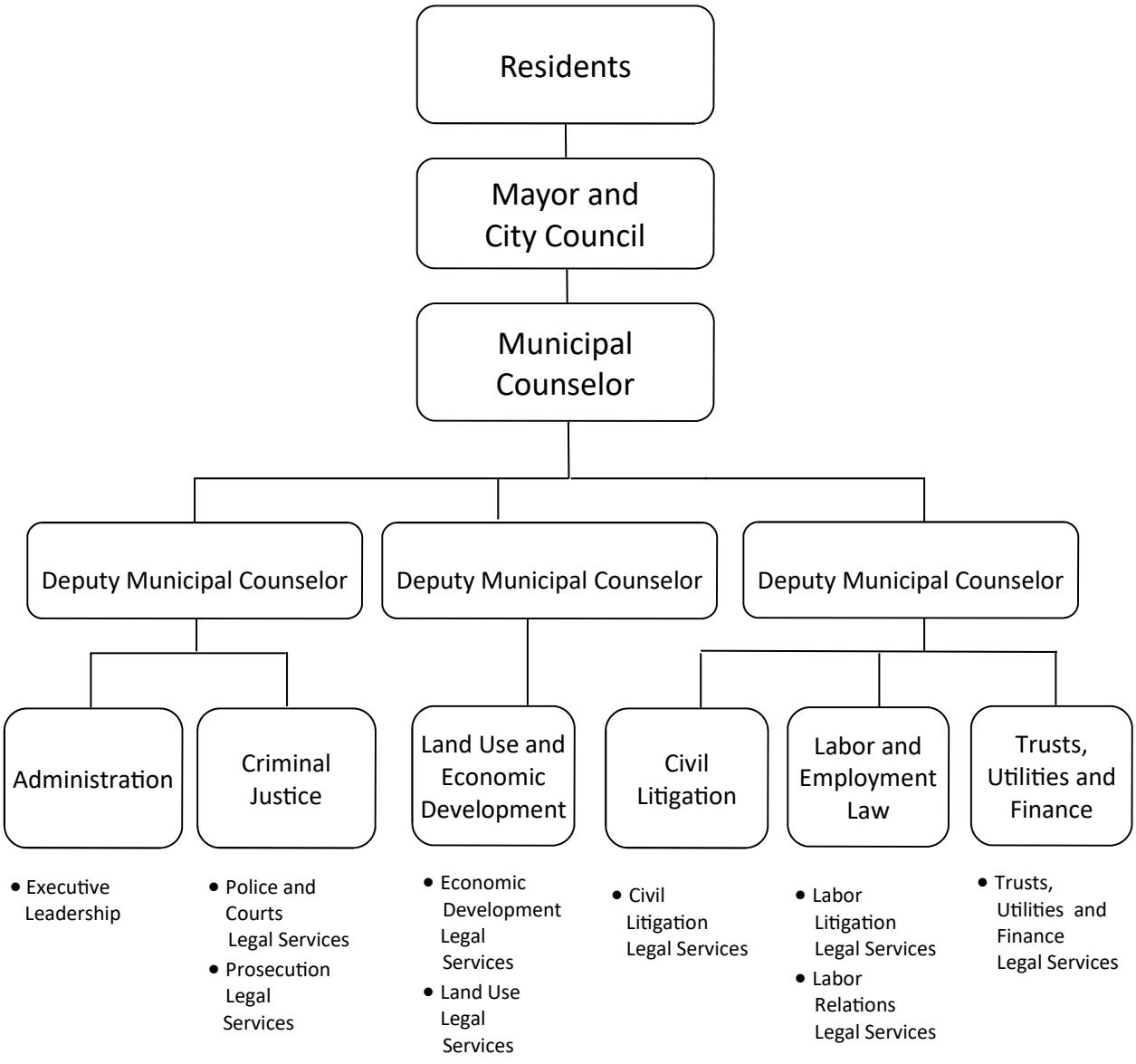
OFFICE OF THE MAYOR

- **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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the Mayor	3.00	$428,252	2.60	$389,653	2.60	$427,225
Line of Business Total	**3.00**	**$428,252**	**2.60**	**$389,653**	**2.60**	**$427,225**

Municipal Counselor



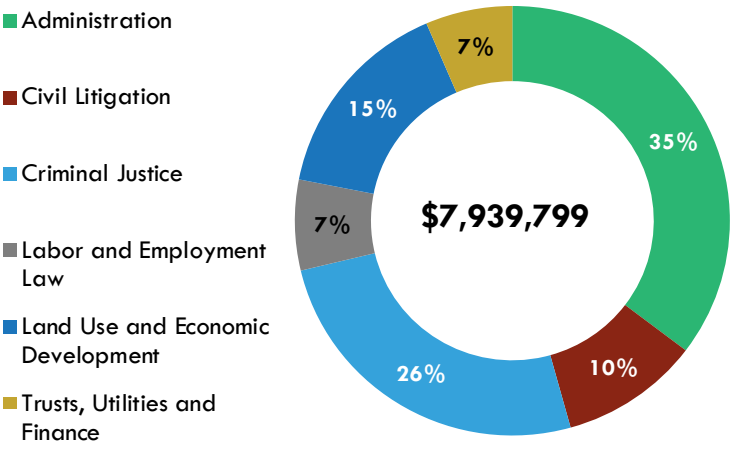
Municipal Counselor	Budget	Positions
Kenneth Jordan	$7,939,799	56

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Municipal Counselor's Office 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.

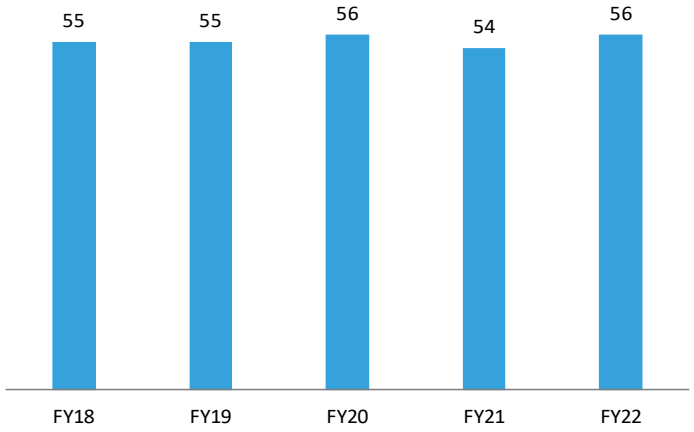
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Office of the Municipal Counselor has a total budget of $7,939,799 which is a increase of 10.78%. There are 56 positions authorized in the FY22 budget, which is a increase of two positions from the FY21 budget.

POSITIONS HISTORY



Department Facts

- The Municipal Counselor's Office serves as legal counsel to all departments and trusts in the City and consistently maintains positive satisfaction responses on the annual client survey.
- In addition to existing matters, in 2020 the Municipal Counselor's Office handled 553 new civil cases, approximately 150,000 new criminal citations, 545 new claims, 395 new expungements, opened 188 collections, collected over $908,000, and responded to multiple client-requested projects, such as drafting ordinances, contracts and legal opinions.

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.	Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$125,251	
2.	Adds one Assistant Municipal Counselor Ito the Labor Litigation program to support labor and employment cases	$89,162	1.00
3.	Adds one Assistant Municipal Counselor I to the Criminal Justice program to provide a dedicated attorney to manage the increasing volume of open records requests	$89,162	1.00
4.	Adds one-time funding for needed updates and maintenance to the Municipal Counselor offices that have not been refurbished in 15-25 years	$100,000	



EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$2,663,313	$2,573,837	$2,765,554	7.45%
Civil Litigation	851,907	686,396	811,684	18.25%
Criminal Justice	1,878,615	1,877,716	2,003,452	6.70%
Labor and Employment Law	477,910	412,880	533,922	29.32%
Land Use and Economic Development	1,119,925	1,131,833	1,210,051	6.91%
Trusts, Utilities and Finance	625,899	475,363	506,152	6.48%
Total Operating Expenditures	**$7,617,569**	**$7,158,025**	**$7,830,815**	**9.40%**
Non-Operating Expenditures				
Capital Expenditures	$9,541	$8,984	$108,984	1113.09%
Total Non-Operating Expenditures	**$9,541**	**$8,984**	**$108,984**	**1113.09%**
Department Total	**$7,627,110**	**$7,167,009**	**$7,939,799**	**10.78%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$7,486,103	$7,019,456	$7,816,033	11.35%
Capital Improvement Projects Fund	9,541	8,984	108,984	1113.09%
Court Administration & Training Fund	3,919	12,000	12,000	0.00%
Juvenile Justice Fund	127,547	126,569	2,782	-97.80%
Total All Funds	**$7,627,110**	**$7,167,009**	**$7,939,799**	**10.78%**

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	14.16	16.36	16.36	0.00%
Civil Litigation	8.90	5.80	6.30	8.62%
Criminal Justice	15.49	15.49	15.99	3.23%
Labor and Employment Law	3.45	2.45	3.45	40.82%
Land Use and Economic Development	5.51	6.90	6.90	0.00%
Trusts, Utilities, and Finance	8.49	7.00	7.00	0.00%
Department Total	**56.00**	**54.00**	**56.00**	**3.70%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	50.05	48.05	50.80	5.72%
Airports Cash Fund	3.00	3.00	3.00	0.00%
Juvenile Justice Fund	0.75	0.75	0.00	-100.00%
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	**56.00**	**54.00**	**56.00**	**3.70%**



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	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Executive Leadership	14.16	$2,663,313	16.36	$2,573,837	16.36	$2,765,554
Line of Business Total	**14.16**	**$2,663,313**	**16.36**	**$2,573,837**	**16.36**	**$2,765,554**

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

Civil Litigation Line of Business

Program	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Civil Litigation Legal Services	8.90	$851,907	5.80	$686,396	6.30	$811,684

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Police and Courts Legal Services	1.20	$0	1.20	$1,717	1.20	$1,717
Prosecution Legal Services	14.29	1,878,615	14.29	1,875,999	14.79	2,001,735
Line of Business Total	**15.49**	**$1,878,615**	**15.49**	**$1,877,716**	**15.99**	**$2,003,452**

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Litigation Legal Services	1.55	$220,580	1.15	$192,836	2.15	$300,024
Labor Relations Legal Services	1.90	257,330	1.30	220,044	1.30	233,898
Line of Business Total	**3.45**	**$477,910**	**2.45**	**$412,880**	**3.45**	**$533,922**

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Economic Development Legal Services	2.29	$534,686	3.43	$555,403	3.43	$601,878
Land Use Legal Services	3.22	585,239	3.47	576,430	3.47	608,173
Line of Business Total	**5.51**	**$1,119,925**	**6.90**	**$1,131,833**	**6.90**	**$1,210,051**

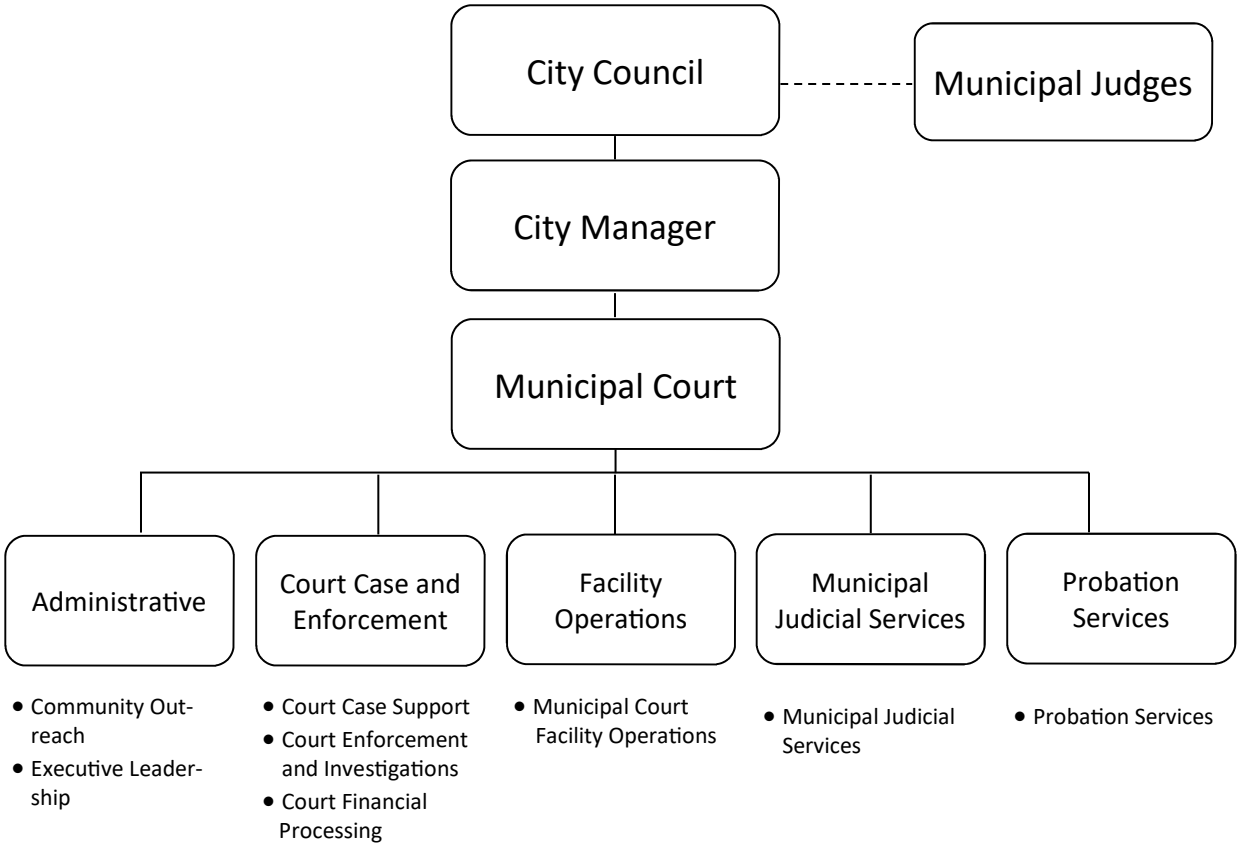
TRUSTS, UTILITIES AND FINANCE

- **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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Trusts, Utilities and Finance Legal Services	8.49	$625,899	7.00	$475,363	7.00	$506,152
Line of Business Total	**8.49**	**$625,899**	**7.00**	**$475,363**	**7.00**	**$506,152**

Municipal Court



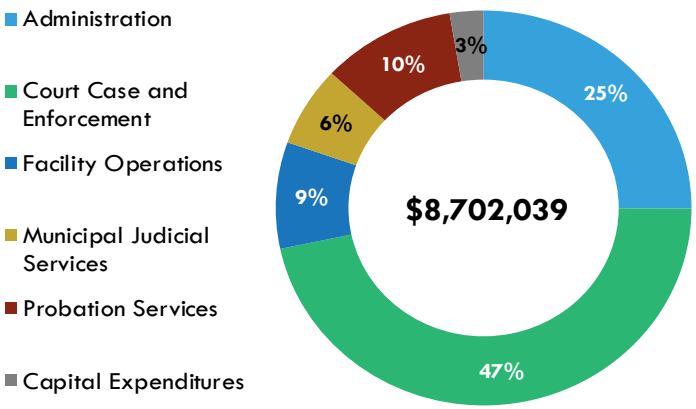
Director	Budget	Positions
LaShawn Thompson	$8,702,039	62

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



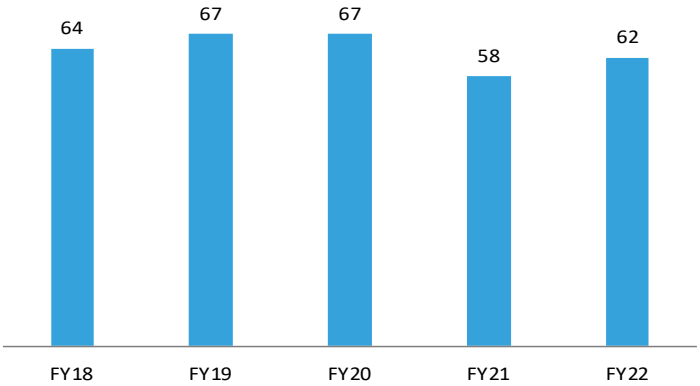
Department Facts

- In FY20, 154,450 citations were processed by Municipal Court.
- The FY20 Municipal Court Customer Satisfaction Survey results indicate that 87% 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 $8,702,039 which is a decrease of 6.83%. The reduction is due to a decrease in capital expenditures. There are 62 positions authorized in the FY22 budget, which is an increase of four positions from the FY21 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	$140,007	-
2. Adds a Management Specialist to the Executive Leadership Program to provide the structure needed for succession planning	$84,921	1.00
3. Adds a Municipal Accountant I and restores a deleted Senior Customer Services Representative to the Financial Services Division to restore service levels to court patrons	$120,582	2.00
4. Adds a Court Officer to Community Outreach to provide a higher level of services required by criminal justice reforms	$56,705	1.00



PHOTO: SIMON HURST

EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$1,803,675	$1,835,677	$2,179,681	18.74%
Court Case and Enforcement	3,889,028	4,313,316	4,057,703	-5.93%
Facility Operations	603,650	766,255	758,307	-1.04%
Municipal Judicial Services	542,517	569,648	570,981	0.23%
Probation Services	735,314	868,178	907,134	4.49%
Total Operating Expenditures	**$7,574,184**	**$8,353,074**	**$8,473,806**	**1.45%**
Non-Operating Expenditures				
Capital Expenditures	$1,745,907	$986,849	$228,233	-76.87%
Total Non-Operating Expenditures	**$1,745,907**	**$986,849**	**$228,233**	**-76.87%**
Department Total	**$9,320,091**	**$9,339,923**	**$8,702,039**	**-6.83%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$6,816,929	$7,417,763	$7,547,310	1.75%
Capital Improvement Projects Fund	1,731,634	778,879	20,264	-97.40%
CLEET Court Administration Training	0	7,000	7,000	0.00%
Juvenile Justice Fund	757,255	928,311	919,496	-0.95%
MAPS 3 Use Tax Fund	14,273	207,970	207,969	0.00%
Total All Funds	**$9,320,091**	**$9,339,923**	**$8,702,039**	**-6.83%**

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	4.40	4.40	8.40	90.91%
Court Case and Enforcement	46.40	39.60	39.40	-0.51%
Facility Operations	2.20	0.00	0.20	N/A
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**	**58.00**	**62.00**	**6.90%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	58.00	49.00	53.00	8.16%
Juvenile Justice Fund	9.00	9.00	9.00	0.00%
Department Total	**67.00**	**58.00**	**62.00**	**6.90%**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	4.40	$1,803,675	4.40	$1,835,677	5.40	$1,975,930
Community Outreach	0.00	0.00	0.00	0.00	3.00	203,751
Line of Business Total	**4.40**	**$1,803,675**	**4.40**	**$1,835,677**	**8.40**	**$2,179,681**

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

`	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Court Case Support	27.35	$2,631,065	25.35	$3,223,764	23.25	$2,830,548
Court Enforcement and Investigations	4.15	295,055	4.45	339,449	3.85	305,041
Court Financial Processing	14.90	962,908	9.80	750,103	12.30	922,114
Line of Business Total	**46.40**	**$3,889,028**	**39.60**	**$4,313,316**	**39.40**	**$4,057,703**

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Courthouse Security*	0.00	$92,686	0.00	$106,077	0.05	$110,323
Municipal Court Facility Ops	2.20	510,964	0.00	660,178	0.15	647,984
Line of Business Total	**2.20**	**$603,650**	**0.00**	**$766,255**	**0.20**	**$758,307**

*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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Municipal Judicial Services	4.00	$542,517	4.00	$569,648	4.00	$570,981
Line of Business Total	**4.00**	**$542,517**	**4.00**	**$569,648**	**4.00**	**$570,981**

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.

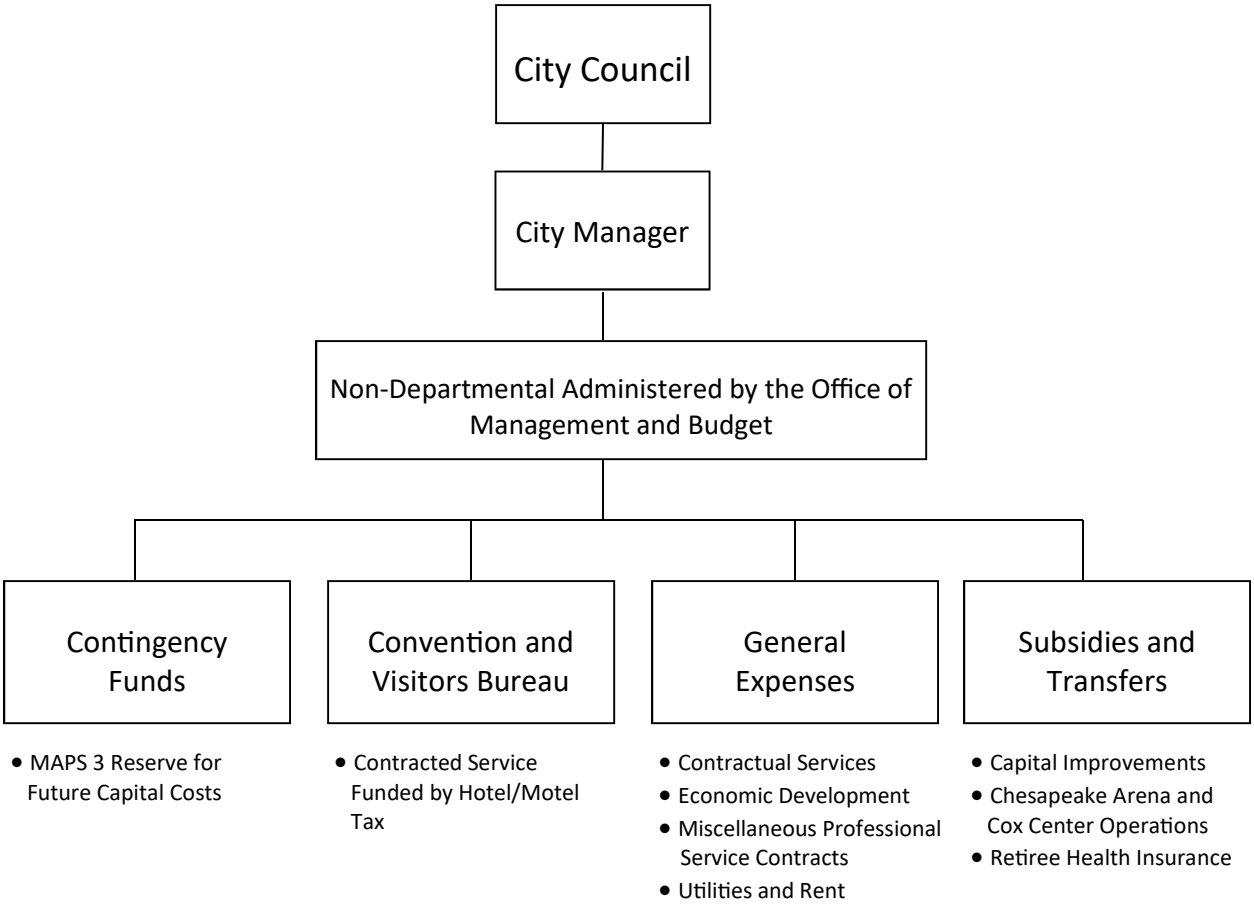
Probation Services Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Probation Services	10.00	$735,314	10.00	$868,178	10.00	$907,134
Line of Business Total	**10.00**	**$735,314**	**10.00**	**$868,178**	**10.00**	**$907,134**



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.	Increases the transfer to the MAPS4 program	$10,115,112	
2.	Increases salary reserve for potential cost of living increases	$7,861,000	
3.	Increases the subsidy for the management of the Chesapeake Energy Arena and the Oklahoma City Convention Center	$2,573,693	
4.	Adds funding for the replacement of the PeopleSoft Human Resources Information System	$2,000,000	
5.	Restores funding that was deleted in the FY21 budget for the transfer to Capital Improvement Projects	$1,500,000	
6.	Increases funding for electricity related to LED streetlights	$1,200,000	
7.	Adds reserve funding to implement various task force recommendations	$1,000,000	
8.	Increases the payment to OCEDT	$925,000	
9.	Increases funding for the IAFF Retiree Health subsidy	$596,428	

EXPENDITURES

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Better Streets Safer City Use Tax	$0	$6,996,885	$388,077	-94.45%
Capital Improvement Projects Fund	3,000,000	23,162,417	28,295,028	22.16%
City and School Capital Project Use Tax	0	1,069,876	3,521,687	229.17%
Debt Service Fund	104,565,157	110,750,591	120,736,539	9.02%
General Fund - Operating	64,018,807	66,854,562	75,248,894	12.56%
General Fund - Non-Operating	10,813,447	106,988,204	117,103,316	9.45%
Grant Management Fund	6,197,470	114,302,395	137,500,000	20.29%
Hotel/Motel Tax Spec Revenue Fund	19,542,828	15,771,613	19,852,446	25.87%
MAPS 3 Use Tax	0	3,264,014	2,811,755	-13.86%
MAPS 4 Use Tax	0	7,060,315	28,425,359	302.61%
MAPS Operations Fund	208,652	5,146,333	2,317,433	-54.97%
Medical Service Program	4,491,024	9,026,360	6,882,212	-23.75%
OKC Improv & Spec Svcs Assess Dist	3,428,356	5,266,957	4,543,720	-13.73%
Special Purpose Fund	0	500,000	0	-100.00%
Department Total	**$216,265,741**	**$476,160,522**	**$547,626,466**	**15.01%**

RESPONSIBILITIES

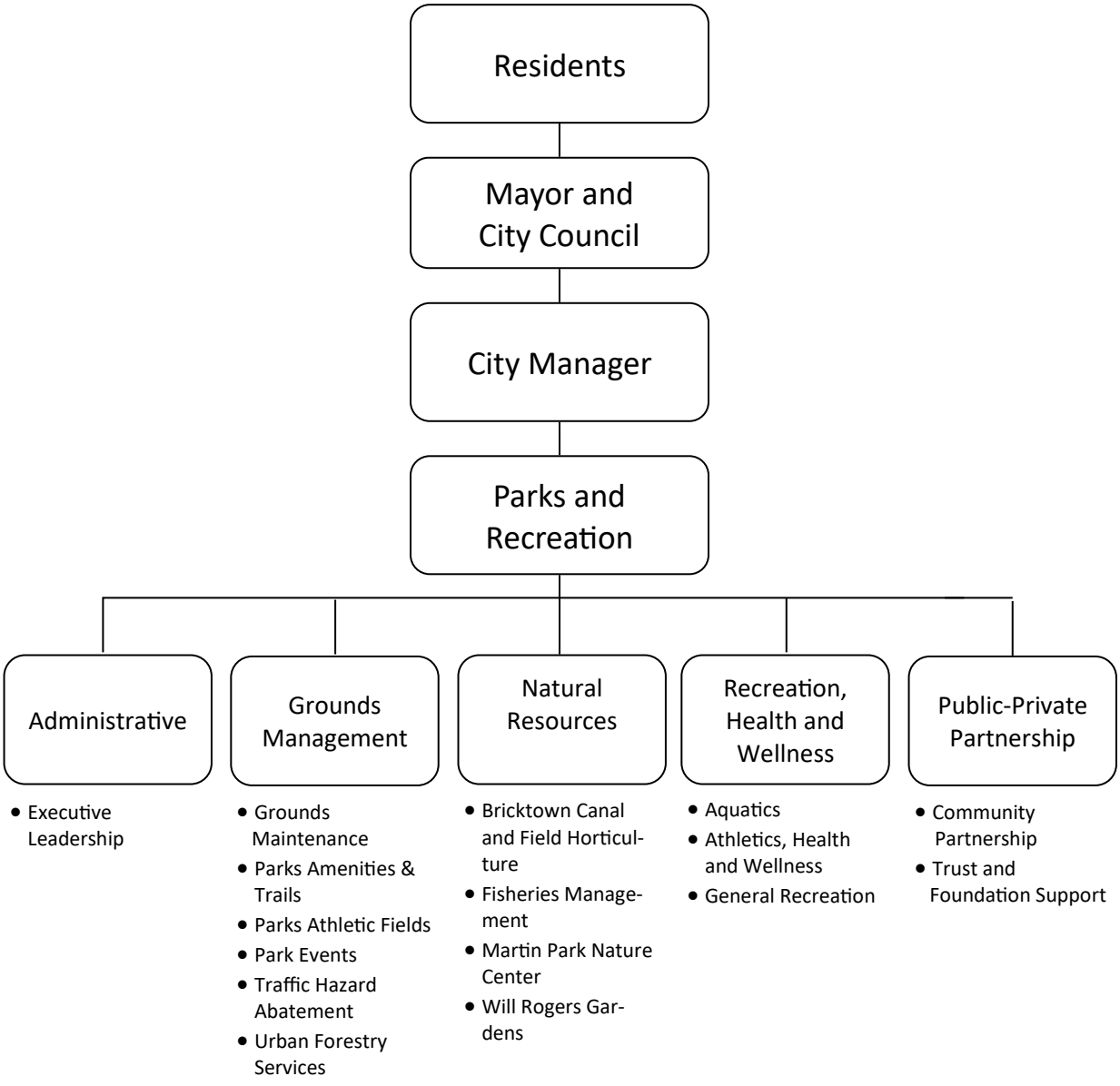
SUMMARY OF DEPARTMENTAL RESPONSIBILITIES

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



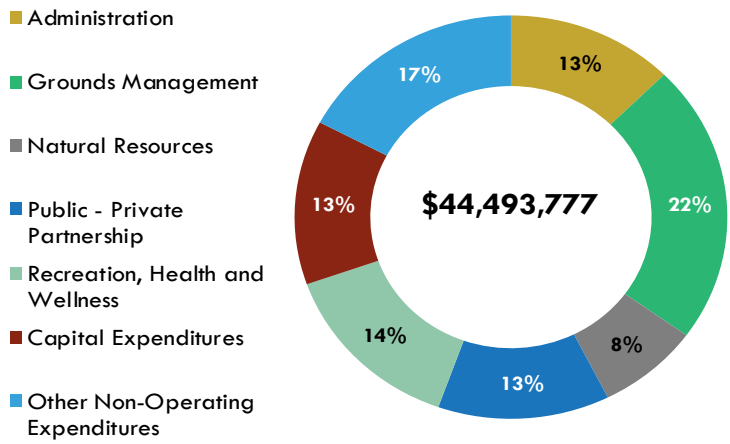
Director	Budget	Positions
Douglas Kupper	$44,493,777	183

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



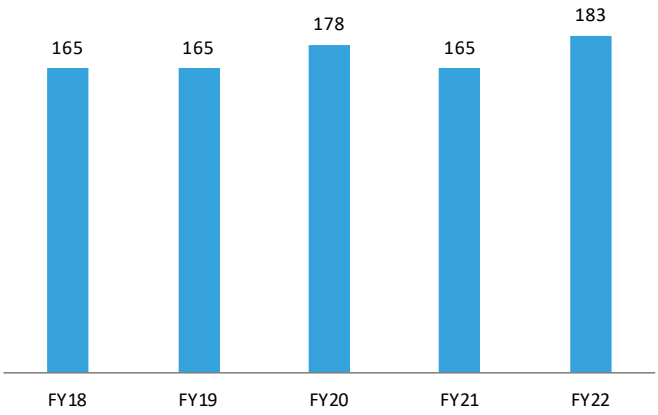
Department Facts

- 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 $44,493,777, which is an increase of 22.78%. There are 183 positions authorized in the FY22 budget, an increase of 18 positions. The pie chart above provides a breakdown of the FY22 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	$188,627	
2.	Adds five positions to operate the New Willa D Johnson Center	$381,475	5.00
3.	Restores nine positions in the Grounds Maintenance Program to reinstate two week mow rotations in community and neighborhood parks	$645,690	9.00
4.	Adds two Grounds Maintenance Operators II's, one Horticulture Worker I, and one Field Operations Supervisor to the Canal and Field Horticulture Program to maintain the weekly landscape maintenance at the First Americans Museum	$313,365	4.00
5.	First Americans Museum subsidy	$750,000	
6.	Increases Oklahoma River Security	$250,000	
7.	Funding for operations of the Pete White Senior Health and Wellness Center until a new contract is awarded	$890,247	



EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$5,206,672	$4,970,423	$5,569,463	12.05%
Civic Center Music Hall*	850,000	0	0	N/A
Grounds Management	9,271,605	9,384,133	9,983,234	6.38%
Natural Resources	8,011,125	2,883,280	3,406,516	18.15%
Public - Private Partnership	700,000	6,164,305	7,660,233	24.27%
Recreation, Health and Wellness	4,062,378	4,591,153	5,713,305	24.44%
Total Operating Expenditures	**$28,101,780**	**$27,993,294**	**$32,332,751**	**15.50%**
Non-Operating Expenditures				
Capital Expenditures	$1,486,994	$3,507,256	$6,295,133	79.49%
Other Non-Operating Expenditures	1,251,469	4,739,278	5,865,893	23.77%
Total Non-Operating Expenditures	**$2,738,463**	**$8,246,534**	**$12,161,026**	47.47%
Department Total	**$30,840,243**	**$36,239,828**	**$44,493,777**	**22.78%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$27,982,417	$27,993,294	$32,332,751	15.50%
Capital Improvement Projects Fund	1,486,994	3,507,256	6,295,133	79.49%
Grants Management Fund	156,425	210,000	0	-100.00%
MAPS Operations Fund	119,363	0	0	N/A
Special Purpose Fund	1,095,044	4,529,278	5,865,893	29.51%
Total All Funds	**$30,840,243**	**$36,239,828**	**$44,493,777**	**22.78%**

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	20.00	18.00	18.00	0.00%
Civic Center Music Hall*	0.00	0.00	0.00	N/A
Grounds Management	99.00	90.00	99.00	10.00%
Natural Resources	29.00	28.00	32.00	14.29%
Public - Private Partnership	0.00	0.00	0.00	N/A
Recreation, Health and Wellness	30.00	29.00	34.00	17.24%
Department Total	**178.00**	**165.00**	**183.00**	**10.91%**

* Removed by Department in FY20 Strategic Business Plan update.

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	178.00	165.00	183.00	10.91%
Department Total	**178.00**	**165.00**	**183.00**	**10.91%**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	20.00	$5,206,672	18.00	$4,970,423	18.00	$5,569,463
Line of Business Total	**20.00**	**$5,206,672**	**18.00**	**$4,970,423**	**18.00**	**$5,569,463**



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

	FY20		FY21		FY22	
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	850,000	0.00	0	0.00	0
Private Event & Business Services*	0.00	0	0.00	0	0.00	0
Line of Business Total	**0.00**	**$850,000**	**0.00**	**$0**	**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. This program moved to the Grounds Maintenance Program in FY22.

- **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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Equipment Repair*	7.46	$732,826	7.10	$707,244	0.00	$0
Grounds Maintenance	76.74	6,334,849	70.09	7,448,279	85.62	8,686,380
Park Events	1.96	189,365	1.90	175,548	1.99	183,707
Parks Athletic Fields	3.60	1,403,946	2.64	280,766	2.77	301,093
Traffic Hazard Abatement	1.85	95,924	1.63	145,680	1.63	148,649
Urban Forestry Services	7.39	514,695	6.64	626,616	6.99	663,405
Line of Business Total	**99.00**	**$9,271,605**	**90.00**	**$9,384,133**	**99.00**	**$9,983,234**

*In its most recent Business Plan update, the department merged its Equipment Repair Program into Grounds Maintenance Program

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bricktown Canal and Field Horticulture	18.50	$1,551,329	17.50	$1,604,365	21.50	$2,132,717
Fisheries Management	1.50	227,864	1.50	214,288	1.50	186,557
Martin Park Nature Center	2.50	281,646	2.50	310,573	2.50	320,540
Myriad Botanical Gardens Support*	0.00	5,225,168	0.00	0	0.00	0
Will Rogers Gardens	6.50	725,118	6.50	754,054	6.50	766,702
Line of Business Total	**29.00**	**$8,011,125**	**28.00**	**$2,883,280**	**32.00**	**$3,406,516**

* 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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Partnership	0.00	$0	0.00	$63,930	0.00	$63,930
Trust and Foundation Support	0.00	700,000	0.00	6,100,375	0.00	7,596,303
Line of Business Total	**0.00**	**$700,000**	**0.00**	**$6,164,305**	**0.00**	**$7,660,233**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Aquatics	0.00	$1,260	3.50	$1,278,997	6.50	$1,135,244
Athletics, Health, and Wellness	0.00	16,201	8.00	612,223	8.00	1,027,109
General Recreation	30.00	4,044,917	17.50	2,699,933	19.50	3,550,952
Line of Business Total	**30.00**	**$4,062,378**	**29.00**	**$4,591,153**	**34.00**	**$5,713,305**





The City of
OKLAHOMA CITY

Planning



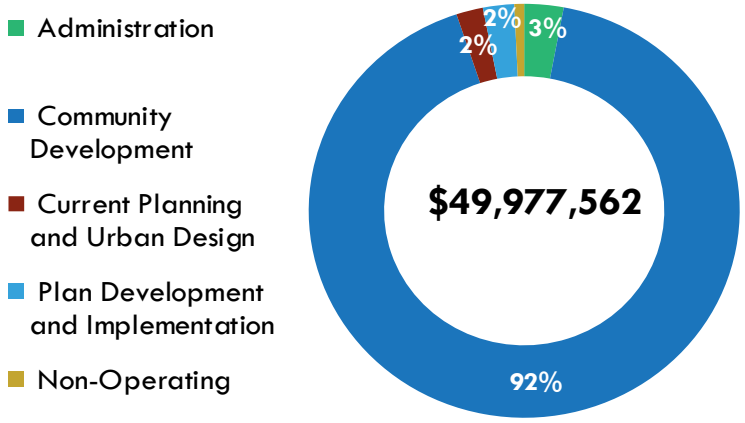
Director	Budget	Positions
Geoffrey Butler	$49,977,562	48

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

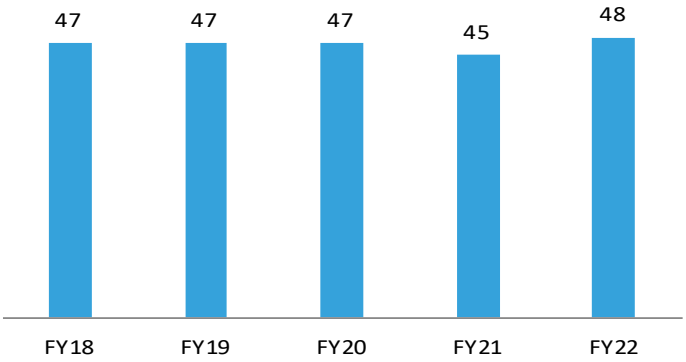
The Planning Department has a total budget of $49,977,562 which is an increase of 15.78%. There are 48 positions authorized in the FY22 budget, which is an increase of three from FY21.

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
- Urban Design 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	$27,516	
2.	Deletes two vacant Senior Planner's and restores one Associate Planner and one Program Planner in the Comprehensive Planning Program deleted in the FY21 budget, and will enable the management and coordination of projects and programs, urban analytics, and data management and visualization	$0	
3.	Restores one Program Planner in the Urban Design and Comm Appearance Program deleted in the FY21 budget, and will enable assistance and expertise in urban design, planning, and land use regulation	$91,951	1.00
4.	Adds a Senior Planner to serve as the Homeless Strategy Coordinator	$84,921	1.00
5.	SHINE and A Better Way contracts for Homelessness-related services	$261,900	

Grant Fund		Amount	Positions
1.	Adds a Federal Planning Specialist to perform various functions related to federally regulated grant funding compliance and reporting.	$74,286	1.00



EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$1,431,997	$1,360,571	$1,471,800	8.18%
Community Development	693,963	603,694	855,046	41.64%
Current Planning and Urban Design	1,298,250	943,489	1,003,951	6.41%
Plan Development and Implementation	1,050,222	1,115,598	1,155,205	3.55%
Total Operating Expenditures	**$4,474,432**	**$4,023,352**	**$4,486,002**	**11.50%**
Non-Operating Grants Expenditures				
Administration	$12,610	$0	$0	N/A
Community Development	16,506,243	38,818,420	45,107,583	16.20%
Plan Development and Implementation	29,298	29,284	16,767	-42.74%
Total Grant Expenditures	**$16,548,151**	**$38,847,704**	**$45,124,350**	**16.16%**
Non-Operating Special Purpose Expenditures				
Arts & Cultural Affairs	$0	$4,210	$4,178	-0.76%
Community Development	138,504	164,418	236,250	43.69%
Mayor's Round Table	0	126,280	126,116	-0.13%
Other	0	0	666	N/A
Total Special Purpose Expenditures	**$138,504**	**$294,908**	**$367,210**	**24.52%**
Department Total	**$21,161,087**	**$43,165,964**	**$49,977,562**	**15.78%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$4,474,432	$4,023,352	$4,486,002	11.50%
Grants Management Fund	16,548,151	38,847,704	45,124,350	16.16%
Special Purpose Fund	138,504	294,908	367,210	24.52%
Total All Funds	**$21,161,087**	**$43,165,964**	**$49,977,562**	**15.78%**

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	7.97	7.97	7.97	0.00%
Community Development	20.07	18.17	20.17	11.01%
Current Planning and Urban Design	10.00	9.00	10.00	11.11%
Plan Development and Implementation	8.96	9.86	9.86	0.00%
Department Total	**47.00**	**45.00**	**48.00**	**6.67%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	27.93	26.93	28.93	7.43%
Grants Management Fund	19.07	18.07	19.07	5.53%
Department Total	**47.00**	**45.00**	**48.00**	**6.67%**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Arts & Cultural Affairs	2.47	$267,776	2.47	$250,003	2.47	$257,304
Executive Leadership	3.50	954,856	3.50	904,149	3.50	995,337
Grant & Financial Management	0.00	0	0.00	0	0.00	0
Office of Sustainability	2.00	221,975	2.00	210,629	2.00	223,337
Line of Business Total	**7.97**	**$1,444,607**	**7.97**	**$1,364,781**	**7.97**	**$1,475,978**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Development	16.72	$10,081,985	16.17	$32,744,029	17.17	$35,984,757
Homelessness Services	3.35	7,256,725	2.00	6,968,783	3.00	10,340,238
Line of Business Total	**20.07**	**$17,338,710**	**18.17**	**$39,712,812**	**20.17**	**$46,324,995**

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Current Planning	3.70	$669,346	3.70	$369,241	2.80	$293,721
Urban Design & Comm App	6.30	628,904	5.30	574,248	7.20	710,230
Line of Business Total	**10.00**	**$1,298,250**	**9.00**	**$943,489**	**10.00**	**$1,003,951**

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.

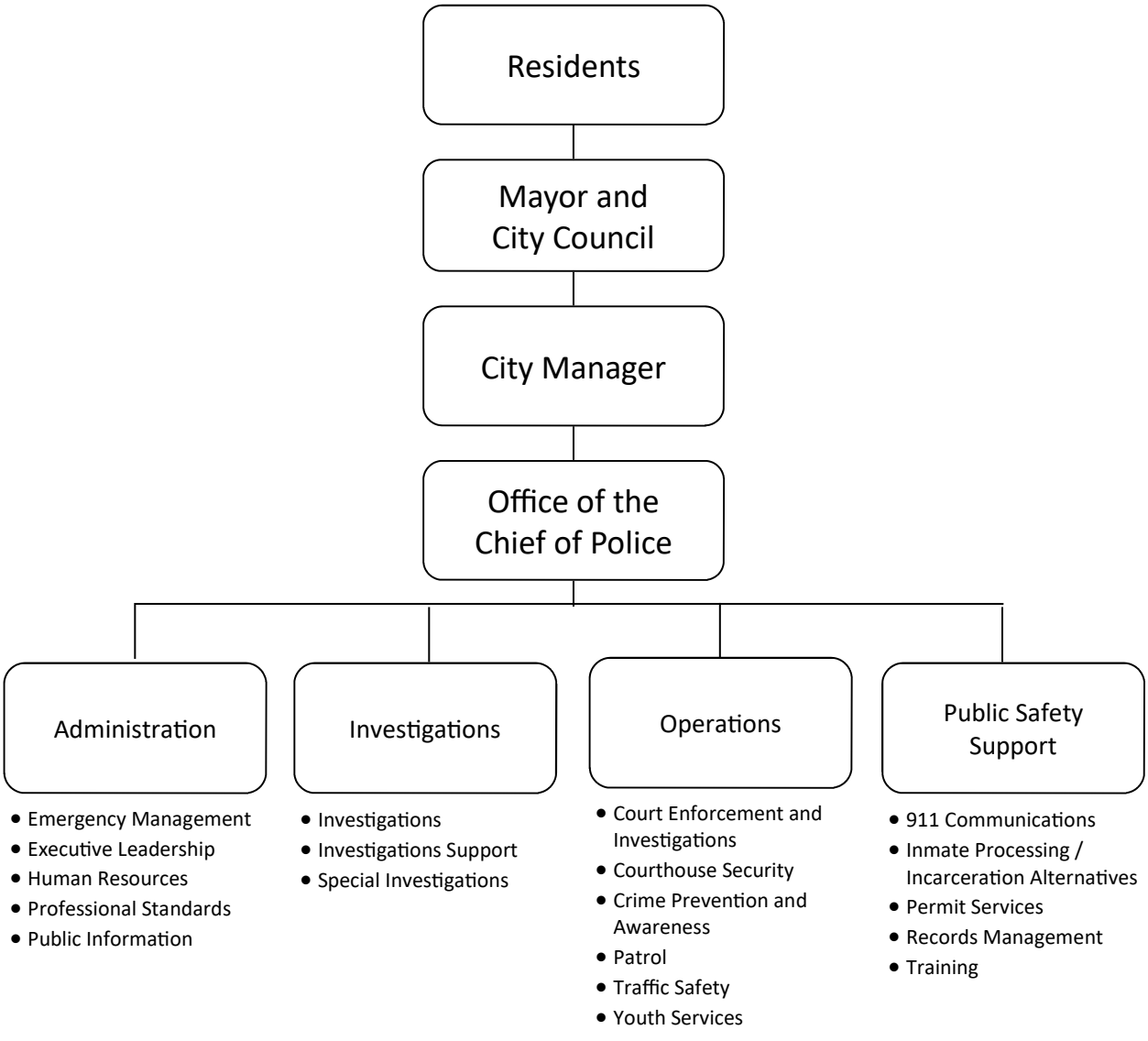
- **The Transportation Planning Program** provides transportation plans, studies, and recommendations to policy makers, the development sector, and partner organizations so they can promote and facilitate better planning, design and construction of complete streets, sidewalks, and trails to become a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

Planning Development and Implementation Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Comprehensive Planning	3.58	$280,872	3.08	$299,469	2.38	$244,501
Neighborhood and Commercial District Revitalization	5.38	796,138	4.78	845,413	5.48	748,291
Transportation Planning	0.00	2,510	2.00	0	2.00	179,846
Line of Business Total	**8.96**	**$1,079,520**	**9.86**	**$1,144,882**	**9.86**	**$1,172,638**



Police



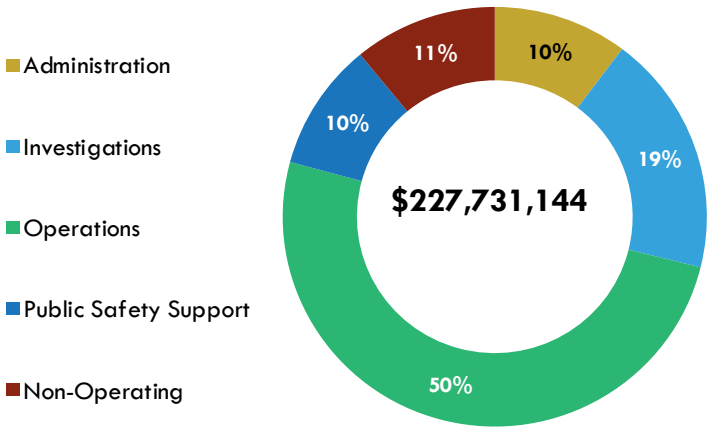
Police Chief	Budget	Positions
Wade Gourley	$227,731,144	1,542

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.

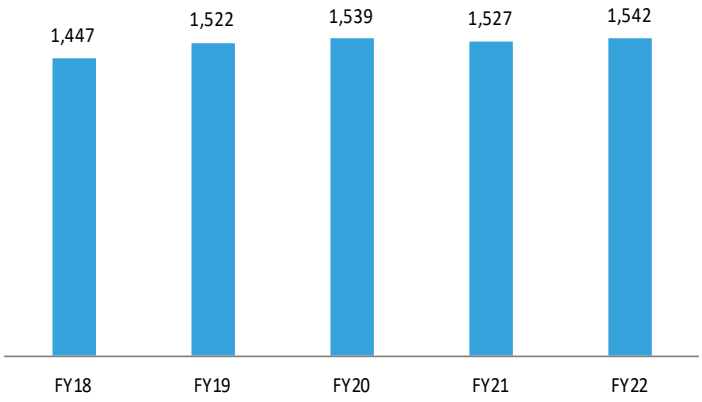
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Police Department has a total budget of $227,731,144, which is an increase of 0.57%. There are 1,542 positions authorized in the FY22 budget, a increase of 15 positions over the FY21 budget.

POSITION HISTORY



Department Facts

- In 2020, the Oklahoma City Police Department (OKCPD) adopted the 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.
- In 2020, the OKCPD created an employee Wellness unit which includes educational awareness, counseling services, one-on-one interaction, chaplaincy, critical incident response, and peer-to peer accountability.
- In 2020, the OKCPD partnered with the Oklahoma Department of Human Services and NorthCare in a pilot program to support patrol officers in the Springlake Division with coordinators for immediate resources to community members in a crisis or near a crisis. The program will eventually encompass all areas of the city.

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	$347,323	
2.	Restores funding for 34 budgeted positions that were frozen in the FY21 budget. Restoring funding for these positions will allow the department to fill vacancies in accordance with their hiring	$3,068,477	
3.	Restores funding for supplies, equipment, contracts and other charges that was reduced in the FY21 Police Sales Tax Fund	$1,300,000	
4.	Restores Funding for Police Recruit Project that was reduced in the FY21 Police Sales Tax Fund budget	$300,000	
5.	Restores an Administrative Support Technician, Senior Crime Analyst, and a Property Crime Specialist that were deleted in the FY21 budget. These positions will be funded by the Police Sales	$196,153	3.00
6.	Restores a System Specialist III in the Executive Leadership program that was that was deleted in the FY21 budget. This position will be funded by the Police Sales Tax Fund	$91,951	1.00
7.	Restores a Police Report Clerk in the Records Management program that was that was deleted in the FY21 budget. This position will be funded by the Police Sales Tax Fund	$51,456	1.00
8.	Restores an Office Assistant in the Traffic program that was deleted in the FY21 budget. This position will be funded by the Police Sales Tax Fund	$54,643	1.00
9.	Replaces sworn officers with Civilian Crime Scene Investigators to the Police Investigations program and reassigns those sworn positions to other duties	$210,681	3.00
10.	Adds three Civilian Crime Scene Investigators to the Police Investigations program. These positions will be funded by the Police Sales Tax Fund.	$210,681	3.00
11.	Adds funding to the State Asset Forfeiture program for operation of the Criminal Interdiction Team of Central Oklahoma (CITCO). Includes the addition of a Municipal Accountant II position	$2,003,157	1.00
12.	Adds an Administrative Coordinator to the Executive Leadership program to enable the department to process purchase orders and payments in a timelier manner. This position will be funded by the Police Sales Tax Fund	$65,259	1.00
13.	Adds a Business Intelligence Specialist to the Police Administration line of business to provide a focused approach on data to make more informed decisions and timely responses. This position will be funded by the Police Sales Tax Fund	$91,951	1.00

EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$23,158,738	$22,853,590	$23,919,726	4.67%
Investigations	40,656,586	40,251,456	41,144,799	2.22%
Operations	118,057,113	116,663,275	120,703,535	3.46%
Public Safety Support	23,945,297	24,628,386	25,411,265	3.18%
Total Operating Expenditures	**$205,817,734**	**$204,396,707**	**$211,179,325**	**3.32%**
Non-Operating Expenditures				
Administration	$27,120	$101,470	$101,470	0.00%
Capital Expenditures	5,407,081	26,595,045	21,025,978	-20.94%
Investigations	774,416	1,856,534	3,596,505	93.72%
Operations	429,446	79,324	210,112	164.88%
Other Non-Operating	2,335,629	5,677,733	3,887,644	-31.53%
Public Safety Support	91,995	64,000	64,000	0.00%
Total Non-Operating Expenditures	**$9,065,687**	**$34,374,106**	**$28,885,709**	**-15.97%**
Total Department	**$214,883,421**	**$238,770,813**	**$240,065,034**	**0.54%**
Less Transfers to City Funds	($12,115,934)	($12,341,138)	($12,333,890)	-0.06%
Total Department	**$202,767,487**	**$226,429,675**	**$227,731,144**	**0.57%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$154,336,814	$152,393,571	$156,461,454	2.67%
Asset Forfeiture Fund	1,322,976	2,101,328	3,972,087	89.03%
Better Streets Safer City Use Tax Fund	3,657,188	16,147,383	17,520,353	8.50%
Capital Improvements Projects Fund	2,280	235,943	235,944	0.00%
City and Schs Capital Use Tax Fund	(505)	0	0	N/A
Court Admin and Training Fund	110,556	208,295	208,000	-0.14%
Emergency Management Fund	8,661,894	9,244,913	9,567,491	3.49%
Grants Management Fund	2,335,629	5,614,461	3,826,108	-31.85%
MAPS 3 Use Tax	187,656	315,931	472,908	49.69%
MAPS 4 Use Tax	0	7,099,014	0	-100.00%
Police Sales Tax Fund	44,268,933	45,175,853	47,568,305	5.30%
Police and Fire Equip Sales Tax Fund	0	170,849	170,848	0.00%
Special Purpose Fund	0	63,272	61,536	-2.74%
Total Department	**$214,883,421**	**$238,770,813**	**$240,065,034**	**0.54%**
Less Interfund Transfers	($12,115,934)	($12,341,138)	($12,333,890)	-0.06%
Total All Funds	**$202,767,487**	**$226,429,675**	**$227,731,144**	**0.57%**

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	85.05	83.10	86.10	3.61%
Investigations	306.40	303.40	313.40	3.30%
Operations	951.55	949.80	950.80	0.11%
Public Safety Support	196.00	190.70	191.70	0.52%
Total Department	**1,539.00**	**1,527.00**	**1,542.00**	**0.98%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	1,202.75	1,193.75	1,196.75	0.25%
Emergency Management Fund	82.25	81.25	81.25	0.00%
Police Sales Tax Fund	254.00	252.00	263.00	2.86%
Asset Forfeiture Fund	0.00	0.00	1.00	N/A
Total Department	**1,539.00**	**1,527.00**	**1,542.00**	**0.98%**



POLICE LINES OF BUSINESS

ADMINISTRATION

- **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 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 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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	48.85	$18,076,584	47.35	$18,316,932	50.35	$19,329,995
Emergency Management	4.10	708,117	4.10	653,437	4.10	659,364
Human Resources	14.00	1,746,122	13.75	1,476,766	13.75	1,499,596
Professional Standards	9.90	1,511,857	9.90	1,407,914	9.90	1,422,282
Public Information	8.20	1,116,058	8.00	998,541	8.00	1,008,489
Line of Business Total	**85.05**	**$23,158,738**	**83.10**	**$22,853,590**	**86.10**	**$23,919,726**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Investigations	143.35	$20,475,145	143.35	$19,819,948	143.35	$19,965,661
Investigations Support	79.55	8,998,408	79.55	9,297,380	86.55	9,934,675
Special Investigations	83.50	11,183,033	80.50	11,134,128	83.50	11,244,463
Line of Business Total	**306.40**	**$40,656,586**	**303.40**	**$40,251,456**	**313.40**	**$41,144,799**



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, empowered, 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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Court Enforcement and Investigations	4.50	$514,998	4.50	$597,901	4.50	$614,407
Courthouse Security	4.50	481,932	4.50	559,852	4.50	563,135
Crime Prevention and Awareness	8.20	1,125,028	8.20	1,128,510	8.20	1,047,622
Patrol	773.00	95,394,715	773.65	93,978,457	773.65	97,963,855
Traffic Safety	126.50	15,027,169	125.10	15,230,616	126.10	15,327,650
Youth Services	34.85	5,513,271	33.85	5,167,939	33.85	5,186,866
Line of Business Total	**951.55**	**$118,057,113**	**949.80**	**$116,663,275**	**950.80**	**$120,703,535**

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 services to maintain, validate and disseminate information 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.

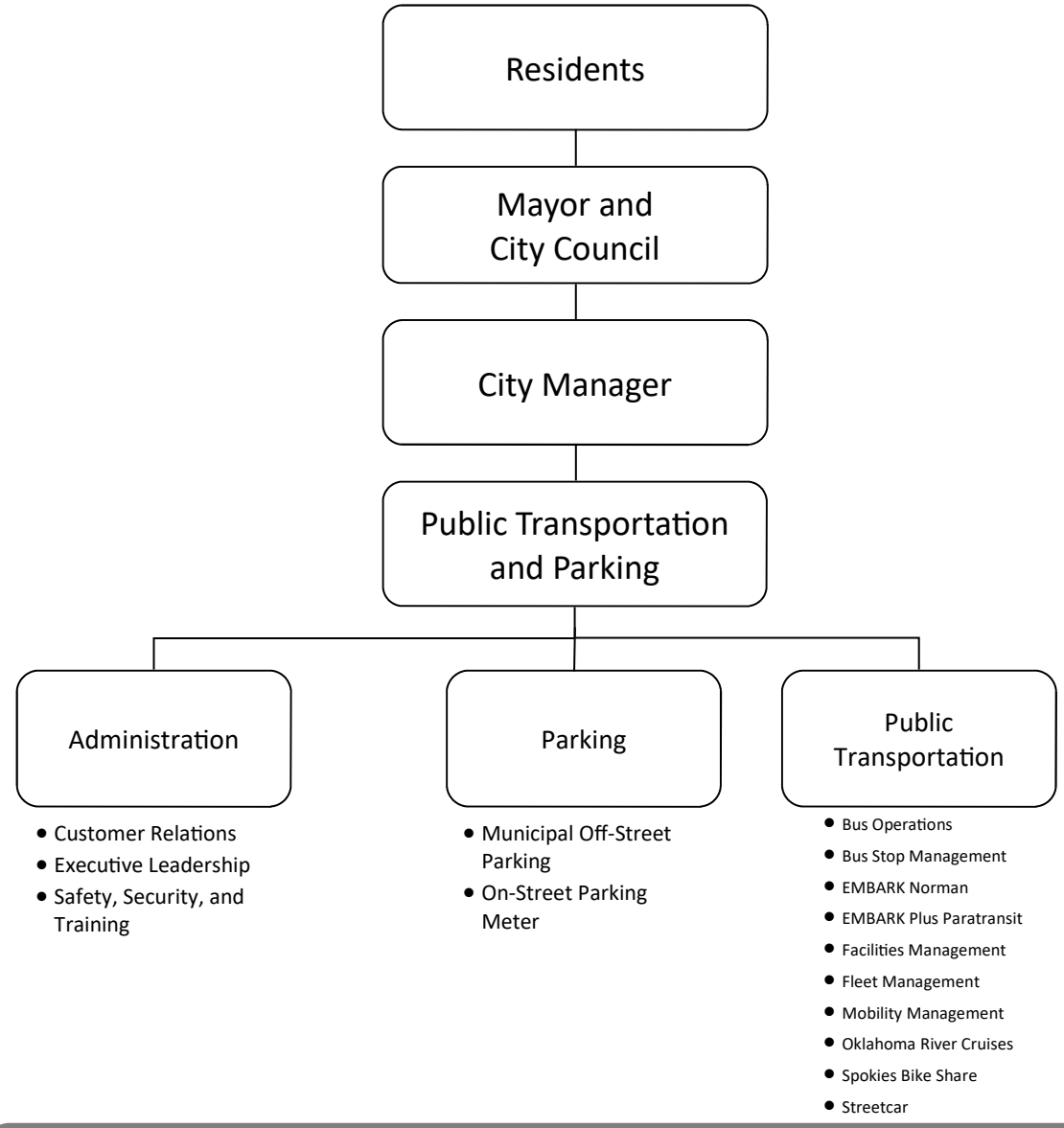
Public Safety Support Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
911 Communications	85.70	$11,475,979	84.70	$12,412,164	84.70	$12,540,381
Inmate Processing / Incarceration Alternatives	13.45	2,666,759	12.45	2,532,486	12.45	2,557,383
Permit Services	4.15	389,587	4.15	896,197	4.15	900,366
Records Management	80.95	6,223,347	76.95	6,743,421	77.95	6,847,285
Training	11.75	3,189,625	12.45	2,044,118	12.45	2,565,850
Line of Business Total	**196.00**	**$23,945,297**	**190.70**	**$24,628,386**	**191.70**	**$25,411,265**




SEAL OF THE CITY OF
OKLAHOMA CITY
The City of
OKLAHOMA CITY

Public Transportation



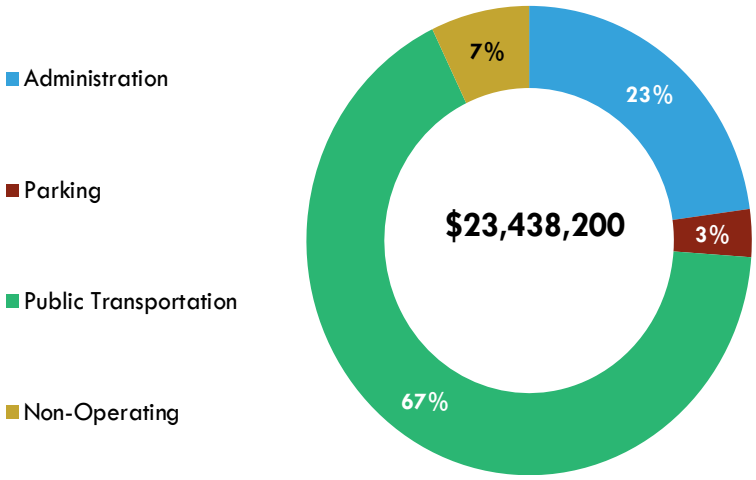
Director	Budget	Positions
Jason Ferbrache	$23,438,200	37

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.

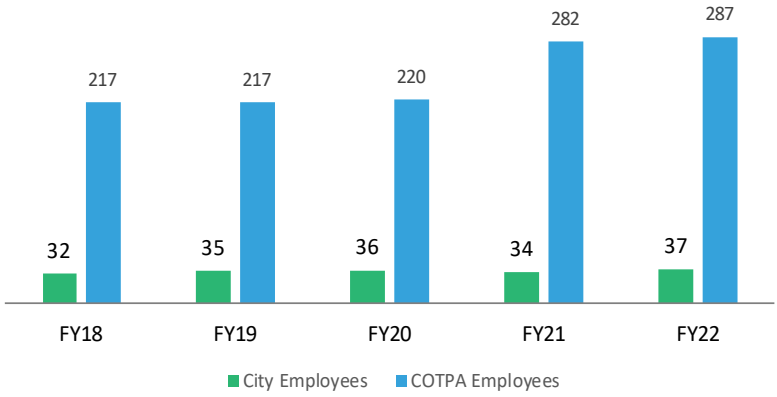
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Public Transportation and Parking Department has a total budget of $23,438,200 which is an increase of 50.60%. There are 37 City positions authorized in the FY22 budget, which is an increase of three positions from FY21.

POSITION HISTORY



Department Facts

- In FY20, over 2.6 million passenger trips were provided through the EMBARK family of transit services
- The City of Oklahoma City has 3,095 off-street parking spaces available
- Streetcar had it's two year anniversary in December 2020
- In FY20, the OKC streetcar surpassed 550,000 passenger trips since opening for service in December of 2018.
- 100 bus shelters were installed

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 $4,500,000 in the General Fund to begin to replace CARES Act funding for EMBARK and capital funding for future bus replacement	$4,500,000	
2. Adds a Senior Project Manager to manage projects programed in the 5-year CIP plan	$90,148	1.0
3. Adds funding for a full year of Spokies Services	$105,824	1.0
4. Deletes an Administrative Specialist in COTPA and adds a Transportation Safety Specialist to help restructure and strengthen the EMBARK Safety Department	($253)	1.0
5. Adds funding for two Full Time Bus Operators in COTPA to increase the frequency between buses on Route 18.	$264,148	
6. Adds additional General Fund subsidy to restore the Oklahoma River Cruises transit service	$537,922	
7. Increases the payment to COTPA to provide for pay increases to COTPA employees	$304,619	
8. Adds funding for one Shop Supervisor and three Utility Maintenance II positions in COTPA to enhance the Bus Shelter Cleaning Program	$295,990	
9. Adds additional funding for expenses related to the new Convention Center Garage	$636,122	
10. Deletes an Administrative Coordinator and adds one Unit Operations Leader to better align with current Departmental needs	($7,933)	
11. Deletes a Network Administrator and adds a Systems Analyst III to better align with current Departmental needs	$887	
12. Deletes a vacant Graphic Design Specialist and adds a PIM Coordinator I to help support the high demand for marketing and public information	$0	
13. Deletes a filled System Support Specialist I and adds a System Support Specialist II to better align with current Departmental needs	($72)	

EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$4,429,273	$4,882,021	$5,354,487	9.68%
Parking	902,446	751,689	771,017	2.57%
Public Transportation	16,526,131	9,806,370	15,635,661	59.44%
Total Operating Expenditures	**$21,857,850**	**$15,440,080**	**$21,761,165**	**40.94%**
Non-Operating Expenditures				
Capital Expenditures	$0	$123,575	$1,677,035	1257.10%
Total Non-Operating Expenditures	**$0**	**$123,575**	**$1,677,035**	**1257.10%**
Department Total	**$21,857,850**	**$15,563,655**	**$23,438,200**	**50.60%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$21,422,918	$14,308,586	$20,645,507	44.29%
Cap. Improvement Projects Fund	0	123,575	1,677,035	1257.10%
Parking Fund	1,107,849	944,873	970,649	2.73%
Public Transportation Fund	3,255,700	3,557,538	3,864,748	8.64%
Department Total	**$25,786,466**	**$18,934,572**	**$27,157,939**	**43.43%**
Less Interfund Transfers	(3,928,617)	(3,370,917)	(3,719,739)	10.35%
Total All Funds	**$21,857,850**	**$15,563,655**	**$23,438,200**	**50.60%**

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 FY21 was $15.5 million and the proposed FY22 budget is $23.4 million.

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	24.80	25.93	26.93	3.86%
Parking	5.00	4.00	4.00	0.00%
Public Transportation	6.20	4.07	6.07	49.14%
Department Total	**36.00**	**34.00**	**37.00**	**8.82%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Parking Fund	6.25	5.30	5.05	-4.72%
Public Transportation Fund	29.75	28.70	31.95	11.32%
Department Total	**36.00**	**34.00**	**37.00**	**8.82%**

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 324, which includes 287 positions budgeted in COTPA and 37 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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	14.00	$3,044,403	16.58	$3,491,871	16.58	$3,571,496
Customer Relations	10.00	800,560	8.60	637,258	9.60	727,964
Safety, Security, and Training	0.80	584,310	0.75	752,892	0.75	1,055,027
Line of Business Total	**24.80**	**$4,429,273**	**25.93**	**$4,882,021**	**26.93**	**$5,354,487**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Municipal Off-Street Parking	1.95	$214,203	1.35	$162,822	1.35	$167,784
On-Street Parking Meter	3.05	688,243	2.65	588,867	2.65	603,233
Line of Business Total	**5.00**	**$902,446**	**4.00**	**$751,689**	**4.00**	**$771,017**



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 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 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 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

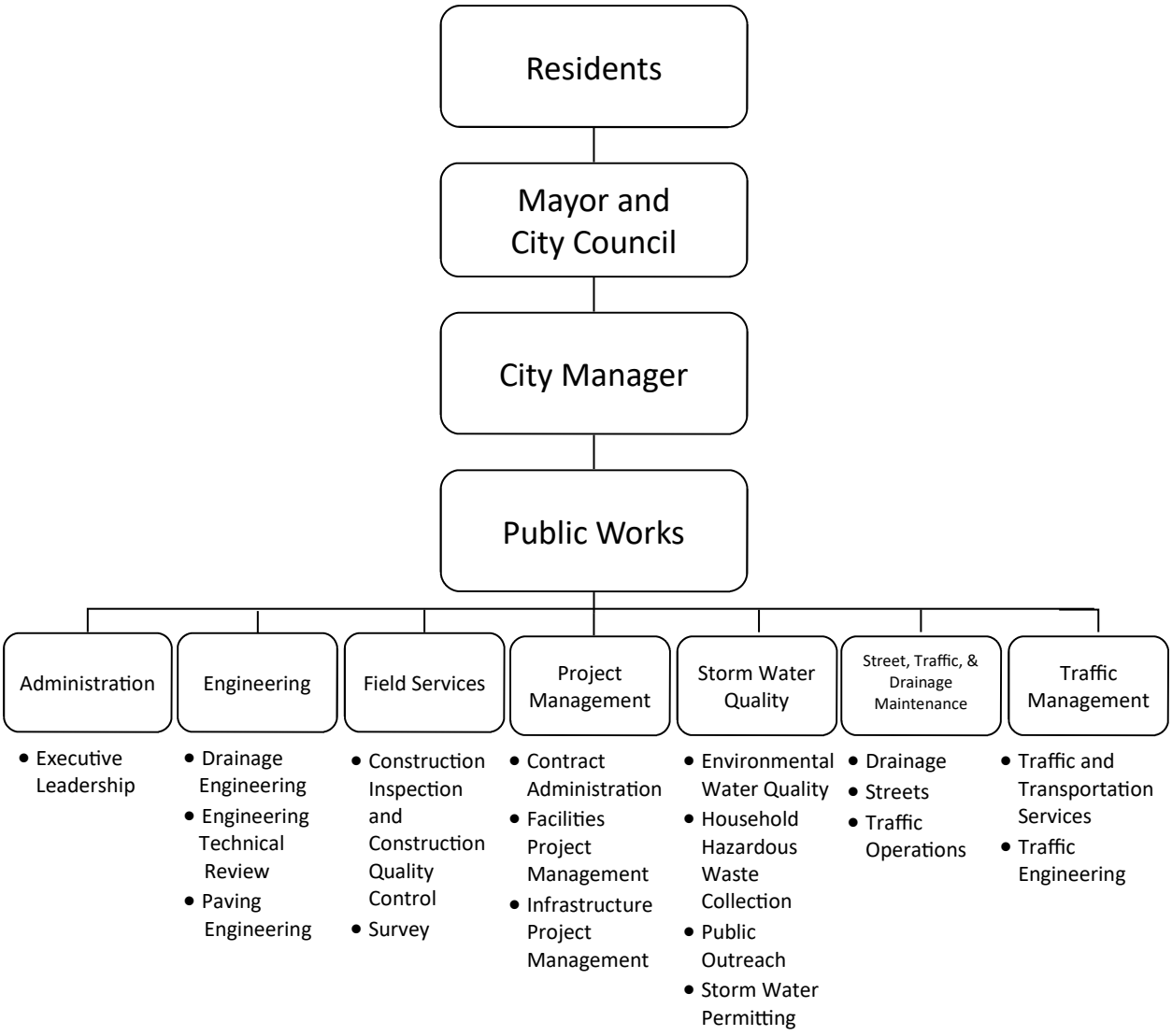
Program	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Bus Operations	0.50	$5,346,730	0.47	$76,775	0.47	$4,893,365
Bus Stop Management	0.00	0	0.00	0	0.00	295,990
EMBARK Norman*	0.00	0	0.00	0	0.00	0
EMBARK Plus Paratransit	0.50	937,160	0.50	61,455	0.50	62,869
Facilities Management	0.00	893,900	0.40	916,136	0.40	975,016
Fleet Management	1.00	3,329,670	0.60	3,570,381	0.60	3,735,711
Mobility Management	0.50	98,670	0.50	251,514	0.50	257,624
Oklahoma River Cruises	0.50	753,622	0.00	184,598	0.00	722,520
Spokies Bike Share	0.50	86,882	0.00	25,000	1.00	147,990
Streetcar	2.70	5,079,497	1.60	4,720,511	2.60	4,544,576
Line of Business Total	**6.20**	**$16,526,131**	**4.07**	**$9,806,370**	**6.07**	**$15,635,661**

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




SEAL OF THE CITY OF
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OKLAHOMA CITY

Public Works



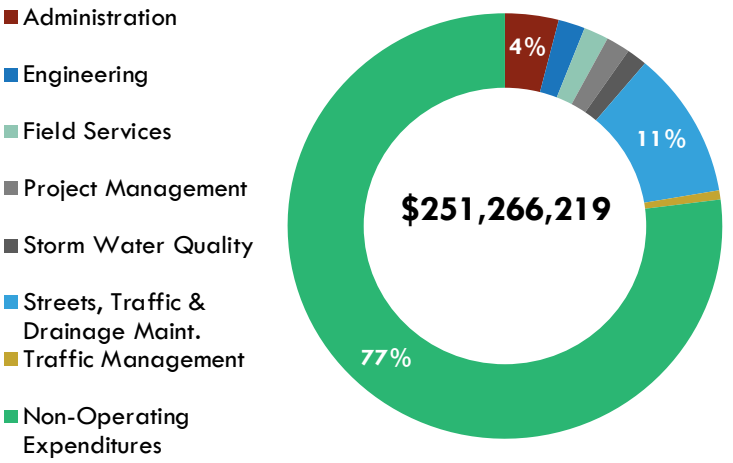
Director	Budget	Positions
Eric J. Wenger, P.E.	$251,266,219	417

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



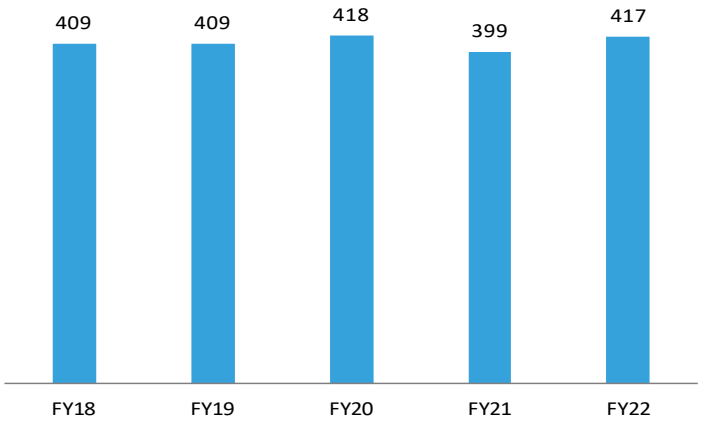
Department Facts

- The Streets, Traffic, and Drainage Maintenance Division maintains over 3,900 miles of public streets with 787 signalized intersections and over 90,000 traffic signs throughout the City.
- The Field Services Division performs over 30,000 construction inspections every year.

DEPARTMENT OVERVIEW

The Public Works Department has a total budget of $251,266,219, which is a decrease of 19.99%. There are 417 positions authorized in the FY22 budget, an increase of eighteen positions. Among the most significant changes, is the $6,740,341 decrease 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.	Changes in personal related costs such as salaries, merit, retirement, health insurance, and other benefits	$772,891	
2.	Adds a Construction Project Coordinator in the Contract Administration Program to to implement the Local Business Utilization Plan adopted by the City Council	$72,852	1.00
3.	Adds a GIS Analyst in the Executive Leadership Program to improve the accuracy of the GIS System	$72,852	1.00
4.	Adds a Systems Support Technician II in the Traffic Operations Program to make traffic signs in a more timely manner	$70,227	1.00
5.	Adds a Technical Review Liaison in the Technical Review and Regulation Program to answer technical review questions from the development community	$72,852	1.00
6.	Adds an Engineering Assistant I in the Technical Review and Regulation Program to improve the department's ability to review permits timely	$70,227	1.00
7.	Adds an Environmental Unit Specialist to the Stormwater Construction and Industrial Permit Program to improve the timeliness of inspection intervals and continuity of operations	$70,227	1.00
8.	Adds an Office Assistant to Executive Leadership Program and reduces services line items	-	1.00
9.	Adds one Crew Chief and one Crew Worker II to the Project Facilities Management Program to bring dredging in-house rather than contracting	-	2.00
10.	Adds two Crew Worker I's and one Crew Chief to the Streets Program to improve the maintenance of dedicated bike lanes	$155,140	3.00
11.	Restore a Construction Project Manager in the Infrastructure Project Management Program that was deleted in the FY21 budget to increase the number of projects managed	$78,616	1.00
12.	Restores a Concrete Finisher in the Streets Program that was deleted in the FY21 budget to increase the timeliness of utility cut repair completion	$59,940	1.00
13.	Restores a Crew Chief in the Streets Program that was deleted in the FY21 budget to respond to and repair potholes quicker	$52,910	1.00
14.	Restores a System Support Specialist I in the Infrastructure Project Management Program that was deleted in the FY21 budget to manage construction projects more efficiently	$78,616	1.00
15.	Restores a Traffic Crew Chief in the Streets Program that was deleted in the FY21 budget ability to respond to issues and repair traffic signs more efficiently	$58,042	1.00
16.	Restores a Traffic Maintenance Worker in the Streets Program that was deleted in the FY21 budget to increase the response to traffic signal calls	$56,330	1.00

EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$7,918,633	$8,841,671	$9,312,079	5.32%
Engineering	4,106,170	4,543,417	4,651,259	2.37%
Field Services	4,255,591	4,282,473	4,324,115	0.97%
Project Management	4,216,393	3,892,901	4,180,008	7.38%
Storm Water Quality	2,916,305	3,510,718	3,566,084	1.58%
Streets, Traffic & Drainage Maint.	23,256,233	25,644,944	26,095,050	1.76%
Traffic Management	1,696,167	1,688,767	1,626,202	-3.70%
Total Operating Expenditures	**$48,365,492**	**$52,404,891**	**$53,754,797**	**2.58%**
Capital Expenditures	$70,586,402	$24,380,958	$17,640,617	-27.65%
Other Non-Operating Expenditures	6,938,736	237,251,605	179,870,805	-24.19%
Department Total	**$125,890,630**	**$314,037,454**	**$251,266,219**	**-19.99%**
Less Interfund Transfers	($1,165,500)	$0	$0	N/A
Department Total	**$124,725,130**	**$314,037,454**	**$251,266,219**	**-19.99%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	$32,648,927	$32,849,110	$34,276,161	4.34%
Better Streets, Safer City Sales Tax Fund	63,998,823	200,134,922	137,211,598	-31.44%
Capital Improvement Projects Fund	3,843,638	10,928,055	8,553,283	-21.73%
Grants Management Fund	5,081,860	119,700	1,919,700	1503.76%
Impact Fee Fund	513,761	33,826,064	37,308,943	10.30%
Special Purpose Fund	1,343,115	3,170,919	3,430,564	8.19%
Storm Water Drainage Utility Fund	18,460,506	32,861,816	28,565,970	-13.07%
Street & Alley Fund	0	146,868	0	-100.00%
Total All Funding Sources	**$125,890,630**	**$314,037,454**	**$251,266,219**	**-19.99%**
Less Interfund Transfers	($1,165,500)	$0	$0	N/A
Grand Total All Funds	**$124,725,130**	**$314,037,454**	**$251,266,219**	**-19.99%**

POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	23.00	22.00	24.00	9.09%
Engineering	27.00	26.00	28.00	7.69%
Field Services	50.00	48.00	48.00	0.00%
Project Management	32.00	31.00	36.00	16.13%
Storm Water Quality	29.00	29.00	30.00	3.45%
Streets, Traffic & Drainage Maint.	242.00	228.00	236.00	3.51%
Traffic Management	15.00	15.00	15.00	0.00%
Department Total	**418.00**	**399.00**	**417.00**	**4.51%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
General Fund	276.05	257.75	269.55	4.58%
Storm Water Drainage Utility Fund	141.95	141.25	147.45	4.39%
Department Total	**418.00**	**399.00**	**417.00**	**4.51%**

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	FY20 Adopted Positions	FY20 Actual Expenses	FY21 Adopted Positions	FY21 Adopted Budget	FY22 Adopted Positions	FY22 Adopted Budget
Executive Leadership	23.00	$7,918,633	22.00	$8,841,671	24.00	$9,312,079
Line of Business Total	**23.00**	**$7,918,633**	**22.00**	**$8,841,671**	**24.00**	**$9,312,079**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage Engineering	7.25	$722,736	7.50	$888,194	7.50	$863,854
Engineering Technical Review	8.35	730,250	8.25	838,464	10.25	978,994
Paving Engineering	11.40	2,653,184	10.25	2,816,759	10.25	2,808,411
Line of Business Total	**27.00**	**$4,106,170**	**26.00**	**$4,543,417**	**28.00**	**$4,651,259**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspection and Construction Quality Control	45.90	$3,907,932	43.90	$3,930,519	43.90	$3,963,304
Survey	4.10	347,659	4.10	351,954	4.10	360,811
Line of Business Total	**50.00**	**$4,255,591**	**48.00**	**$4,282,473**	**48.00**	**$4,324,115**

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Contract Administration	5.00	$450,961	6.00	$655,492	7.00	$718,239
Facilities Project Management	12.00	2,479,411	11.00	1,887,117	13.00	1,889,304
Infrastructure Project Management*	13.00	1,112,300	14.00	1,342,714	16.00	1,570,191
Property Research and Land Acquisition*	2.00	173,721	0.00	7,578	0.00	2,274
Line of Business Total	**32.00**	**$4,216,393**	**31.00**	**$3,892,901**	**36.00**	**$4,180,008**

*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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Environmental Water Quality	6.20	$555,971	6.20	$794,882	6.20	$821,301
Household Hazardous Waste Collection	7.20	1,004,105	7.20	1,145,664	7.20	1,084,935
Public Outreach	1.00	60,602	1.00	108,299	1.00	112,682
Storm Water Permitting	14.60	1,295,627	14.60	1,461,873	15.60	1,547,166
Line of Business Total	**29.00**	**$2,916,305**	**29.00**	**$3,510,718**	**30.00**	**$3,566,084**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage	93.15	$8,342,057	92.45	$9,792,134	93.15	$9,591,988
Graffiti Removal**	0.00	2,689	0.00	0	0.00	0
Streets	108.50	11,117,895	99.50	11,899,312	104.50	12,352,674
Traffic Operations	40.35	3,793,592	36.05	3,953,498	38.35	4,150,388
Line of Business Total	**242.00**	**$23,256,233**	**228.00**	**$25,644,944**	**236.00**	**$26,095,050**



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.

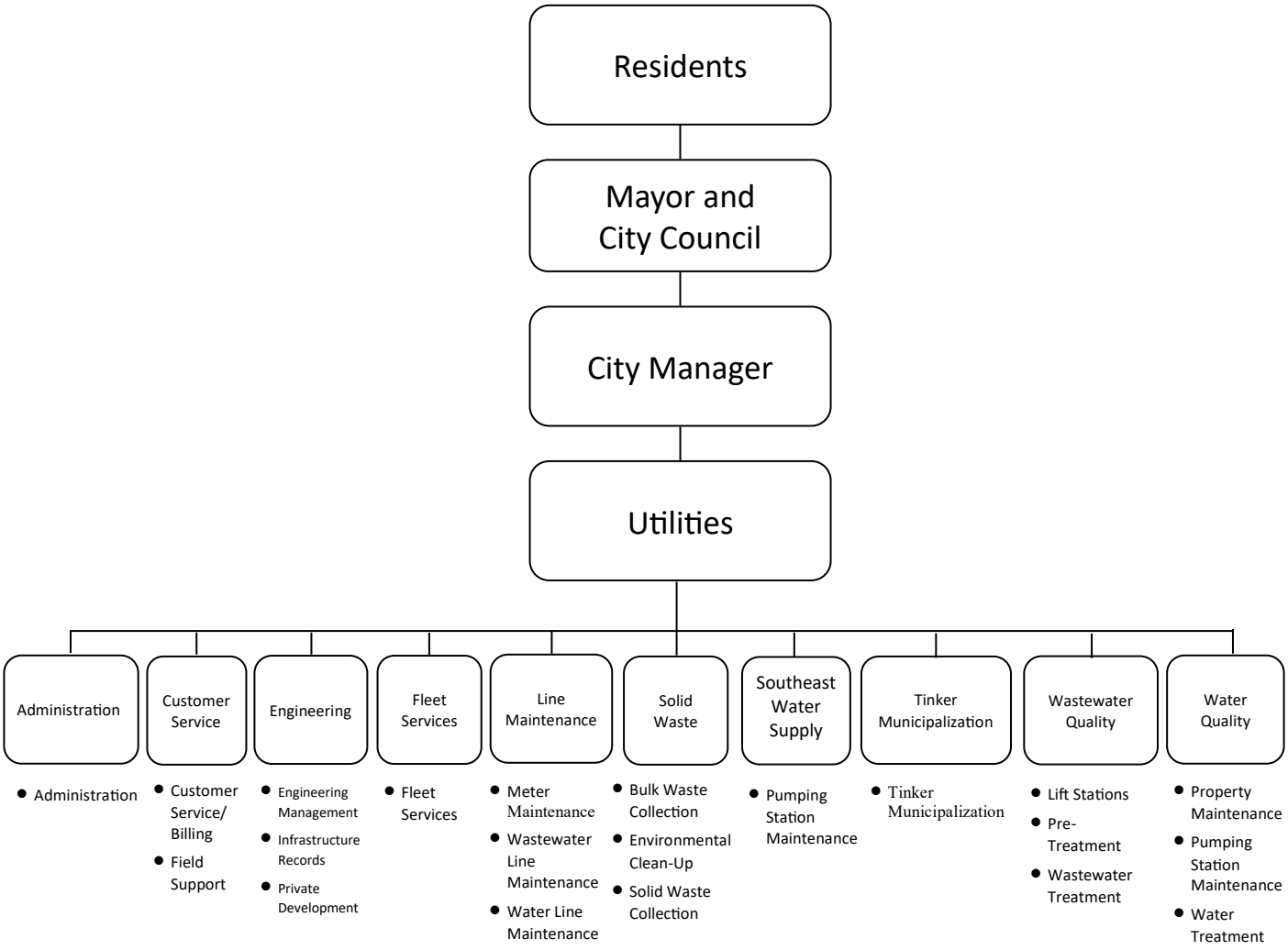
- **The Traffic and Transportation Services Program** provides work zone permits, work zone inspections and traffic safety recommendations to the development community so they can safely operate in the right of way.

Traffic Management Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Traffic and Transportation	5.65	745,527	5.65	828,776	5.65	753,021
Traffic Engineering	9.35	950,640	9.35	859,991	9.35	873,181
Line of Business Total	**15.00**	**$1,696,167**	**15.00**	**$1,688,767**	**15.00**	**$1,626,202**



Utilities



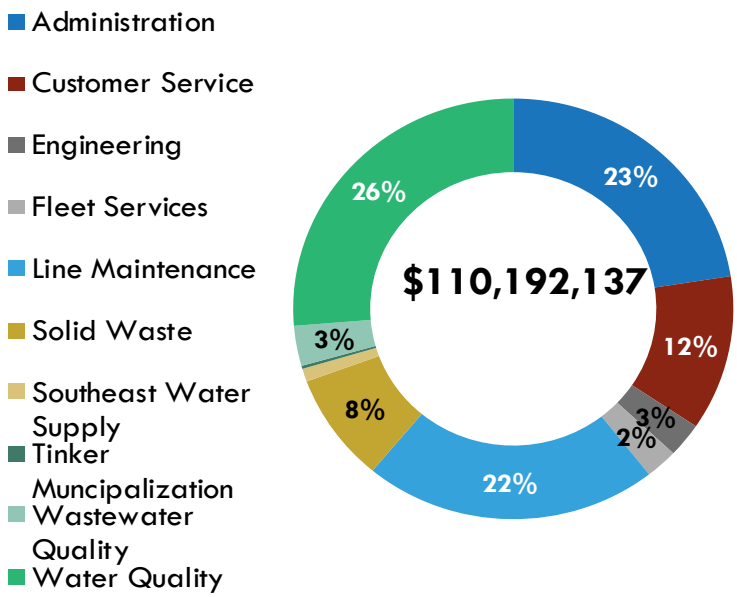
Director	Budget	Positions
Chris Browning	$110,192,137	784

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



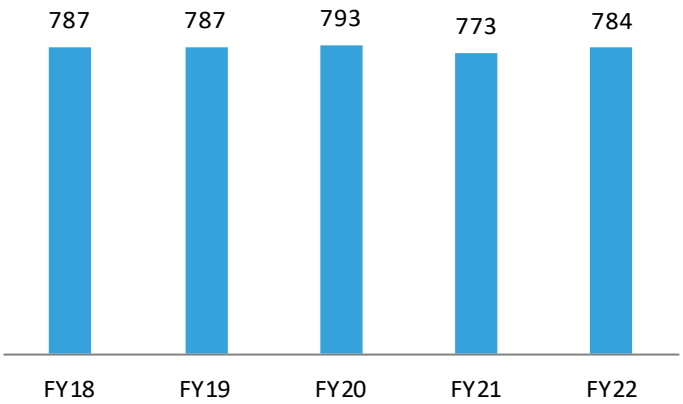
Department Facts

- The Utilities Department operates on rate-payer funds, that is money received when utility bills are paid.
- The Utilities Department serves 1.4 million people.
- Pumped 35.2 billion gallons of water and treated 29.4 billion gallons of wastewater.
- Sold 2.9 billion gallons of reuse water.
- Recycling program diverted 15,843 tons of waste from landfills in FY20.

DEPARTMENT OVERVIEW

The Utilities Department has a total budget of $110,192,137, which is an increase of 1.90%. There are 784 positions authorized in the FY22 budget, an increase of 11 positions over the FY21 budget.

POSITION HISTORY



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

MAJOR BUDGET CHANGES

Utilities Department Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$1,214,306	
2. Deletes a vacant Database Technician and adds an Admin Safety Analyst to enable reduced on-the-job injuries	$15,920	
3. Reassigns a Public Information & Marketing Manager from the Administration division to the Customer Service division, deletes a vacant Water Conservation Coordinator, and adds a Marketing Coordinator I to better align with Departmental needs	$2,953	
4. Deletes a vacant Senior Inventory Technician and adds a Training Analyst to enable Customer Service related specialized training	$16,522	
5. Deletes a vacant Administrative Coordinator and adds a Administrative Specialist to better align with Departmental needs	($9,527)	
6. Adds an Office Clerk to provide front desk and administrative	$49,957	1.0
7. Adds an Unit Operations Supervisor approved as an overage in FY21, to provide an additional layer of leadership in Engineering	$84,921	1.0
8. Adds two Water Supply Mechanics to provide on-going preventative maintenance along the Atoka pipeline	$131,830	2.0
9. Adds an Industrial Electrician to assist with preventative maintenance of the Southeast Water Supply Division	$65,915	1.0
10. Adds a Grounds Maintenance Operator II to maintain equipment and grounds surrounding equipment on the Atoka pipeline	$56,330	1.0
11. Deletes a vacant Collection & Distribution Operator and adds a GIS Analyst to support the Asset Management program	$14,811	
12. Increases funding to the Miscellaneous Service Contracts line item within the Utilities Wastewater Line Maintenance program for additional Fats, Oils, and Grease (FOG) drip panels	$300,000	
13. Adds a Facilities and Plant Mechanic II to help maintain the City's 69 lift stations	$65,915	1.0
14. Adds one Industrial Electrician to conduct inspection and preventative/corrective maintenance	$65,915	1.0
15. Deletes a vacant Plant Operator III and adds two Environmental Unit Specialists address Environmental Protection Agency (EPA) National Pretreatment Program requirements	$70,227	1.0
16. Deletes a Plant Mechanic II and adds an Industrial Heating and Air Mechanic to enable work on industrial rated equipment	$4,617	
17. Chemical's budget increased to address contract price increases and additional treatment requirements	$500,000	
18. Reallocates one Civil Engineer IV within the Engineering division to the Tinker Municipalization Division	$0	
19. Adds an Administrative Coordinator to the Tinker Municipalization Division to assist the Site Manager with daily administrative tasks	$65,259	1.0
20. Adds a Revenue Auditor to the Tinker Municipalization Division to manage the TAFB Capital Program funding and oversee the taxable commercial paper program	$84,921	1.0

EXPENDITURES

Summary of Expenditures by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$21,019,701	$24,490,710	$24,806,572	1.29%
Customer Service	10,688,164	12,619,193	13,126,504	4.02%
Engineering	2,454,622	2,889,620	2,887,913	-0.06%
Fleet Services	2,191,229	2,571,265	2,608,836	1.46%
Line Maintenance	20,785,345	23,239,488	23,827,554	2.53%
Solid Waste	8,269,882	9,704,915	9,204,681	-5.15%
Southeast Water Supply	6,617	780,606	1,106,817	41.79%
Tinker Muncipalization	0	0	258,253	N/A
Wastewater Quality	2,949,136	3,451,243	3,398,422	-1.53%
Water Quality	26,961,121	28,395,630	28,966,585	2.01%
Total Operating Expenditure	**$95,325,816**	**$108,142,670**	**$110,192,137**	**1.90%**
Department Total	**$95,325,816**	**$108,142,670**	**$110,192,137**	**1.90%**

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Solid Waste Mgmt Fund*	$9,617,066	$11,145,909	$0	-100.00%
Utilities - Solid Waste Fund	0	0	10,581,978	N/A
Utilities - Wastewater Fund	26,879,509	31,321,162	31,941,963	1.98%
Utilities - Water Fund	58,829,241	65,675,599	67,668,196	3.03%
Total All Funds	**$95,325,816**	**$108,142,670**	**$110,192,137**	**1.90%**

* The Solid Waste Fund moved from fund 370 to 399



POSITIONS

Summary of Positions by Purpose	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Administration	75.00	71.00	70.00	-1.41%
Customer Service	154.00	156.00	158.00	1.28%
Engineering	30.00	26.00	27.00	3.85%
Fleet Services	24.00	22.00	22.00	0.00%
Line Maintenance	232.00	227.00	226.00	-0.44%
Solid Waste	110.00	107.00	107.00	0.00%
Southeast Water Supply	0.00	5.00	9.00	80.00%
Tinker Muncipalization	0.00	0.00	3.00	N/A
Wastewater Quality	29.50	27.50	30.50	10.91%
Water Quality	138.50	131.50	131.50	0.00%
Department Total	**793.00**	**773.00**	**784.00**	**1.42%**

Summary of Positions by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Solid Waste Mgmt Fund*	110.00	107.00	0.00	-100.00%
Utilities - Solid Waste Fund	0.00	0.00	107.00	N/A
Utilities - Wastewater Fund	281.00	262.05	266.95	1.87%
Utilities - Water Fund	402.00	403.95	410.05	1.51%
Department Total	**793.00**	**773.00**	**784.00**	**1.42%**

* The Solid Waste Fund moved from fund 370 to 399



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Administration	75.00	$21,019,701	71.00	$24,490,710	70.00	$24,806,572
Line of Business Total	**75.00**	**$21,019,701**	**71.00**	**$24,490,710**	**70.00**	**$24,806,572**

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Customer Service/Billing	80.52	$5,650,339	83.52	$7,236,187	85.52	$7,568,473
Field Support	35.24	2,799,777	71.24	5,211,376	71.24	5,384,091
Meter Reading	38.24	2,238,048	1.24	171,630	1.24	173,940
Line of Business Total	**154.00**	**$10,688,164**	**156.00**	**$12,619,193**	**158.00**	**$13,126,504**

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Engineering Management	17.32	$1,370,545	14.32	$1,756,349	13.50	$1,655,784
Infrastructure Records	4.34	385,376	3.34	344,924	0.00	4,126
Private Development	8.34	698,701	8.34	788,347	13.50	1,228,003
Line of Business Total	**30.00**	**$2,454,622**	**26.00**	**$2,889,620**	**27.00**	**$2,887,913**

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fleet Services	24.00	$2,191,229	22.00	$2,571,265	22.00	$2,608,836
Line of Business Total	**24.00**	**$2,191,229**	**22.00**	**$2,571,265**	**22.00**	**$2,608,836**

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Meter Maintenance	32.00	$2,061,572	32.00	$2,870,227	31.00	$2,741,979
Wastewater Line	100.50	8,927,402	89.00	9,583,778	89.00	10,130,887
Water Line Maintenance	99.50	9,796,371	106.00	10,785,483	106.00	10,954,688
Line of Business Total	**232.00**	**$20,785,345**	**227.00**	**$23,239,488**	**226.00**	**$23,827,554**



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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bulk Waste Collection	32.50	$2,060,836	30.50	$2,251,323	30.50	$2,245,083
Environmental Clean-Up	8.50	577,229	8.50	602,562	8.50	624,003
Solid Waste Collection	69.00	5,631,817	68.00	6,851,030	68.00	6,335,595
Line of Business Total	**110.00**	**$8,269,882**	**107.00**	**$9,704,915**	**107.00**	**$9,204,681**

SOUTHEAST WATER SUPPLY

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

Southeast Water Supply Positions and Budget

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Pumping Station	0.00	$6,617	5.00	$780,606	9.00	$1,106,817
Line of Business Total	**0.00**	**$6,617**	**5.00**	**$780,606**	**9.00**	**$1,106,817**

TINKER MUNICIPALIZATION

- **Tinker Municipalization** provides contract management for outsourced water and wastewater operations, maintenance, repair, and capital improvement services provided to Tinker Air Force Base.

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Tinker Municipalization	0.00	$0	0.00	$0	3.00	$258,253
Line of Business Total	**0.00**	**$0**	**0.00**	**$0**	**3.00**	**$258,253**

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

	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Lift Station	14.50	$1,387,129	13.50	$1,702,661	15.50	$1,651,189
Pre-treatment	10.00	1,009,944	10.00	1,193,641	12.00	1,282,329
Wastewater Treatment	5.00	552,063	4.00	554,941	3.00	464,904
Line of Business Total	**29.50**	**$2,949,136**	**27.50**	**$3,451,243**	**30.50**	**$3,398,422**



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

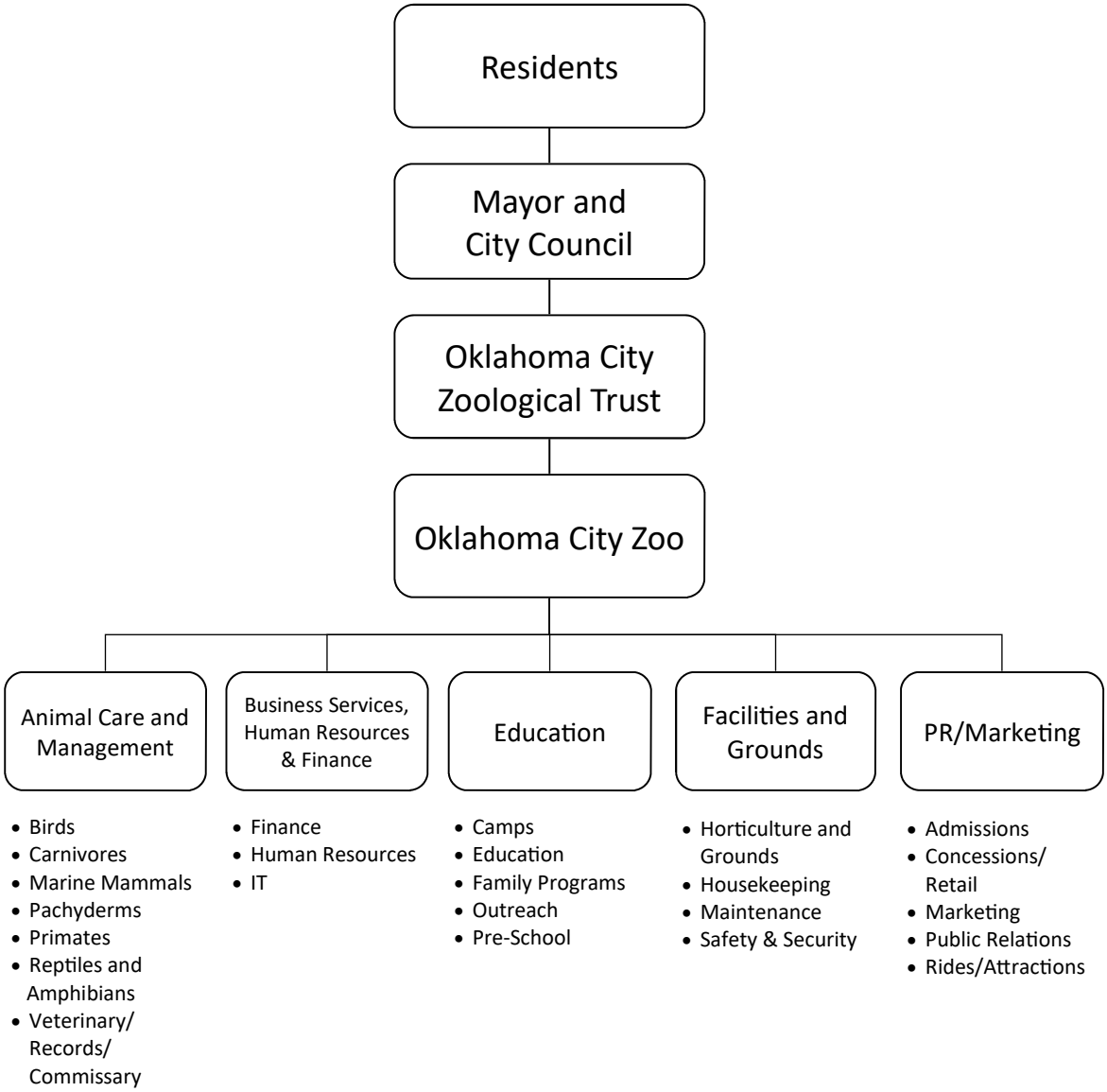
	FY20		FY21		FY22	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Property Maintenance	41.00	$3,836,390	42.00	$4,120,652	42.00	$4,217,881
Water Treatment	97.50	23,124,731	89.50	24,274,978	89.50	24,748,704
Line of Business Total	**138.50**	**$26,961,121**	**131.50**	**$28,395,630**	**131.50**	**$28,966,585**





The City of
OKLAHOMA CITY

Zoo



Executive Director / CEO	Budget
Dwight Lawson	$14,932,948

Department Introduction

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

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 and Botanical Garden. 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.

Department Facts

- Slated to open summer of 2021, the OKC Zoo's next expansion projects will provide new habitats for its endangered, African painted dogs and cheetah. These world-class habitats will provide vast, enriching environments for these species while giving guests unprecedented views.
- The Sanctuary Asia habitat features new species such as Asian elephants, Komodo dragons, red pants, tanuki and more. The design of the habitats allows exceptional protection for the acre of these species while providing guests fantastic viewpoints.



EXPENDITURES

Summary of Expenditures by Funding Source	FY20 Actual	FY21 Adopted Budget	FY22 Adopted Budget	Percent Change
Zoo Sales Tax Fund	$14,078,582	$14,152,149	$14,932,948	5.52%
Fund Total	**$14,078,582**	**$14,152,149**	**$14,932,948**	**5.52%**



*This photo of the African Painted Dog was taken by Andrea Johnson


SEAL OF THE CITY OF OKLAHOMA CITY
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.

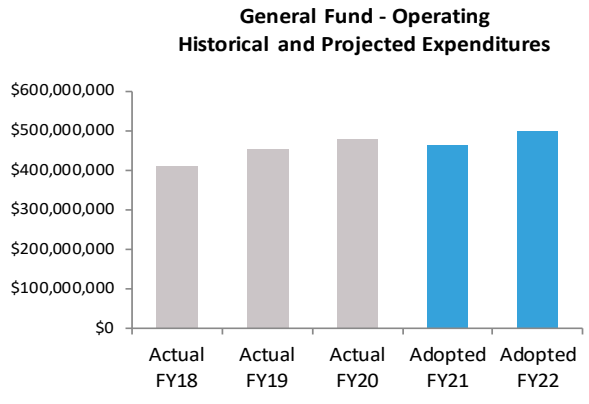
Special Revenue Funds account for proceeds of specific revenue sources that are restricted by law to expenditures for specified purposes.

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.

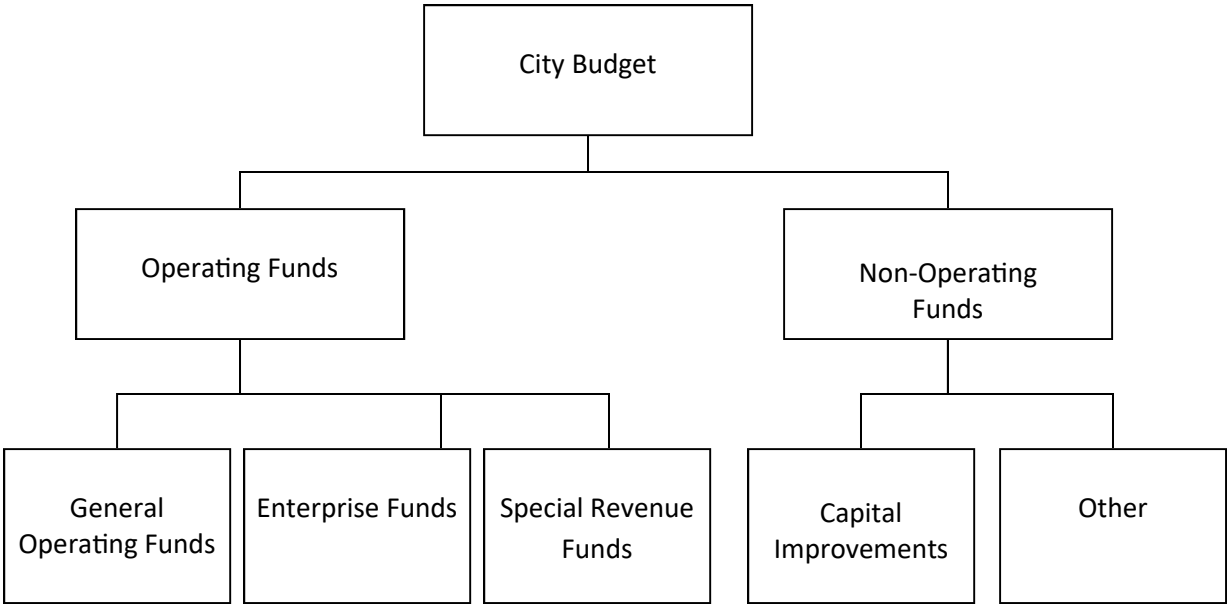
In the Non-Operating Funds, we have developed only two categories: Capital and Other. The Capital Funds are almost all special revenue funds dedicated to specific capital projects. The Other Funds category includes several funds with rather unique characteristics.

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
- Utilities Fund

- Court Administration and Training Fund
- Emergency Management Fund
- Fire Sales Tax Fund
- Hotel/Motel Tax 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
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
Utilities	Transfer from OCWUT	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 Authority	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	$1,435,935	$20,814,028	$20,814,028	$1,435,935	$0	0.00%	(e)
Asset Forfeiture Fund	2,187,307	3,701,955	3,972,087	1,917,175	(270,132)	-12.35%	(b)
Better Streets Safer City Sales Tax Fund	137,211,598	0	137,211,598	0	(137,211,598)	-100.00%	(d)
Better Streets Safer City Use Tax Fund	30,435,666	160,000	30,595,666	0	(30,435,666)	-100.00%	(d)
Capital Improvement Projects Fund	45,737,024	19,807,448	63,544,472	2,000,000	(43,737,024)	-95.63%	(b)
City and Sch Cap Proj Use Tax Fund	3,521,887	20,000	3,541,887	0	(3,521,887)	-100.00%	(d)
Court Administration and Training Fund	135,196	156,792	227,000	64,988	(70,208)	-51.93%	(c)
Debt Service Fund	122,395,184	95,600,579	111,623,033	106,372,730	(16,022,454)	-13.09%	(c)
Emergency Management Fund	1,849,367	9,367,491	9,567,491	1,649,367	(200,000)	-10.81%	(c)
Fire Sales Tax Fund	11,591,972	44,087,645	47,102,384	8,577,233	(3,014,739)	-26.01%	(c)
General Fund	145,420,396	613,542,124	613,542,124	145,420,396	0	0.00%	(a)
Grants Management Fund	N/A	188,445,158	188,445,158	N/A	N/A	N/A	(g)
Hotel/Motel Tax Fund	4,959,069	19,519,703	19,852,446	4,626,326	(332,743)	-6.71%	(c)
Impact Fee Fund	31,315,911	5,993,032	37,308,943	0	(31,315,911)	-100.00%	(b)
Internal Service Fund	10,228,636	57,243,553	58,493,906	8,978,283	(1,250,353)	-12.22%	(a)
Medical Services Program Fund	9,362,566	6,882,212	6,882,212	9,362,566	0	0.00%	(c)
Metropolitan Area Projects Tax Fund	320,066	0	159,782	160,284	(159,782)	-49.92%	(d)
MAPS Operations Fund	2,285,360	32,073	2,317,433	0	(2,285,360)	-100.00%	(b)
MAPS 3 Sales Tax Fund	108,656,280	4,779,744	113,436,024	0	(108,656,280)	-100.00%	(d,f)
MAPS 3 Use Tax Fund	8,041,321	654,861	8,693,342	2,840	(8,038,481)	-99.96%	(d,f)
MAPS 4 Program Fund	120,481,973	118,789,806	118,789,806	120,481,973	0	0.00%	(d,f)
MAPS 4 Use Tax Fund	15,403,605	26,040,911	41,444,516	0	(15,403,605)	-100.00%	(d,f)
OCMAPS Sales Tax Fund	1,915,557	43,971	1,959,528	0	(1,915,557)	-100.00%	(d)
OKC Imprv & Spcl Srvcs Assess Dist Fund	31,661	4,543,720	4,543,720	31,661	0	0.00%	(c)
Oklahoma City TIF Fund	300,000	1,490,144	1,790,144	0	(300,000)	-100.00%	(c)
Police and Fire Cap Equip Sales Tax Fund	5,034,321	17,211	2,502,962	2,548,570	(2,485,751)	-49.38%	(d)
Police Sales Tax Fund	16,599,741	44,347,691	47,568,305	13,379,127	(3,220,614)	-19.40%	(c)
Solid Waste Management Fund	0	0	0	0	0	N/A	(e)
Special Purpose Fund	9,087,936	2,244,637	11,332,573	0	(9,087,936)	-100.00%	(c)
Sports Facilities Sales Tax Fund	50,373	0	50,373	0	(50,373)	-100.00%	(d)
Sports Facilities Use Tax Fund	98,652	0	98,652	0	(98,652)	-100.00%	(d)
Stormwater Drainage Utility Fund	29,249,210	18,537,221	28,565,970	19,220,461	(10,028,749)	-34.29%	(f)
Street and Alley Fund	0	0	0	0	0	N/A	(b)
Transportation and Parking Fund	903,516	4,835,397	4,835,397	903,516	0	0.00%	(e)
Utilities Fund	2,800,000	108,392,137	110,192,137	1,000,000	(1,800,000)	-64.29%	(e)
Zoo Sales Tax Fund	292,763	14,640,185	14,932,948	0	(292,763)	-100.00%	(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

	General Government											Public Safety			Public Service						Culture & Rec	
	City Auditors Office	City Clerks Office	City Managers Office	Finance	General Services	Human Resources	Information Technology	Mayor And Council	Municipal Counselors Office	Non-Departmental		Fire	Municipal Court	Police	Airports	Development Services	Planning	Public Trans and Parking	Public Works	Utilities		Parks and Recreation	Zoo Sales Tax
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																		●					
Utilities Fund																				●			
Zoo Sales Tax Fund																							●

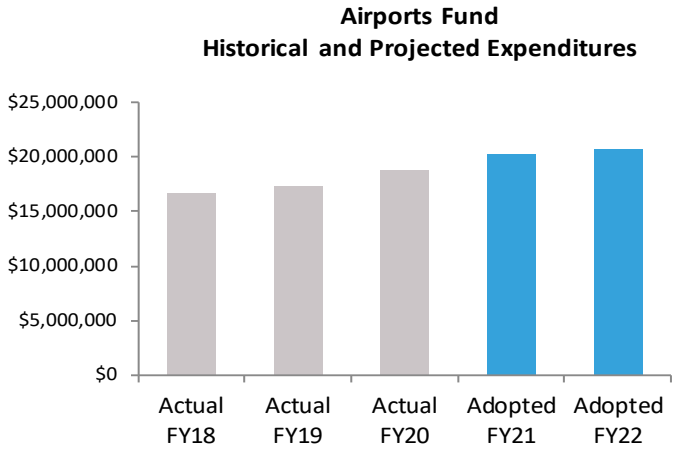
AIRPORTS FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Transfer from Airport Trust	$18,573,810	$20,090,873	$20,703,542
Interest	33,297	28,830	10,385
Other	100,148	153,354	100,101
Fund Balance	0	35,546	0
Total Revenues	**$18,707,255**	**$20,308,603**	**$20,814,028**
Expenditures - Airports			
Personal Services	$11,474,830	$12,486,397	$12,650,995
Other Services & Charges	6,168,293	6,584,728	6,961,101
Supplies	551,560	737,478	701,932
Capital Outlay	596,382	500,000	500,000
Transfers	0	0	0
Total Expenditures	**$18,791,065**	**$20,308,603**	**$20,814,028**
Use of Fund Balance			
Beginning Fund Balance	$1,431,847	$1,348,037	$1,435,935
Additions/(Reductions) to Fund Balance	(83,810)	87,898 *	0 **
Ending Fund Balance	**$1,348,037**	**$1,435,935** *	**$1,435,935** **

* 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

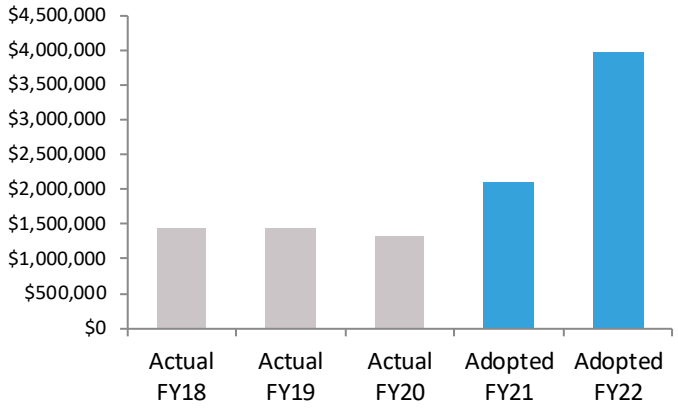
	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Asset Seizure Revenues	$1,313,578	$884,331	$3,655,951
Other Revenue	8,842	3,000	5,976
Service Charges	0	0	0
Interest	52,403	65,232	40,028
Transfers	18,980	0	0
Fund Balance	0	1,148,765	270,132
Total Revenues	**$1,393,803**	**$2,101,328**	**$3,972,087**
Expenditures - Police			
Personal Services	$18,927	$81,470	$158,639
Other Services & Charges	575,067	906,642	2,745,641
Supplies	728,982	843,216	797,807
Capital Outlay	0	200,000	200,000
Transfers	0	70,000	70,000
Total Expenditures	**$1,322,976**	**$2,101,328**	**$3,972,087**
Use of Fund Balance			
Beginning Fund Balance	$2,908,451	$2,979,278	$2,187,307
Additions/(Reductions) to Fund Balance	70,826	(791,971) *	(270,132) **
Ending Fund Balance	**$2,979,278**	**$2,187,307** *	**$1,917,175** **

* 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 four sub funds: Federal Asset Forfeiture, State Asset Forfeiture, Treasury Asset Forfeiture, and Criminal Interdiction Team of Central Oklahoma (CITCO). 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

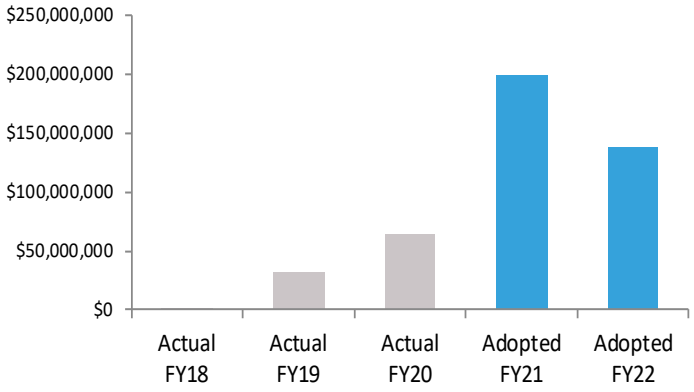
	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Capital Improvements Sales Tax	$102,054,252	$0	$0
Interest	3,035,430	3,051,975	0
Other	0	0	0
Fund Balance	0	197,082,947	137,211,598
Total Revenues	**$105,089,681**	**$200,134,922**	**$137,211,598**
Expenditures			
Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	52,137,587	99,129,071	104,571,568
Supplies	10,058	200	5,000
Capital Outlay	11,851,178	101,005,651	32,635,030
Transfers	0	0	0
Total Expenditures	**$63,998,823**	**$200,134,922**	**$137,211,598**
Use of Fund Balance			
Beginning Fund Balance	$120,988,353	$162,079,212	$137,211,598
Additions/(Reductions) to Fund Balance	41,090,859	(24,867,614) *	(137,211,598) **
Ending Fund Balance	**$162,079,212**	**$137,211,598** *	**$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 generated over $246 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 FY20	Adopted FY21	Adopted FY22
Revenues			
Capital Improvement Use Tax	$18,825,134	$0	$0
Interest	593,786	294,172	160,000
Other	0	0	0
Fund Balance	0	34,366,413	30,435,666
Total Revenues	**$19,418,921**	**$34,660,585**	**$30,595,666**
Expenditures			
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	109,335
Supplies	27,735	412,562	648,176
Capital Outlay	0	10,831,726	9,761,274
Transfers	0	0	0
Department Total	**$27,735**	**$11,244,288**	**$10,518,785**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	2,396,699	272,029	2,168,451
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$2,396,699**	**$272,029**	**$2,168,451**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	6,996,885	388,077
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$6,996,885**	**$388,077**

	Actual FY20	Adopted FY21	Adopted FY22
Police			
Personal Services	$0	$0	$0
Other Services & Charges	13,029	32,695	760,089
Supplies	2,910,040	16,114,688	16,369,459
Capital Outlay	734,119	0	390,805
Transfers	0	0	0
Department Total	**$3,657,188**	**$16,147,383**	**$17,520,353**
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	13,029	32,695	869,424
Supplies	5,334,474	23,796,164	19,574,163
Capital Outlay	734,119	10,831,726	10,152,079
Transfers	0	0	0
Department Total	**$6,081,622**	**$34,660,585**	**$30,595,666**
Use of Fund Balance			
Beginning Fund Balance	$22,987,579	$36,324,878	$30,435,666
Additions/(Reductions) to Fund Balance	13,337,299	(5,889,212) *	(30,435,666) **
Ending Fund Balance	**$36,324,878**	**$30,435,666** *	**$0** **

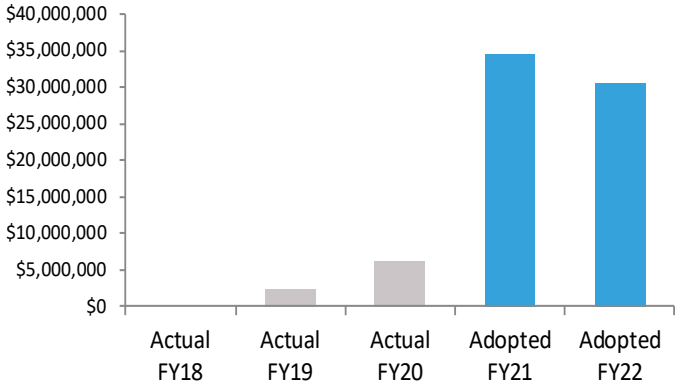
* Estimated.

** 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 the 27-month continuation is being 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 FY20	Adopted FY21	Adopted FY22
Revenues			
Interest	$812,153	$0	$0
Other	1,073,393	0	0
Reimbursements	0	0	0
Service Charges	0	0	0
Transfers	22,777,340	11,550,000	19,807,448
Fund Balance	0	44,358,915	43,737,024
Total Revenues	**$24,662,886**	**$55,908,915**	**$63,544,472**
Expenditures			
City Clerk			
Personal Services	0	$0	$0
Other Services & Charges	0	2,089	2,089
Supplies	0	30,663	5,663
Capital Outlay	0	19,065	19,065
Transfers	0	0	0
Department Total	**$0**	**$51,817**	**$26,817**
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	690,972	1,305,930	1,176,129
Supplies	0	6,463	506,463
Capital Outlay	884,507	1,225,589	1,191,088
Transfers	600,000	0	0
Department Total	**$2,175,479**	**$2,537,982**	**$2,873,680**
Development Services			
Personal Services	$0	$0	$0
Other Services & Charges	2,743	35,476	32,734
Supplies	30,804	110,902	80,097
Capital Outlay	0	100,000	227,794
Transfers	0	0	0
Department Total	**$33,547**	**$246,378**	**$340,625**
Finance			
Personal Services	$0	$0	$0
Other Services & Charges	36,067	361,271	437,825
Supplies	0	61,795	61,795
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$36,067**	**$423,066**	**$499,620**

	Actual FY20	Adopted FY21	Adopted FY22
General Services			
Personal Services	$0	$0	$0
Other Services & Charges	762,671	4,565,716	904,797
Supplies	2,584,059	5,063,763	6,560,219
Capital Outlay	2,170,460	1,758,829	4,382,256
Transfers	1,765	2,050	285
Department Total	**$5,518,955**	**$11,390,358**	**$11,847,557**
Human Resources			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	103,532
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$0**	**$103,532**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	380,090	1,051,688	1,330,101
Supplies	578,829	726,408	353,021
Capital Outlay	289,658	675,609	973,348
Transfers	110,000	50,000	0
Department Total	**$1,358,577**	**$2,503,705**	**$2,656,470**
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	0	18,650
Supplies	0	1,300	0
Capital Outlay	0	7,815	0
Transfers	1,731,634	769,764	1,614
Department Total	**$1,731,634**	**$778,879**	**$20,264**

	Actual FY20	Adopted FY21	Adopted FY22
Municipal Counselor's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	9,541	8,984	108,984
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$9,541**	**$8,984**	**$108,984**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	2,100,000	1,673,085	693,423
Supplies	0	42,560	50,435
Capital Outlay	0	18,434,272	25,070,111
Transfers	900,000	3,012,500	2,481,059
Department Total	**$3,000,000**	**$23,162,417**	**$28,295,028**
Parks and Recreation			
Personal Services	$0	$0	$0
Other Services & Charges	188,122	206,327	474,573
Supplies	174,404	709,123	305,367
Capital Outlay	1,124,468	2,591,806	2,215,193
Transfers	0	0	3,300,000
Department Total	**$1,486,994**	**$3,507,256**	**$6,295,133**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	2,280	0	1
Supplies	0	0	0
Capital Outlay	0	235,943	235,943
Transfers	0	0	0
Department Total	**$2,280**	**$235,943**	**$235,944**
Public Transportation and Parking			
Personal Services	$0	$0	$0
Other Services & Charges	0	16,425	1,021,425
Supplies	0	40,690	40,690
Capital Outlay	0	66,460	614,920
Transfers	0	0	0
Department Total	**$0**	**$123,575**	**$1,677,035**
Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	3,415,376	5,151,405	3,319,648
Supplies	75,561	817,313	390,020
Capital Outlay	352,701	4,959,337	4,843,615
Transfers	0	0	0
Department Total	**$3,843,638**	**$10,928,055**	**$8,553,283**

	Actual FY20	Adopted FY21	Adopted FY22
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	7,578,321	14,369,412	9,411,395
Supplies	3,453,198	7,630,464	8,576,786
Capital Outlay	4,821,794	30,074,725	39,773,333
Transfers	3,343,399	3,834,314	5,782,958
Total Expenditures	**$19,196,712**	**$55,908,915**	**$63,544,472**
Use of Fund Balance			
Beginning Fund Balance	$29,537,380	$35,003,554	$45,737,024
Additions/(Reductions) to Fund Balance	5,466,174	10,733,470 *	(43,737,024) **
Ending Fund Balance	**$35,003,554**	**$45,737,024** *	**$2,000,000** **

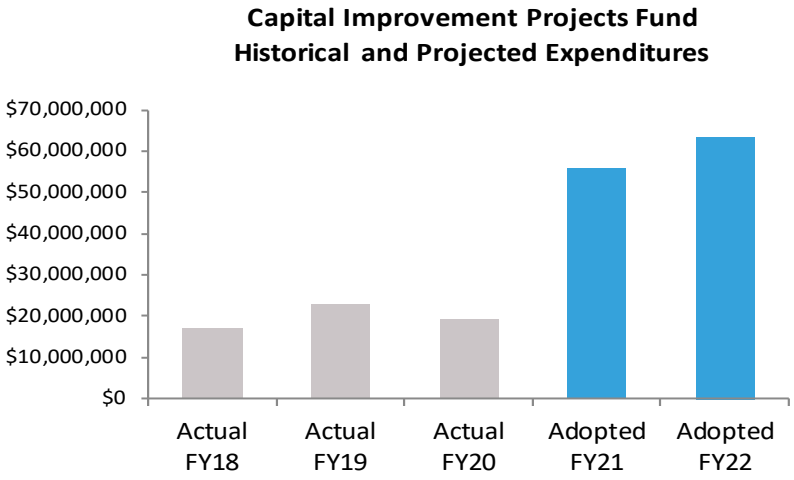
* Estimated.

** 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 2021 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 FY20	Adopted FY21	Adopted FY22
Revenues			
Use Tax	$0	$0	$0
Interest	72,474	54,879	20,000
Other	301,465	0	0
Transfers	72,763	0	0
Fund Balance	0	3,831,697	3,521,887
Total Revenues	**$446,702**	**$3,886,576**	**$3,541,887**
Expenditures			
Fire			
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**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	2,816,700	20,200
Capital Outlay	0	0	0
Department Total	**$0**	**$2,816,700**	**$20,200**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	1,069,876	3,521,687
Total Expenditures	**$0**	**$1,069,876**	**$3,521,687**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	(505)	0	0
Department Total	**($505)**	**$0**	**$0**

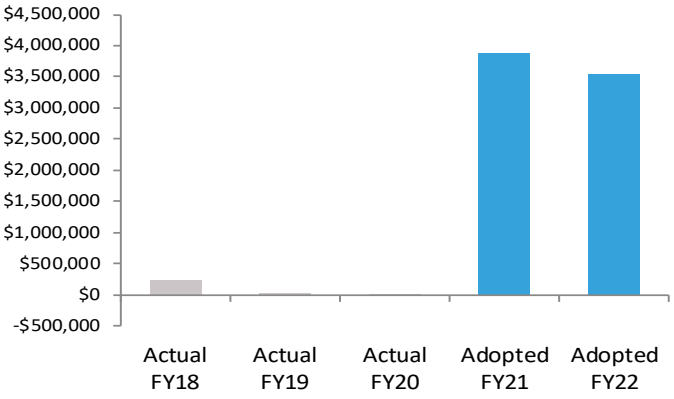
	Actual FY20	Adopted FY21	Adopted FY22
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	2,816,700	20,200
Capital Outlay	(505)	1,069,876	3,521,687
Total Expenditures	**($505)**	**$3,886,576**	**$3,541,887**
Use of Fund Balance			
Beginning Fund Balance	$3,533,863	$3,981,070	$3,521,887
Additions/(Reductions) to Fund Balance	447,207	(459,183) *	(3,521,887) **
Ending Fund Balance	**$3,981,070**	**$3,521,887** *	**$0** **

* 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

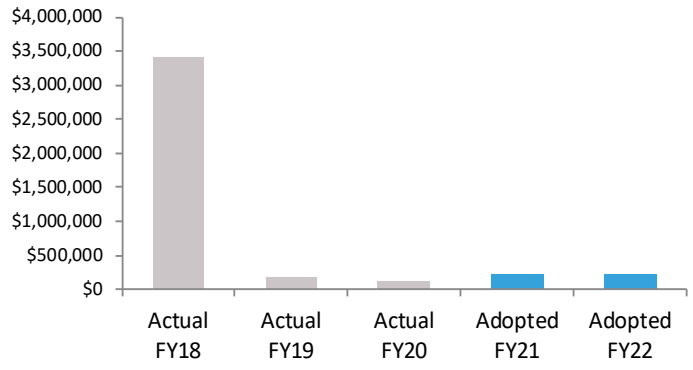
	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Fees	$152,055	$185,765	$154,632
Fines	350	471	400
Interest	1,813	2,032	1,760
Fund Balance	0	39,027	70,208
Total Revenues	**$154,218**	**$227,295**	**$227,000**
Expenditures			
Municipal Court			
Personal Services	$0	$0	$0
Other Services & Charges	0	7,000	7,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$7,000**	**$7,000**
Municipal Counselor			
Personal Services	$0	$0	$0
Other Services & Charges	3,919	12,000	12,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$3,919**	**$12,000**	**$12,000**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	95,661	153,295	153,000
Supplies	14,895	55,000	55,000
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$110,556**	**$208,295**	**$208,000**

	Actual FY20	Adopted FY21	Adopted FY22
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	99,580	172,295	172,000
Supplies	14,895	55,000	55,000
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$114,475**	**$227,295**	**$227,000**
Use of Fund Balance			
Beginning Fund Balance	$75,579	$115,322	$135,196
Additions/(Reductions) to Fund Balance	39,743	19,874 *	(70,208) **
Ending Fund Balance	**$115,322**	**$135,196** *	**$64,988** **

* Estimated.

** Assumes budgeted revenues and expenditures.

Court Administration and Training Fund
Historical and Projected Expenditures



State law requires that fees be collected for CLEET, AFIS and Forensic Improvement 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. As of November 1, 2017, the total of the fees was increased to $30 and consists of $10 for CLEET, $10 for the statewide AFIS fee and $10 for the statewide Forensic Improvement fee. OKC, because it operates its own basic law enforcement academy, retains $2 of each CLEET fee collected. The monies deposited are for the sole use of the municipality in implementing its law enforcement training functions. Not more than seven percent (7%) of the monies shall be used for court and prosecution training..

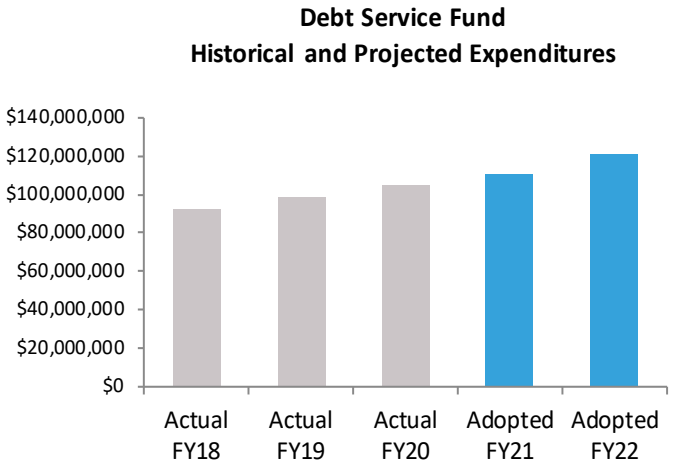
DEBT SERVICE FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Ad Valorem (Property Tax)	$97,742,730	$98,838,747	$83,600,579
Interest	2,814,352	1,000,000	2,000,000
Other	6,366,248	7,000,000	10,000,000
Fund Balance	0	3,911,844	25,135,960
Total Revenues	**$106,923,330**	**$110,750,591**	**$120,736,539**
Expenditures - Non-Departmental			
Judgments	$5,300,729	$3,365,948	$4,200,000
Judgment Interest	309,229	214,645	350,000
Fiscal Agency Fees	1,056,332	600,000	700,000
Bond Retirement	64,815,000	65,925,000	71,040,000
Interest on Bonds	33,083,868	34,126,511	35,333,033
Reserve For Future Debt Service Payments	0	6,518,487	9,113,506
Total Expenditures	**$104,565,157**	**$110,750,591**	**$120,736,539**
Use of Fund Balance			
Beginning Fund Balance	$117,430,368	$119,788,541	$122,395,184
Additions/(Reductions) to Fund Balance	2,358,173	2,606,643 *	(16,022,454) **
Ending Fund Balance	**$119,788,541**	**$122,395,184** *	**$106,372,730** **

* 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.

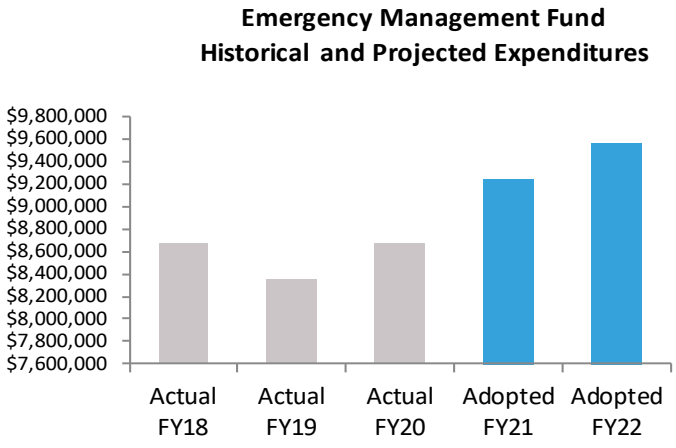
EMERGENCY MANAGEMENT FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Tariffs	$6,129,653	$6,113,890	$6,326,315
Interest	31,429	35,084	20,896
Transfers	2,509,934	2,895,939	3,020,280
Fund Balance	0	200,000	200,000
Total Revenues	**$8,671,016**	**$9,244,913**	**$9,567,491**
Expenditures - Police			
Personal Services	$6,426,280	$6,864,296	$6,854,929
Other Services & Charges	2,234,139	2,373,548	2,705,493
Supplies	1,475	7,069	7,069
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$8,661,894**	**$9,244,913**	**$9,567,491**
Use of Fund Balance			
Beginning Fund Balance	$880,344	$889,467	$1,849,367
Additions/(Reductions) to Fund Balance	9,122	959,900 *	(200,000) **
Ending Fund Balance	**$889,467**	**$1,849,367** *	**$1,649,367** **

* 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.



FIRE SALES TAX FUND (FIRE FIGHTING AND FIRE RESCUE SERVICES, FACILITIES OR EQUIPMENT TAX FUND)

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Special Sales Tax	$42,232,377	$40,120,576	$43,914,382
Interest	335,206	421,036	159,086
Other	26,320	13,677	14,177
Service Charges	144,780	0	0
Fund Balance	0	4,567,232	3,014,739
Total Revenues	**$42,738,683**	**$45,122,521**	**$47,102,384**
Expenditures - Fire			
Personal Services	$37,816,498	$38,170,302	$38,947,146
Other Services & Charges	2,009,053	2,289,936	3,360,238
Supplies	5,294,616	2,662,283	2,245,000
Capital Outlay	130,838	2,000,000	2,550,000
Transfers	0	0	0
Total Expenditures	**$45,251,005**	**$45,122,521**	**$47,102,384**
Use of Fund Balance			
Beginning Fund Balance	$15,530,390	$13,018,068	$11,591,972
Additions/(Reductions) to Fund Balance	(2,512,322)	(1,426,096) *	(3,014,739) **
Ending Fund Balance	**$13,018,068**	**$11,591,972** *	**$8,577,233** **

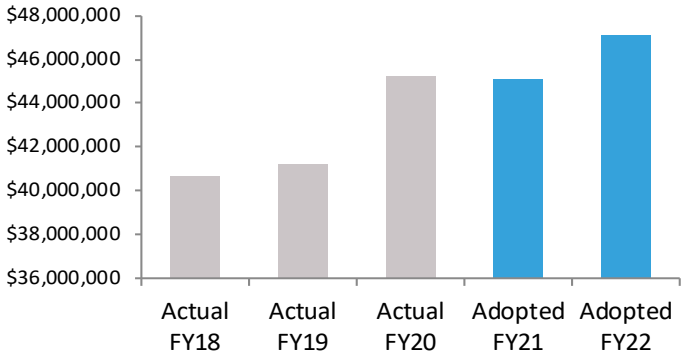
* Estimated.

** 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.

Fire Sales Tax Fund
Historical and Projected Expenditures



GENERAL FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues - Operating			
Taxes	$330,769,064	$317,657,301	$356,881,947
Franchise Fees	40,394,992	39,748,801	41,180,634
Licenses & Permits	14,632,612	14,215,148	14,397,317
Service Charges	63,257,758	62,463,406	64,509,941
Fines	15,888,284	16,747,590	13,380,590
Transfers	1,790,319	58,684	58,684
Other Revenue	6,779,751	13,968,850	6,029,695
Total Revenues - Operating	**$473,512,780**	**$464,859,780**	**$496,438,808**
Revenues - Non-Operating			
Taxes	**$10,813,447**	**$106,988,204**	**$117,103,316**
Total Revenues - Non-Operating	**$10,813,447**	**$106,988,204**	**$117,103,316**
Total Revenues	**$484,326,227**	**$571,847,984**	**$613,542,124**
Expenditures - Operating			
City Auditor's Office			
Personal Services	$1,110,636	$1,122,901	$1,149,796
Other Services & Charges	91,043	108,465	106,337
Supplies	1,356	9,750	9,750
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,203,036**	**$1,241,116**	**$1,265,883**
City Clerk			
Personal Services	$807,070	$901,102	$902,396
Other Services & Charges	277,875	267,350	269,779
Supplies	4,773	5,052	5,052
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,089,718**	**$1,173,504**	**$1,177,227**
City Manager's Office			
Personal Services	$2,790,197	$2,791,506	$3,205,689
Other Services & Charges	505,924	260,016	374,806
Supplies	23,526	28,069	27,925
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$3,319,647**	**$3,079,591**	**$3,608,420**

	Actual FY20	Adopted FY21	Adopted FY22
Development Services			
Personal Services	$15,308,734	$14,741,133	$15,869,283
Other Services & Charges	2,788,883	2,915,717	3,085,530
Supplies	686,032	701,621	681,015
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$18,783,649**	**$18,358,471**	**$19,635,828**
Finance			
Personal Services	$7,140,111	$7,196,619	$7,703,229
Other Services & Charges	1,377,650	1,617,510	1,718,293
Supplies	68,200	115,760	115,760
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$8,585,961**	**$8,929,889**	**$9,537,282**
Fire			
Personal Services	$97,288,306	$100,165,286	$102,261,489
Other Services & Charges	6,615,925	7,174,724	7,645,180
Supplies	1,068,600	1,049,522	1,077,235
Capital Outlay	0	0	0
Transfers	2,274,769	120,000	0
Department Total	**$107,247,600**	**$108,509,532**	**$110,983,904**
General Services			
Personal Services	$3,434,285	$3,306,703	$3,510,243
Other Services & Charges	1,295,441	1,421,649	1,515,086
Supplies	133,911	150,690	141,858
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$4,863,637**	**$4,879,042**	**$5,167,187**
Human Resources			
Personal Services	$2,740,406	$3,011,423	$3,443,490
Other Services & Charges	433,788	576,116	589,290
Supplies	15,345	27,272	55,872
Capital Outlay	0	0	0
Transfers	103,532	0	0
Department Total	**$3,293,070**	**$3,614,811**	**$4,088,652**

	Actual FY20	Adopted FY21	Adopted FY22
Juvenile Justice - Municipal Court			
Personal Services	$680,362	$765,261	$801,907
Other Services & Charges	76,466	160,419	114,958
Supplies	427	2,631	2,631
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$757,255**	**$928,311**	**$919,496**
Juvenile Justice - Municipal Counselor			
Personal Services	$127,153	$123,787	$0
Other Services & Charges	0	0	0
Supplies	394	2,782	2,782
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$127,547**	**$126,569**	**$2,782**
Mayor and Council			
Personal Services	$1,047,105	$1,054,468	$1,075,984
Other Services & Charges	91,311	94,362	151,631
Supplies	9,138	10,420	10,420
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,147,553**	**$1,159,250**	**$1,238,035**
Municipal Court			
Personal Services	$4,159,416	$4,075,343	$4,440,912
Other Services & Charges	2,539,547	3,124,868	2,911,626
Supplies	99,317	217,552	194,772
Capital Outlay	0	0	0
Transfers	18,650	0	0
Department Total	**$6,816,930**	**$7,417,763**	**$7,547,310**
Municipal Counselor's Office			
Personal Services	$6,748,838	$6,390,570	$7,091,356
Other Services & Charges	628,286	509,195	605,624
Supplies	108,979	119,691	119,053
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$7,486,103**	**$7,019,456**	**$7,816,033**

	Actual FY20	Adopted FY21	Adopted FY22
Non-Departmental			
Personal Services	$18,763,638	$18,056,995	$26,514,423
Other Services & Charges	11,577,922	30,070,128	24,247,089
Supplies	11,948	7,500	7,500
Capital Outlay	0	0	0
Debt Service	5,485	10,000	10,000
Transfers	33,659,814	18,709,939	24,469,882
Department Total	**$64,018,807**	**$66,854,562**	**$75,248,894**
Parks and Recreation			
Personal Services	$12,299,582	$13,708,074	$15,544,581
Other Services & Charges	11,100,839	11,106,851	13,608,162
Supplies	1,931,485	1,942,098	1,943,737
Capital Outlay	0	0	0
Transfers	2,650,511	1,236,271	1,236,271
Department Total	**$27,982,417**	**$27,993,294**	**$32,332,751**
Planning			
Personal Services	$2,613,359	$2,819,472	$3,071,949
Other Services & Charges	1,333,595	1,181,818	1,397,851
Supplies	9,556	22,062	16,202
Capital Outlay	0	0	0
Transfers	517,922	0	0
Department Total	**$4,474,432**	**$4,023,352**	**$4,486,002**
Police			
Personal Services	$133,254,234	$130,341,865	$133,924,140
Other Services & Charges	17,353,980	17,831,950	18,600,528
Supplies	813,686	853,817	778,451
Capital Outlay	0	0	0
Transfers	2,914,914	3,365,939	3,158,335
Department Total	**$154,336,813**	**$152,393,571**	**$156,461,454**
Public Transportation and Parking			
Other Services & Charges	$20,747,847	$13,719,719	$19,976,750
Transfers	675,071	588,867	668,757
Department Total	**$21,422,918**	**$14,308,586**	**$20,645,507**
Public Works			
Personal Services	$20,569,477	$21,360,316	$22,516,063
Other Services & Charges	6,829,451	7,078,911	7,466,162
Supplies	4,084,499	4,409,883	4,293,936
Capital Outlay	0	0	0
Transfers	1,165,500	0	0
Department Total	**$32,648,927**	**$32,849,110**	**$34,276,161**

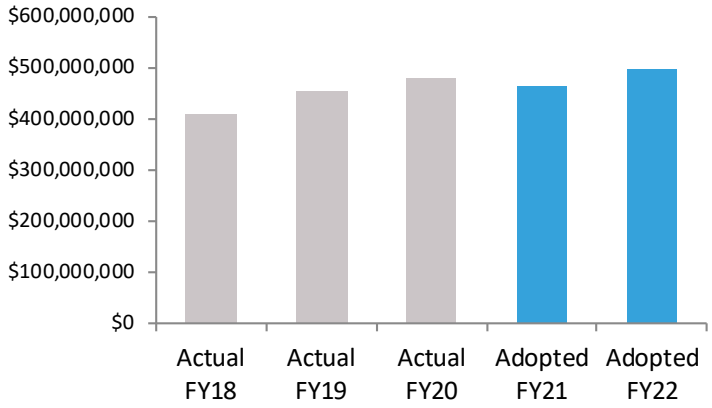
	Actual FY20	Adopted FY21	Adopted FY22
All Departments - Operating			
Personal Services	$330,882,907	$331,932,824	$353,026,930
Other Services & Charges	85,665,773	99,219,768	104,384,682
Supplies	9,071,171	9,676,172	9,483,951
Capital Outlay	0	0	0
Debt Service	5,485	10,000	10,000
Transfers	43,980,683	24,021,016	29,533,245
Total Operating Expenditures	**$469,606,020**	**$464,859,780**	**$496,438,808**
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	10,813,447	106,988,204	117,103,316
Department Total	**$10,813,447**	**$106,988,204**	**$117,103,316**
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	10,813,447	106,988,204	117,103,316
Total Operating Expenditures	**$10,813,447**	**$106,988,204**	**$117,103,316**
Total All Departments Operating and Non-Operating			
Personal Services	$330,882,907	$331,932,824	$353,026,930
Other Services & Charges	85,665,773	99,219,768	104,384,682
Supplies	9,071,171	9,676,172	9,483,951
Capital Outlay	0	0	0
Debt Service	5,485	10,000	10,000
Transfers	54,794,130	131,009,220	146,636,561
Total General Fund Expenditures	**$480,419,467**	**$571,847,984**	**$613,542,124**
Use of Fund Balance			
Beginning Fund Balance	$104,286,687	$108,193,448	$145,420,396
Additions/(Reductions) to Fund Balance	3,906,760	37,226,948 *	0 **
Ending Fund Balance	**$108,193,448**	**$145,420,396** *	**$145,420,396** **

* Estimated.

** Assumes budgeted revenues and expenditures.

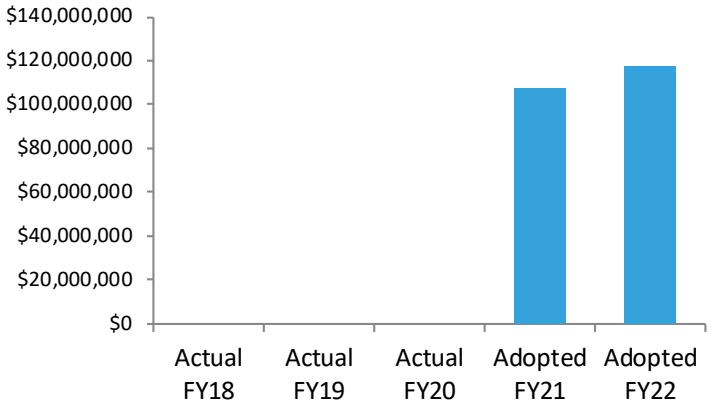
The General Fund is used to account for all funds received and disbursed for general municipal government purposes including all assets, liabilities, reserves, fund balances, revenues and expenditures that are not accounted for in any other fund.

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 FY20	Adopted FY21	Adopted FY22
Revenues			
Department of Energy	$0	$0	$0
Department of Homeland Security	3,385,675	491,052	0
Department of Housing and Urban Development	14,856,331	37,595,506	43,349,720
Department of Interior	29,298	29,284	16,767
Department of Justice	1,285,187	3,950,552	2,924,142
Department of Transportation	569,440	1,141,276	715,174
Department of the Treasury	114,675,197	114,302,395	137,500,000
Environmental Protection Agency	615,043	1,198,379	1,257,863
Federal Emergency Management Agency	0	0	1,800,000
Federal Railroad Administration	5,029,669	0	0
Other - Misc Grants, Loan Repayments, Etc.	745,840	219,006	75,000
State and Local Grants	762,257	948,861	806,492
Total Revenues [(a)]	**$141,953,937**	**$159,876,311**	**$188,445,158**

	Actual FY20	Adopted FY21	Adopted FY22
Expenditures			
Development Services			
Personal Services	$41,714	$219,006	$75,000
Other Services & Charges	5,895	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$47,609**	**$219,006**	**$75,000**
Finance			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$0**	**$0**
Fire			
Personal Services	$3,266,832	$413,890	$0
Other Services & Charges	91,132	77,162	0
Supplies	27,711	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$3,385,675**	**$491,052**	**$0**
General Services			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	71,993	0
Transfers	0	0	0
Department Total	**$0**	**$71,993**	**$0**
Non-Departmental			
Personal Services	$1,121,685	$0	$0
Other Services & Charges	4,410,781	114,302,395	137,500,000
Supplies	612,057	0	0
Capital Outlay	52,947	0	0
Transfers	0	0	0
Department Total	**$6,197,470**	**$114,302,395**	**$137,500,000**

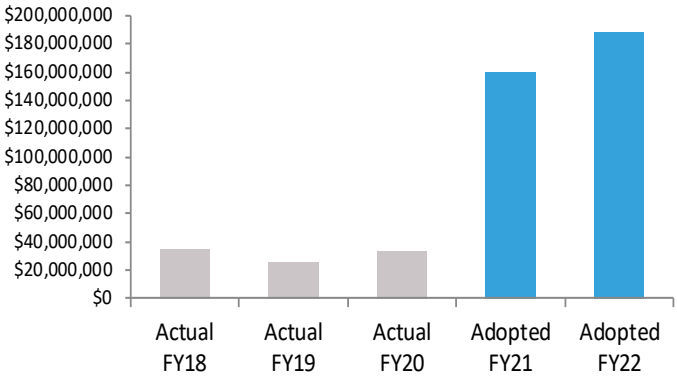
	Actual FY20	Adopted FY21	Adopted FY22
Parks			
Personal Services	$0	$0	$0
Other Services & Charges	156,425	0	0
Supplies	0	0	0
Capital Outlay	0	210,000	0
Transfers	0	0	0
Department Total	**$156,425**	**$210,000**	**$0**
Planning			
Personal Services	$1,836,055	$3,631,030	$4,546,597
Other Services & Charges	14,683,482	35,150,304	40,505,633
Supplies	20,709	66,370	72,120
Capital Outlay	0	0	0
Transfers	7,905	0	0
Department Total	**$16,548,151**	**$38,847,704**	**$45,124,350**
Police			
Personal Services	$1,352,030	$2,838,208	$2,397,780
Other Services & Charges	396,909	471,867	875,855
Supplies	491,151	1,648,851	164,473
Capital Outlay	95,539	655,535	388,000
Transfers	0	0	0
Department Total	**$2,335,629**	**$5,614,461**	**$3,826,108**
Public Works			
Personal Services	$28,592	$119,700	$119,700
Other Services & Charges	19,114	0	0
Supplies	0	0	0
Capital Outlay	5,034,154	0	0
Transfers	0	0	1,800,000
Department Total	**$5,081,860**	**$119,700**	**$1,919,700**
All Departments			
Personal Services	$7,646,908	$7,221,834	$7,139,077
Other Services & Charges	19,763,738	150,001,728	178,881,488
Supplies	1,151,628	1,715,221	236,593
Capital Outlay	5,182,640	937,528	388,000
Transfers	7,905	0	1,800,000
Total Expenditures	**$33,752,819**	**$159,876,311**	**$188,445,158**

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

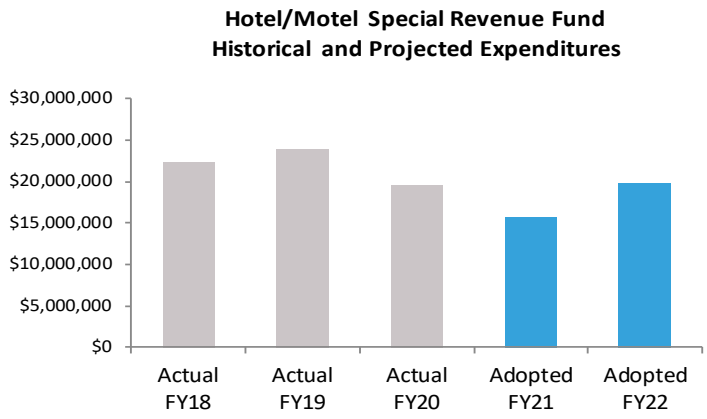


HOTEL/MOTEL TAX SPECIAL REVENUE FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Hotel/Motel Tax	$12,900,196	$9,496,893	$13,650,773
Interest	128,342	178,242	67,260
Other	0	0	0
Transfers	6,374,507	4,978,416	5,801,670
Fund Balance	0	1,118,062	332,743
Total Revenues	**$19,403,045**	**$15,771,613**	**$19,852,446**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	6,737,515	5,191,893	6,723,922
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	12,805,313	10,579,720	13,128,524
Total Expenditures	**$19,542,828**	**$15,771,613**	**$19,852,446**
Use of Fund Balance			
Beginning Fund Balance	$6,222,841	$6,083,058	$4,959,069
Additions/(Reductions) to Fund Balance	(139,783)	(1,123,989) *	(332,743) **
Ending Fund Balance	**$6,083,058**	**$4,959,069** *	**$4,626,326** **

* Estimated.

** Assumes budgeted revenues and expenditures.



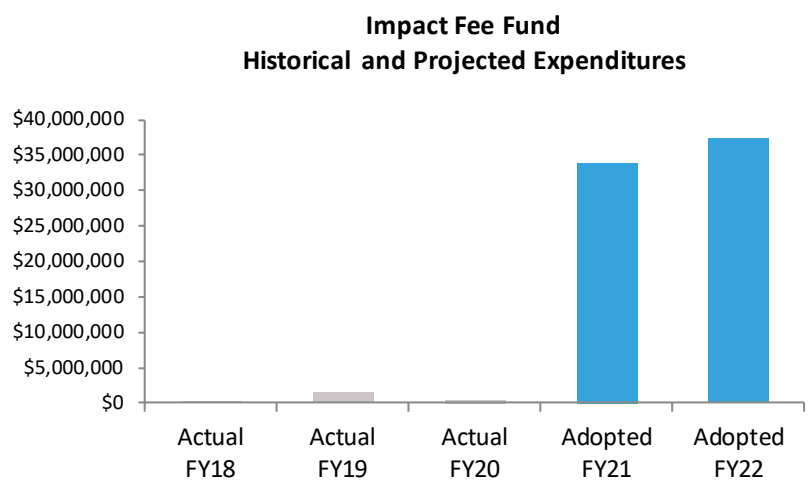
On December 14, 2004, the Oklahoma City voters approved a 5.5% hotel occupancy tax. The tax rate went into effect on January 1, 2005 and Ordinance No. 22,538 provides for three specific uses. Four-elevenths or 2% is dedicated to encouraging, promoting, and fostering convention and tourism development 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 FY20	Adopted FY21	Adopted FY22
Revenues			
Impact Fees	$8,919,584	$10,639,594	$5,848,846
Interest	399,851	154,572	144,186
Fund Balance	0	23,031,898	31,315,911
Total Revenues	**$9,319,435**	**$33,826,064**	**$37,308,943**
Expenditures - Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	513,359	21,951,450	7,292,369
Supplies	0	0	0
Capital Outlay	402	11,874,614	30,016,574
Transfers	0	0	0
Department Total	**$513,761**	**$33,826,064**	**$37,308,943**
Use of Fund Balance			
Beginning Fund Balance	$15,971,048	$24,776,722	$31,315,911
Additions/(Reductions) to Fund Balance	8,805,674	6,539,189 *	(31,315,911) **
Ending Fund Balance	**$24,776,722**	**$31,315,911** *	**$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.

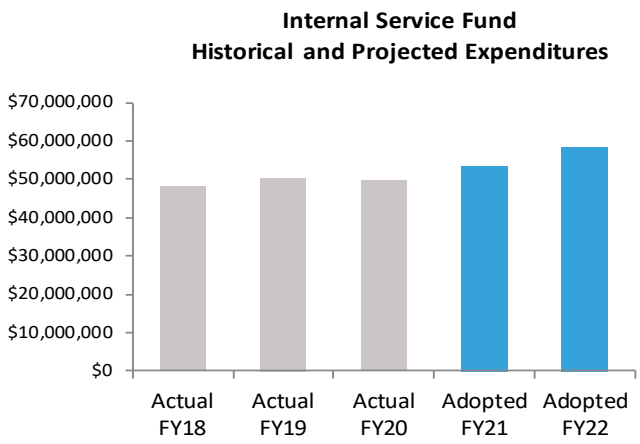
INTERNAL SERVICE FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Interest	$293,591	$56,204	$56,204
Information Technology Chargebacks	28,044,014	27,905,330	31,236,659
Risk Management Chargebacks	13,168,444	12,942,188	15,728,939
Print Shop Chargebacks	884,070	933,288	935,668
Fleet Services Chargebacks	8,322,137	8,314,491	8,235,498
Licenses, Permits and Fees	0	0	0
Other	494,960	390,795	375,585
Services	1,219	0	0
Transfers	0	0	675,000
Fund Balance	0	3,065,649	1,250,353
Total Revenues	**$51,208,435**	**$53,607,945**	**$58,493,906**
Expenditures			
City Manager's Office - Print Shop			
Personal Services	$287,040	$228,788	$240,736
Other Services & Charges	469,482	756,919	584,751
Supplies	106,945	271,004	79,481
Capital Outlay	0	47,498	281,725
Transfers	0	0	0
Department Total	**$863,467**	**$1,304,209**	**$1,186,693**
Finance - Risk Management			
Personal Services	$897,301	$1,095,765	$1,215,892
Other Services & Charges	768,954	786,774	723,547
Supplies	16,175	24,629	24,629
Capital Outlay	0	0	0
Transfers	11,184,659	11,149,905	13,853,653
Department Total	**$12,867,090**	**$13,057,073**	**$15,817,721**
General Services - Fleet Services			
Personal Services	$2,454,729	$2,515,161	$2,676,412
Other Services & Charges	1,031,283	1,265,637	1,216,093
Supplies	4,044,871	4,533,693	4,592,993
Capital Outlay	205,792	0	0
Transfers	750,000	750,000	0
Department Total	**$8,486,675**	**$9,064,491**	**$8,485,498**
Information Technology			
Personal Services	$11,606,046	$12,718,847	$13,347,314
Other Services & Charges	4,773,310	6,782,868	7,266,115
Supplies	385,481	582,881	2,135,014
Capital Outlay	0	228,500	259,213
Transfers	10,713,702	9,869,076	9,996,338
Department Total	**$27,478,539**	**$30,182,172**	**$33,003,994**

	Actual FY20	Adopted FY21	Adopted FY22
All Departments			
Personal Services	$15,245,115	$16,558,561	$17,480,354
Other Services & Charges	7,043,028	9,592,198	9,790,506
Supplies	4,553,473	5,412,207	6,832,117
Capital Outlay	205,792	275,998	540,938
Transfers	22,648,361	21,768,981	23,849,991
Total Expenditures	**$49,695,770**	**$53,607,945**	**$58,493,906**
Use of Fund Balance			
Beginning Fund Balance	$8,028,737	$9,541,403	$10,228,636 **
Additions/(Reductions) to Fund Balance	1,512,665	687,233 *	(1,250,353) **
Ending Fund Balance	**$9,541,403**	**$10,228,636** *	**$8,978,283**

* 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).

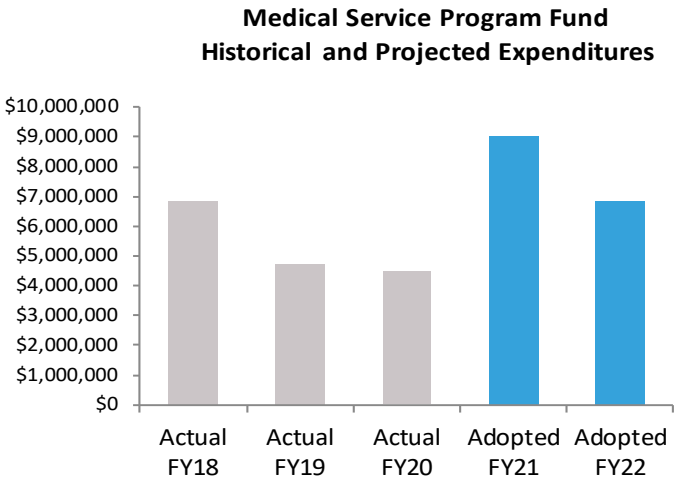
MEDICAL SERVICE PROGRAM FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Medical Service Program Fee	$7,026,594	$7,098,377	$6,748,200
Interest	181,873	100,000	134,012
Other	0	0	0
Fund Balance	0	1,827,983	0
Total Revenues	**$7,208,467**	**$9,026,360**	**$6,882,212**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	4,491,024	5,426,360	6,882,212
Supplies	0	0	0
Capital Outlay	0	3,600,000	0
Transfers	0	0	0
Total Expenditures	**$4,491,024**	**$9,026,360**	**$6,882,212**
Use of Fund Balance			
Beginning Fund Balance	$8,109,626	$10,827,069	$9,362,566
Additions/(Reductions) to Fund Balance	2,717,443	(1,464,503) *	0 **
Ending Fund Balance	**$10,827,069**	**$9,362,566** *	**$9,362,566** **

* 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.



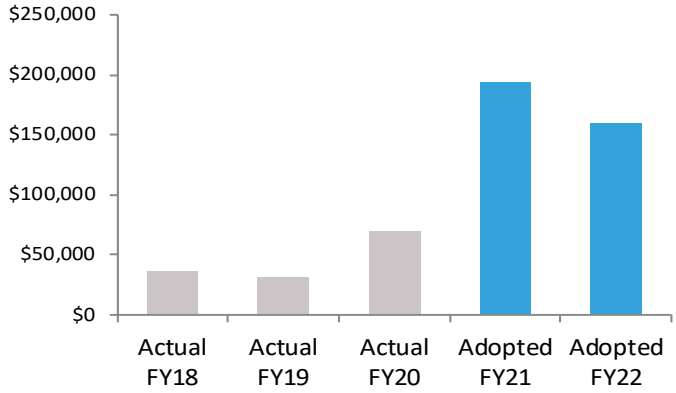
METROPOLITAN AREA PROJECTS (MAPS) SALES TAX

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Sales Tax	$0	$0	$0
Interest	3,061	5,029	0
Other	6,537	3,554	0
Fund Balance	0	186,022	159,782
Total Revenues	**$9,597**	**$194,605**	**$159,782**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	69,045	180,422	154,182
Supplies	0	0	0
Capital Outlay	0	14,183	5,600
Transfers	0	0	0
Total Expenditures	**$69,045**	**$194,605**	**$159,782**
Use of Fund Balance			
Beginning Fund Balance	$218,584	$159,137	$320,066
Additions/(Reductions) to Fund Balance	(59,448)	160,929 *	(159,782) **
Ending Fund Balance	**$159,137**	**$320,066** *	**$160,284** **

* 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.

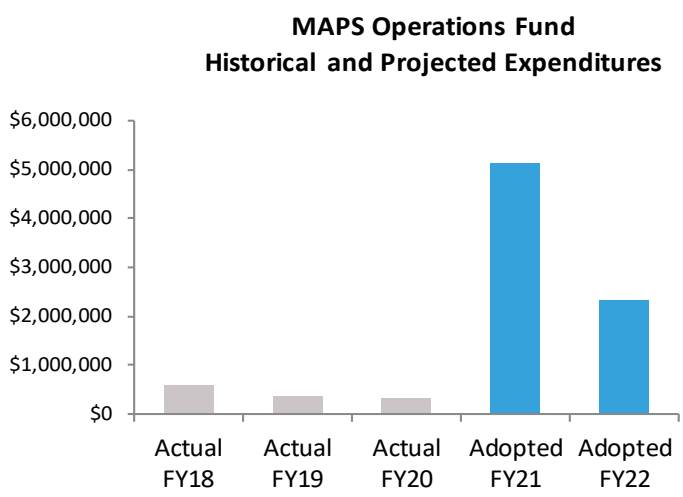
The ordinance established a limited purpose tax fund to be expended only for specified projects, including improvements to the North Canadian River; a metropolitan learning center; a baseball park; improvement of the Myriad Convention Center; improvement of the Civic Center Music Hall; improvement of 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 FY20	Adopted FY21	Adopted FY22
Revenues			
Use Tax	$0	$0	$0
Interest	98,734	30,674	32,073
Other	9	0	0
Transfers	0	0	0
Fund Balance	0	5,115,659	2,285,360
Total Revenues	**$98,743**	**$5,146,333**	**$2,317,433**
Expenditures			
Parks and Recreation			
Personal Services	$451	$0	$0
Other Services & Charges	4,752	0	0
Supplies	4,235	0	0
Capital Outlay	109,925	0	0
Transfers	0	0	0
Department Total	**$119,363**	**$0**	**$0**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	152,152	443,003	311,630
Supplies	56,500	40,299	40,299
Capital Outlay	0	4,663,031	1,965,504
Transfers	0	0	0
Department Total	**$208,652**	**$5,146,333**	**$2,317,433**
All Departments			
Personal Services	$451	$0	$0
Other Services & Charges	156,904	443,003	311,630
Supplies	60,735	40,299	40,299
Capital Outlay	109,925	4,663,031	1,965,504
Transfers	0	0	0
Total Expenditures	**$328,015**	**$5,146,333**	**$2,317,433**
Use of Fund Balance			
Beginning Fund Balance	$5,219,525	$4,990,253	$2,285,360
Additions/(Reductions) to Fund Balance	(229,272)	(2,704,893) *	(2,285,360) **
Ending Fund Balance	**$4,990,253**	**$2,285,360** *	**$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.

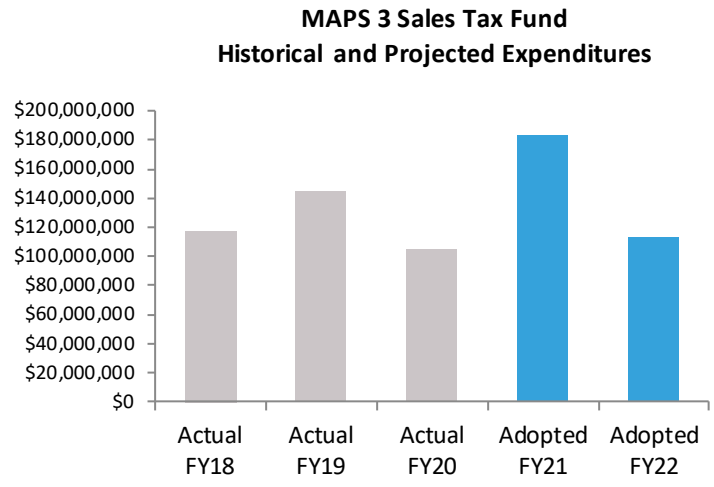
Funds collected from the additional levy were accounted for separately and are to be used for operating, maintaining, and replacing capital as needed on any or all of the nine major MAPS projects. The MAPS Operations Fund budget reflects only the funding for adopted expenditures.

MAPS 3 SALES TAX FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Sales Tax	($270,595)	$0	$0
Interest	4,045,817	4,779,744	4,779,744
Service Charges	0	0	0
Transfers	1,664	0	0
Fund Balance	0	178,682,900	108,656,280
Total Revenues	**$3,776,885**	**$183,462,644**	**$113,436,024**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	11,086	100,898	9,824
Supplies	1,328,891	704,107	239,374
Capital Outlay	103,361,011	182,524,469	113,053,657
Transfers	0	133,170	133,169
Total Expenditures	**$104,700,988**	**$183,462,644**	**$113,436,024**
Use of Fund Balance			
Beginning Fund Balance	$255,161,606	$154,237,503	$108,656,280
Additions/(Reductions) to Fund Balance	(100,924,103)	(45,581,223) *	(108,656,280) **
Ending Fund Balance	**$154,237,503**	**$108,656,280** *	**$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.

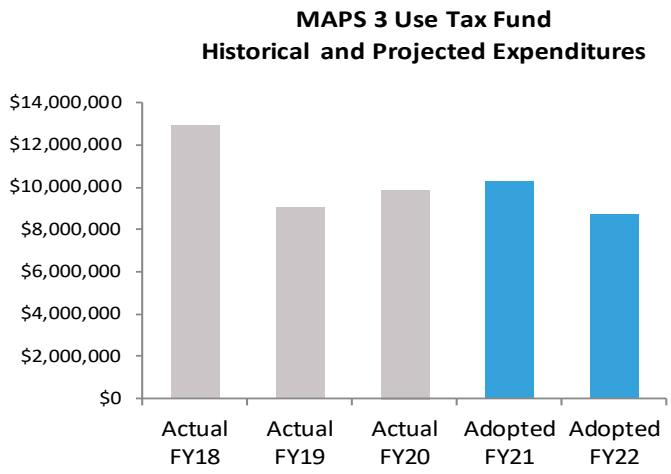
MAPS 3 USE TAX FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Use Tax	($212,297)	$0	$0
Interest	300,972	330,076	54,861
Service Charges	668,466	0	600,000
Transfers	0	0	0
Fund Balance	0	9,958,709	8,038,481
Other	29,047	0	0
Total Revenues	**$786,189**	**$10,288,785**	**$8,693,342**
Expenditures			
City Manager's Office			
Personal Services	$2,251,503	$2,454,400	$2,505,081
Other Services & Charges	1,127,612	1,418,477	1,439,986
Supplies	19,103	118,910	108,500
Capital Outlay	0	418,742	418,742
Transfers	0	0	0
Department Total	**$3,398,217**	**$4,410,529**	**$4,472,309**
Fire Department			
Personal Services	$0	$0	$0
Other Services & Charges	5,308	1,500	2,544
Supplies	197,688	227,959	350
Capital Outlay	5,706,581	1,860,882	725,507
Transfers	0	0	0
Department Total	**$5,909,577**	**$2,090,341**	**$728,401**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	342,014	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$342,014**	**$0**	**$0**
Municipal Courts			
Personal Services	$0	$0	$0
Other Services & Charges	14,273	8,327	8,326
Supplies	0	0	0
Capital Outlay	0	199,643	199,643
Transfers	0	0	0
Department Total	**$14,273**	**$207,970**	**$207,969**

	Actual FY20	Adopted FY21	Adopted FY22	
Non-Departmental				
Personal Services	$0	$0	$0	
Other Services & Charges	0	0	0	
Supplies	0	0	0	
Capital Outlay	0	3,264,014	2,811,755	
Transfers	0	0	0	
Department Total	**$0**	**$3,264,014**	**$2,811,755**	
Police Department				
Personal Services	$0	$0	$0	
Other Services & Charges	0	6,537	6,537	
Supplies	38,784	120,250	277,665	
Capital Outlay	148,871	189,144	188,706	
Transfers	0	0	0	
Department Total	**$187,656**	**$315,931**	**$472,908**	
All Departments				
Personal Services	$2,251,503	$2,454,400	$2,505,081	
Other Services & Charges	1,147,193	1,434,841	1,457,393	
Supplies	597,589	467,119	386,515	
Capital Outlay	5,855,452	5,932,425	4,344,353	
Transfers	0	0	0	
Total Expenditures	**$9,851,736**	**$10,288,785**	**$8,693,342**	
Use of Fund Balance				
Beginning Fund Balance	$21,040,870	$11,975,323	$8,041,321	
Additions/(Reductions) to Fund Balance	(9,065,548)	(3,934,002)	* (8,038,481)	**
Ending Fund Balance	**$11,975,323**	**$8,041,321**	* **$2,840**	**

* Estimated.

** Assumes budgeted revenues and expenditures.



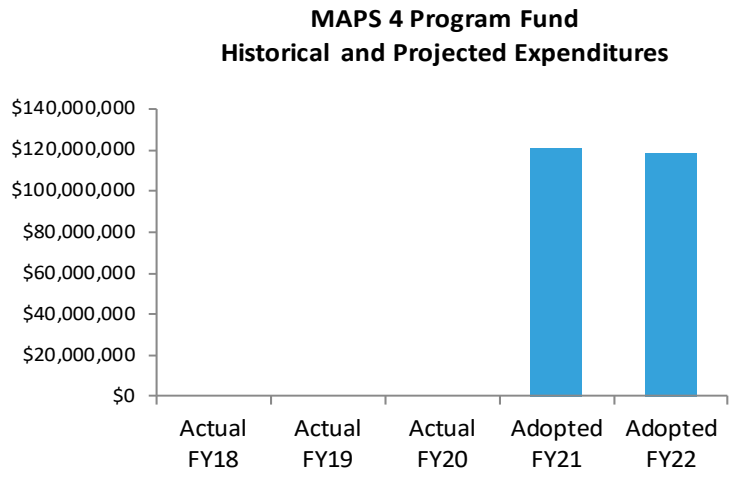
Following the approval of the one-cent MAPS 3 Sales Tax by City voters on December 8, 2009, the City Council approved an ordinance based on state statute that amended the City's use tax rate to be equal to the sales tax rate. The MAPS 3 Use Tax will be in effect for the same seven years and nine months 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 FY20	Adopted FY21		Adopted FY22
Revenues				
Interest	$14,244	$36,000		$1,686,490
Transfers	10,813,447	106,988,204		117,103,316
Fund Balance	0	13,569,828		0
Total Revenues	**$10,827,691**	**$120,594,032**		**$118,789,806**
Expenditures - City Manager's Office				
Personal Services	$0	$0		$0
Other Services & Charges	0	0		0
Supplies	0	0		0
Capital Outlay	0	120,594,032		118,789,806
Transfers	0	0		0
Total Expenditures	**$0**	**$120,594,032**		**$118,789,806**
Use of Fund Balance				
Beginning Fund Balance	$0	$10,827,691		$120,481,973
Additions/(Reductions) to Fund Balance	10,827,691	109,654,282	*	0
Ending Fund Balance	**$10,827,691**	**$120,481,973**	*	**$120,481,973**

* 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 stadium.

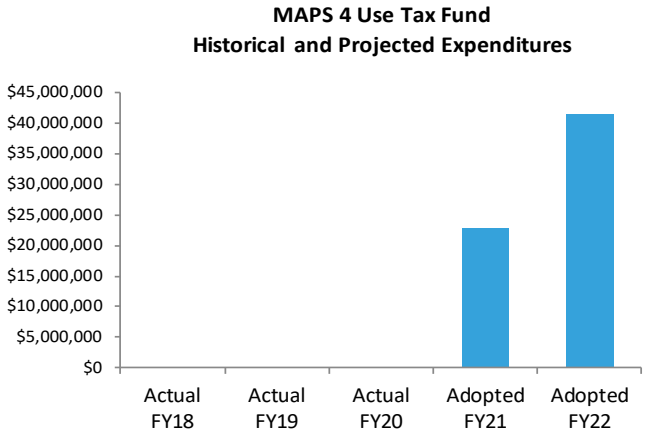
MAPS 4 USE TAX FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Use Tax	$2,018,820	$20,423,098	$25,831,700
Interest	2,744	12,000	209,211
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	2,323,246	15,403,605
Other	0	0	0
Total Revenues	**$2,021,564**	**$22,758,344**	**$41,444,516**
Expenditures			
City Manager's Office			
Personal Services	$0	$0	$1,500,000
Other Services & Charges	0	1,500,000	240,752
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$1,500,000**	**$1,740,752**
Fire Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	5,111,291	9,290,681
Transfers	0	0	0
Department Total	**$0**	**$5,111,291**	**$9,290,681**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	1,987,724	1,987,724
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$1,987,724**	**$1,987,724**

	Actual FY20	Adopted FY21	Adopted FY22
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	12,903,723
Capital Outlay	0	7,060,315	15,521,636
Transfers	0	0	0
Department Total	**$0**	**$7,060,315**	**$28,425,359**
Police Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	7,099,014	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$7,099,014**	**$0**
All Departments			
Personal Services	$0	$0	$1,500,000
Other Services & Charges	0	1,500,000	240,752
Supplies	0	9,086,738	14,891,447
Capital Outlay	0	12,171,606	24,812,317
Transfers	0	0	0
Total Expenditures	**$0**	**$22,758,344**	**$41,444,516**
Use of Fund Balance			
Beginning Fund Balance	($2,021,564)	$0	$15,403,605
Additions/(Reductions) to Fund Balance	2,021,564	15,403,605 *	(15,403,605) **
Ending Fund Balance	**$0**	**$15,403,605** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



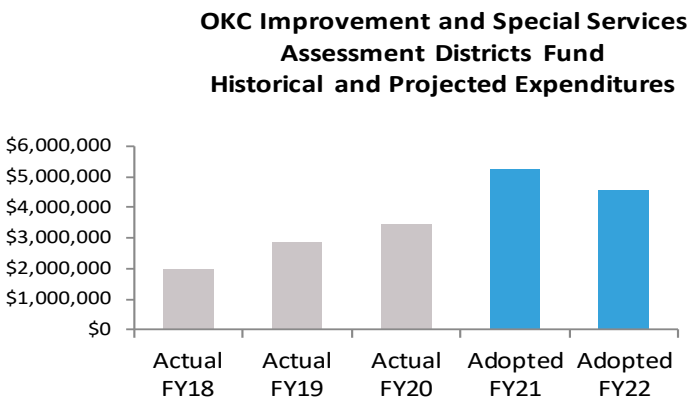
Following the approval of the one-cent sales tax for the MAPS 4 Program by the Oklahoma City voters on December 10, 2020, the City Council approved an ordinance based on state statute that amended the City's use tax rate to be equal to the sales tax rate. The MAPS 4 Use Tax will be in effect for the 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 FY20	Adopted FY21	Adopted FY22
Revenues			
Assessments	$3,643,218	$5,252,985	$4,505,576
Interest	42,682	11,100	33,938
Service Charges	3,002	2,872	4,206
Transfers	0	0	0
Fund Balance	0	0	0
Total Revenues	**$3,688,902**	**$5,266,957**	**$4,543,720**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	3,428,356	5,266,957	4,543,720
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$3,428,356**	**$5,266,957**	**$4,543,720**
Use of Fund Balance			
Beginning Fund Balance	$1,833,869	$2,094,415	$31,661
Additions/(Reductions) to Fund Balance	260,546	(2,062,754) *	0 **
Ending Fund Balance	**$2,094,415**	**$31,661** *	**$31,661** **

* 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 Stockyards, Western Avenue, and Capitol Hill BIDs have all been renewed for a second ten-year term, while the Downtown BID has been renewed for a third 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.

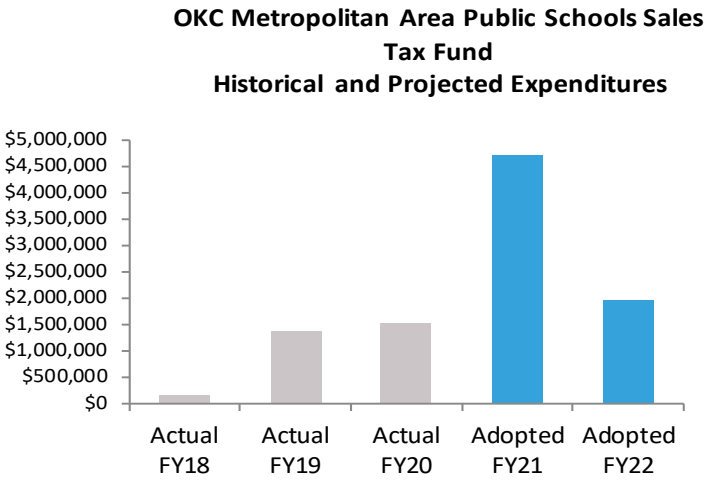
OKLAHOMA CITY METROPOLITAN AREA PUBLIC SCHOOLS SALES TAX FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
City/Schools Sales Tax	$0	$0	$0
Interest	96,372	0	43,971
Other	10,842	0	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	4,702,088	1,915,557
Total Revenues	**$107,215**	**$4,702,088**	**$1,959,528**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	12,786	100,000	43,978
Supplies	0	0	0
Capital Outlay	1,502,742	4,602,088	1,915,550
Transfers	0	0	0
Total Expenditures	**$1,515,528**	**$4,702,088**	**$1,959,528**
Use of Fund Balance			
Beginning Fund Balance	$5,609,107	$4,200,794	$1,915,557
Additions/(Reductions) to Fund Balance	(1,408,313)	(2,285,237) *	(1,915,557) **
Ending Fund Balance	**$4,200,794**	**$1,915,557** *	**$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.

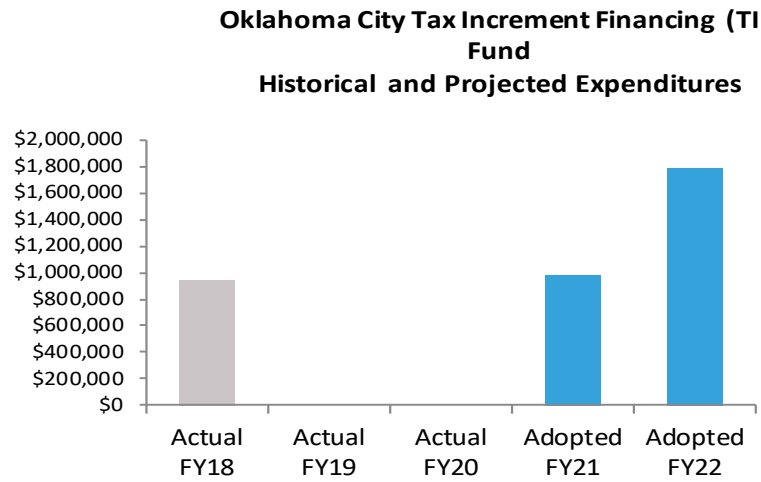


OKLAHOMA CITY TAX INCREMENT FINANCING (TIF) FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Tax Increment Financing Match	$0	$850,000	$1,490,144
Interest	3,262	0	0
Fund Balance	0	130,188	300,000
Total Revenues	**$3,262**	**$980,188**	**$1,790,144**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	980,188	1,790,144
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Reserve for Future Capital Costs	0	0	0
Total Expenditures	**$0**	**$980,188**	**$1,790,144**
Use of Fund Balance			
Beginning Fund Balance	($3,262)	$0	$300,000
Additions/(Reductions) to Fund Balance	3,262	300,000 *	(300,000) **
Ending Fund Balance	**$0**	**$300,000** *	**$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.

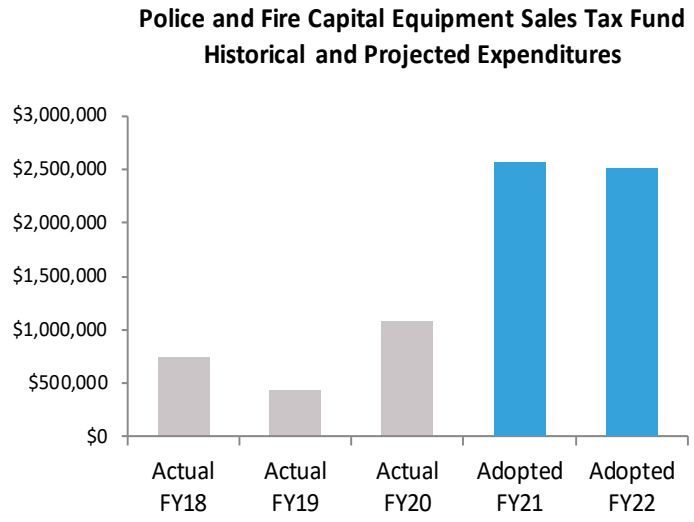
POLICE AND FIRE CAPITAL EQUIPMENT SALES TAX FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Police and Fire Equipment Sales Tax	$0	$0	$0
Interest	57,562	20,000	17,211
Other	28,802	0	0
Fund Balance	0	2,548,570	2,485,751
Total Revenues	**$86,364**	**$2,568,570**	**$2,502,962**
Expenditures			
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	335,846	1,194,691	1,006,869
Supplies	123,389	343,201	102,631
Capital Outlay	623,898	850,881	359,092
Transfers	0	0	0
Department Total	**$1,083,134**	**$2,388,773**	**$1,468,592**
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	1,937	1,936
Supplies	0	0	0
Capital Outlay	0	7,011	7,011
Transfers	0	0	0
Department Total	**$0**	**$8,948**	**$8,947**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	854,575
Transfers	0	0	0
Department Total	**$0**	**$0**	**$854,575**
Non-Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$0**	**$0**

	Actual FY20	Adopted FY21	Adopted FY22
Police			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	3,484	3,483
Capital Outlay	0	167,365	167,365
Transfers	0	0	0
Department Total	**$0**	**$170,849**	**$170,848**
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	335,846	1,196,628	1,008,805
Supplies	123,389	346,685	106,114
Capital Outlay	623,898	1,025,257	1,388,043
Transfers	0	0	0
Total Expenditures	**$1,083,134**	**$2,568,570**	**$2,502,962**
Use of Fund Balance			
Beginning Fund Balance	$3,515,306	$2,518,536	$5,034,321
Additions/(Reductions) to Fund Balance	(996,769)	2,515,785 *	(2,485,751) **
Ending Fund Balance	**$2,518,536**	**$5,034,321** *	**$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)

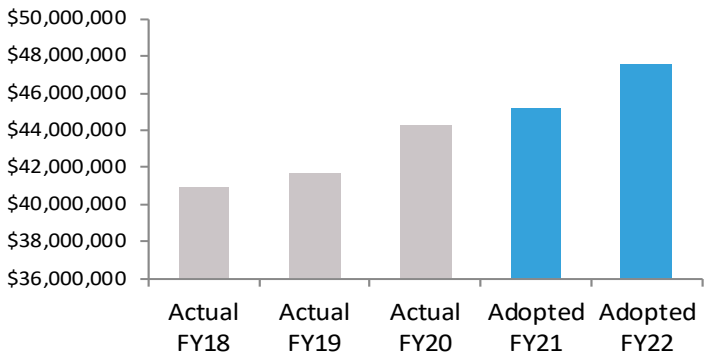
	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Special Sales Tax	$42,232,377	$40,120,576	$43,914,436
Interest	378,222	501,878	171,939
Other	325	0	0
Service Charges	189,670	0	261,316
Transfers	0	0	0
Fund Balance	0	4,553,399	3,220,614
Total Revenues	**$42,800,594**	**$45,175,853**	**$47,568,305**
Expenditures - Police			
Personal Services	$37,624,746	$38,135,483	$38,992,664
Other Services & Charges	3,942,659	4,652,481	5,181,490
Supplies	2,544,456	1,355,993	1,794,151
Capital Outlay	157,072	1,031,896	1,600,000
Transfers	0	0	0
Total Expenditures	**$44,268,933**	**$45,175,853**	**$47,568,305**
Use of Fund Balance			
Beginning Fund Balance	$17,109,017	$15,640,679	$16,599,741
Additions/(Reductions) to Fund Balance	(1,468,339)	959,062 *	(3,220,614) **
Ending Fund Balance	**$15,640,679**	**$16,599,741** *	**$13,379,127** **

* 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

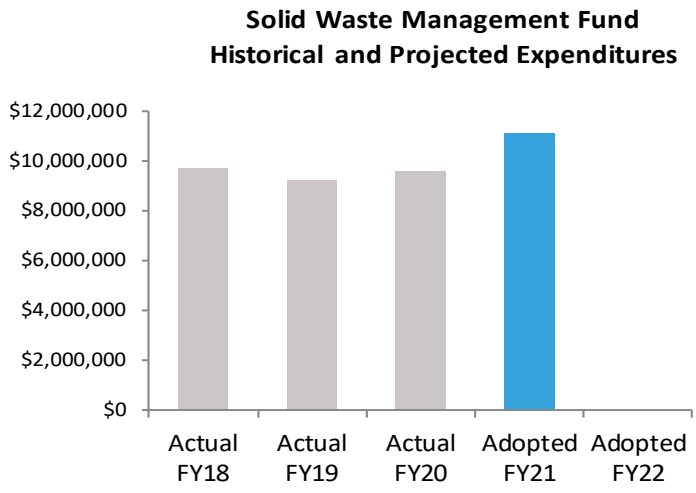


SOLID WASTE MANAGEMENT FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Interest	$32,847	$50,862	$0
Transfers	9,615,000	10,095,047	0
Fund Balance	0	1,000,000	0
Total Revenues	**$9,647,847**	**$11,145,909**	**$0**
Expenditures - Utilities			
Personal Services	$8,109,244	$9,057,630	$0
Other Services & Charges	1,414,516	1,886,119	0
Supplies	93,306	202,160	0
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$9,617,066**	**$11,145,909**	**$0**
Use of Fund Balance			
Beginning Fund Balance	$1,268,635	$1,299,416	$0
Additions/(Reductions) to Fund Balance	30,781	(1,299,416) *	0 **
Ending Fund Balance	**$1,299,416**	**$0** *	**$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.

During FY21, the Solid Waste Management system was consolidated with the water and wastewater systems under the Oklahoma City Water Utilities Trust (OCWUT). As part of the merger, the Solid Waste Management Cash Fund was merged with the Utilities Fund.

SPECIAL PURPOSE FUND

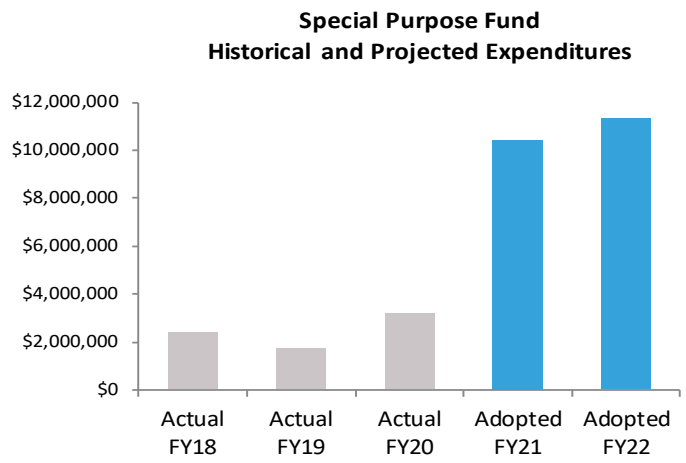
	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Donations	$218,263	$362,245	$187,905
Fees	238,363	347,876	228,117
Interest	328,432	320,211	184,535
Other	2,600,278	556,247	25,000
Service Charges	67,132	320,562	119,080
Transfers	1,000,000	1,000,000	1,500,000
Fund Balance	0	7,493,646	9,087,936
Total Revenues	**$4,452,468**	**$10,400,787**	**$11,332,573**
Expenditures			
City Clerk's Office			
Personal Services	$0	$0	$0
Other Services & Charges	78,837	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$78,837**	**$0**	**$0**
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	185,880	8,159
Supplies	0	0	0
Capital Outlay	0	2,100	213,437
Transfers	0	0	0
Department Total	**$0**	**$187,980**	**$221,596**
Development Services			
Personal Services	$0	$0	$0
Other Services & Charges	436,978	1,017,324	1,170,373
Supplies	75,575	598,233	87,128
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$512,553**	**$1,615,557**	**$1,257,501**
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	15,462	18,449
Supplies	0	23,411	109,824
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$38,873**	**$128,273**

	Actual FY20	Adopted FY21	Adopted FY22
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	500,000	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$500,000**	**$0**
Parks and Recreation			
Personal Services	$0	$0	$0
Other Services & Charges	645,887	2,054,065	3,232,634
Supplies	71,237	987,232	606,669
Capital Outlay	377,920	1,487,981	2,026,590
Transfers	0	0	0
Department Total	**$1,095,044**	**$4,529,278**	**$5,865,893**
Planning			
Personal Services	$0	$0	$0
Other Services & Charges	136,841	287,426	301,392
Supplies	0	0	0
Capital Outlay	0	7,482	5,818
Transfers	1,664	0	60,000
Department Total	**$138,504**	**$294,908**	**$367,210**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	0	37,542	36,525
Supplies	0	25,730	25,011
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$63,272**	**$61,536**
Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	340,211	188,599	637,082
Supplies	0	0	1,975
Capital Outlay	1,002,904	2,982,320	2,791,507
Transfers	0	0	0
Department Total	**$1,343,115**	**$3,170,919**	**$3,430,564**

	Actual FY20	Adopted FY21	Adopted FY22
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	1,638,754	4,286,298	5,404,614
Supplies	146,811	1,634,606	830,607
Capital Outlay	1,380,824	4,479,883	5,037,352
Transfers	1,664	0	60,000
Total Expenditures	**$3,168,053**	**$10,400,787**	**$11,332,573**
Use of Fund Balance			
Beginning Fund Balance	$8,481,270	$9,765,684	$9,087,936
Additions/(Reductions) to Fund Balance	1,284,414	(677,748) *	(9,087,936) **
Ending Fund Balance	**$9,765,684**	**$9,087,936** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



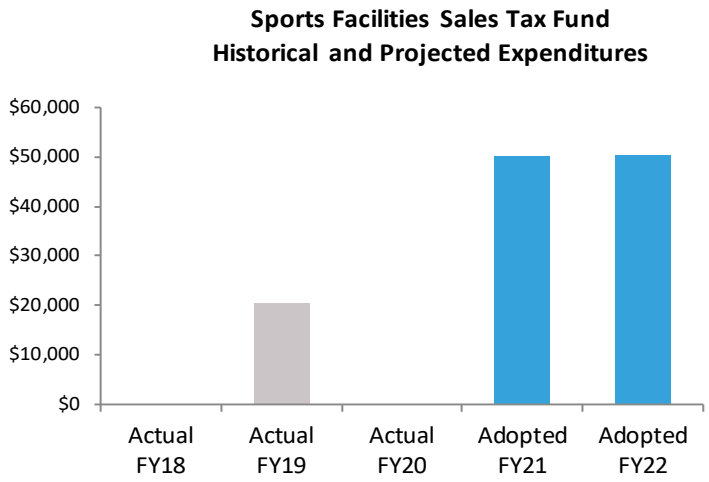
The Special Purpose Fund is used primarily for donations to the City of Oklahoma City or for other designated uses. The expenditures are made from specific accounts designated for each special purpose. Typical expenditures of the fund are projects relating to improvements by neighborhood associations, 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 FY20	Adopted FY21	Adopted FY22
Revenues			
Sports Facilities Sales Tax	$0	$500	$0
Interest	935	623	0
Other	1,227	0	0
Fund Balance	0	49,136	50,373
Total Revenues	**$2,162**	**$50,259**	**$50,373**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	28,788	28,902
Supplies	0	21,471	21,471
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$0**	**$50,259**	**$50,373**
Use of Fund Balance			
Beginning Fund Balance	$47,608	$49,770	$50,373
Additions/(Reductions) to Fund Balance	2,162	603 *	(50,373) **
Ending Fund Balance	**$49,770**	**$50,373** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



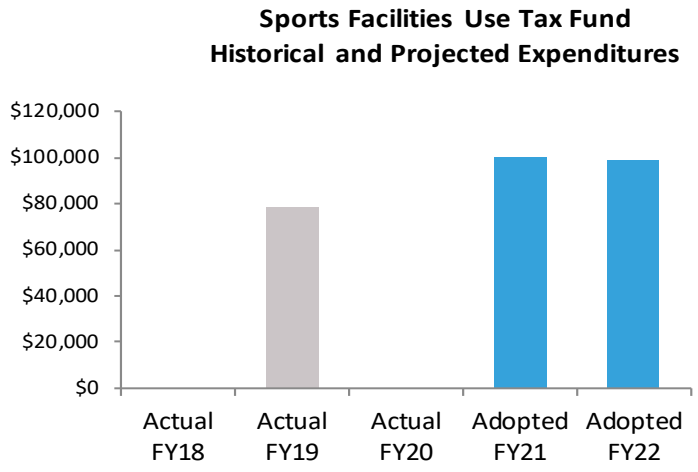
The Oklahoma City Sports Facilities Improvement Sales Tax Fund, established in FY08 pursuant to voter approval on March 4, 2008, is a limited term, limited purpose sales tax earmarked for certain capital improvements relating to the City's sports arena and the construction of the professional basketball 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 FY20	Adopted FY21	Adopted FY22
Revenues			
Sports Facilities Use Tax	$0	$0	$0
Interest	1,898	1,153	0
Other	(725)	0	0
Fund Balance	0	98,652	98,652
Total Revenues	**$1,173**	**$99,805**	**$98,652**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	99,805	98,652
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$99,805**	**$98,652**
Use of Fund Balance			
Beginning Fund Balance	$97,978	$99,151	$98,652
Additions/(Reductions) to Fund Balance	1,173	(499) *	(98,652) **
Ending Fund Balance	**$99,151**	**$98,652** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



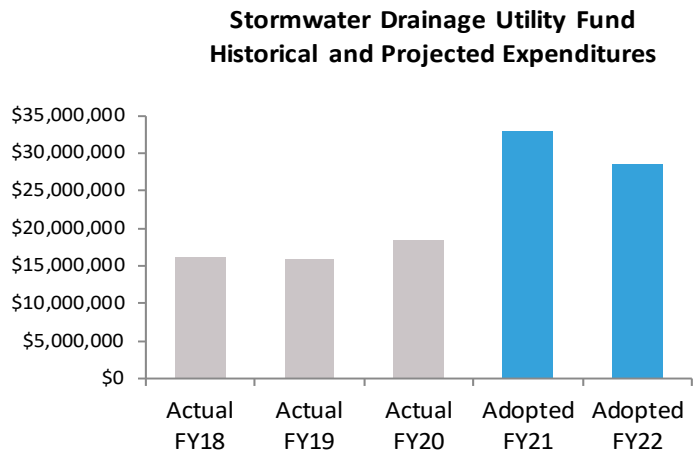
The Oklahoma City Sports Facilities Use Tax is the companion use tax to the one-cent Oklahoma City Sports Facilities Sales Tax. The tax provides a levy of one percent on the sale of tangible personal property not subject to sales tax from January 1, 2009 through March 21, 2010. The City Council has expressed 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 FY20	Adopted FY21	Adopted FY22
Revenues			
Fees	$18,347,815	$18,953,204	$18,049,941
Interest	407,921	443,460	71,230
Other	77	0	0
Permits	106,130	109,399	117,581
Reimbursements	255,766	255,766	255,766
Service Charges	43,450	47,312	42,703
Transfers	395,206	0	0
Fund Balance	0	13,052,675	10,028,749
Total Revenues	**$19,556,364**	**$32,861,816**	**$28,565,970**
Expenditures - Public Works			
Personal Services	$9,839,548	$11,040,430	$11,645,711
Other Services & Charges	4,639,484	19,606,570	14,870,527
Supplies	1,173,855	1,601,354	1,500,394
Capital Outlay	307,619	613,462	549,338
Transfers	2,500,000	0	0
Total Expenditures	**$18,460,506**	**$32,861,816**	**$28,565,970**
Use of Fund Balance			
Beginning Fund Balance	$20,672,128	$21,767,987	$29,249,210
Additions/(Reductions) to Fund Balance	1,095,859	7,481,223 *	(10,028,749) **
Ending Fund Balance	**$21,767,987**	**$29,249,210** *	**$19,220,461** **

* Estimated.

** Assumes budgeted revenues and expenditures.



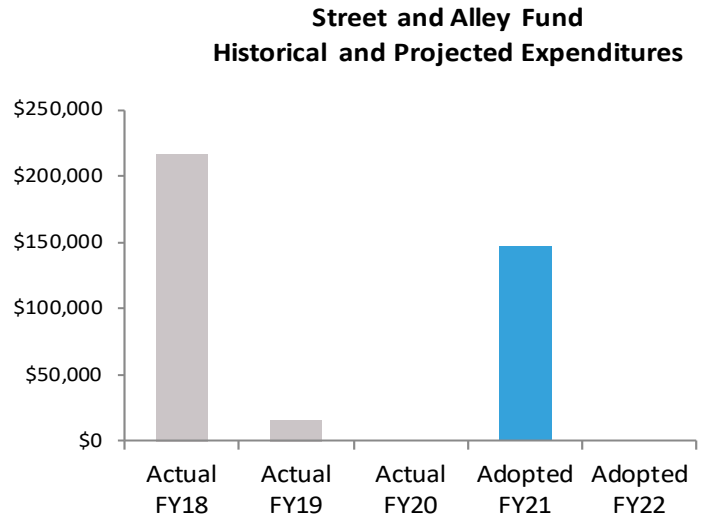
The Stormwater Drainage Utility Fund was established by Council on June 13, 1995 to address federal mandates governing National Pollution Discharge Elimination System (NPDES) programs and is responsible for planning and implementing strategies for improving the quality of storm and other runoff waters. 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 FY20	Adopted FY21	Adopted FY22
Revenues			
Interest	$2,812	$0	$0
Other	0	0	0
Fund Balance	0	146,868	0
Total Revenues	**$2,812**	**$146,868**	**$0**
Expenditures - Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	0	1,899	0
Supplies	0	5	0
Capital Outlay	0	144,964	0
Transfers	0	0	0
Total Expenditures	**$0**	**$146,868**	**$0**
Use of Fund Balance			
Beginning Fund Balance	$144,799	$147,610	$0
Additions/(Reductions) to Fund Balance	2,812	(147,610) *	0 **
Ending Fund Balance	**$147,610**	**$0** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



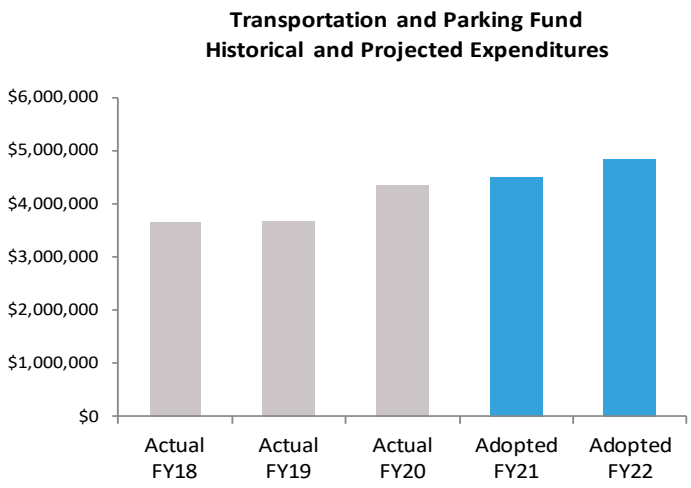
The Street and Alley Fund provides for street resurfacing and major repairs on City streets that are in addition to those projects funded through General Obligation Bonds. Fund Balance provides the funding for these projects.

TRANSPORTATION AND PARKING FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Interest	$8,147	$13,494	$5,745
Other	0	0	0
Service Charges	491,126	347,753	362,892
Transfers	3,867,478	4,141,164	4,466,760
Fund Balance	0	0	0
Total Revenues	**$4,366,751**	**$4,502,411**	**$4,835,397**
Expenditures			
Parking			
Personal Services	$550,781	$496,638	$485,079
Other Services & Charges	428,443	416,835	441,818
Supplies	128,625	31,400	43,752
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,107,849**	**$944,873**	**$970,649**
Public Transportation			
Personal Services	$2,970,807	$3,206,815	$3,512,408
Other Services & Charges	284,893	350,723	352,340
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$3,255,700**	**$3,557,538**	**$3,864,748**
All Departments			
Personal Services	$3,521,588	$3,703,453	$3,997,487
Other Services & Charges	713,336	767,558	794,158
Supplies	128,625	31,400	43,752
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$4,363,548**	**$4,502,411**	**$4,835,397**
Use of Fund Balance			
Beginning Fund Balance	$65,055	$68,258	$903,516
Additions/(Reductions) to Fund Balance	3,203	835,258 *	0 **
Ending Fund Balance	**$68,258**	**$903,516** *	**$903,516** **

* 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.

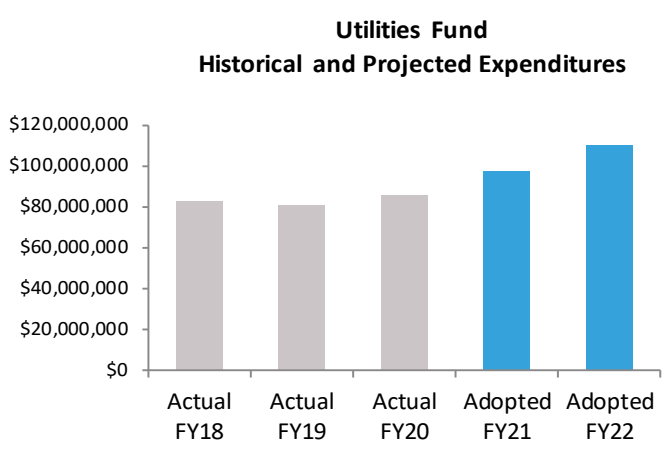
The Central Oklahoma Transportation and Parking Authority (COTPA) was created in 1966 as a Public Trust pursuant to Title 60 of the Oklahoma Statutes, Section 176. The purpose of COTPA is to provide a means of financing municipal public transportation services and functions. The trust indenture provides 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.

UTILITIES FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Interest	$330,343	$365,858	$139,904
Other	7	0	0
Service charges	0	0	0
Transfers	85,600,000	95,255,941	108,252,233
Fund Balance	0	1,374,962	1,800,000
Total Revenues	**$85,930,350**	**$96,996,761**	**$110,192,137**
Expenditures			
Solid Waste			
Personal Services	$0	$0	$8,557,396
Other Services & Charges	0	0	1,822,422
Supplies	0	0	202,160
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	**$0**	**$0**	**$10,581,978**
Water			
Personal Services	$29,085,733	$32,435,720	$33,069,366
Other Services & Charges	19,831,220	22,377,649	23,503,911
Supplies	9,912,287	10,862,230	11,094,919
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	**$58,829,241**	**$65,675,599**	**$67,668,196**
Wastewater			
Personal Services	$19,492,260	$21,692,034	$22,042,859
Other Services & Charges	5,819,937	7,351,493	7,826,452
Supplies	1,567,312	2,277,635	2,072,652
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	**$26,879,509**	**$31,321,162**	**$31,941,963**
All Departments			
Personal Services	$48,577,994	$54,127,754	$63,669,621
Other Services & Charges	25,651,158	29,729,142	33,152,785
Supplies	11,479,599	13,139,865	13,369,731
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$85,708,750**	**$96,996,761**	**$110,192,137**
Use of Fund Balance			
Beginning Fund Balance	$3,130,079	$3,351,679	$2,800,000
Additions/(Reductions) to Fund Balance	221,600	(551,679) *	(1,800,000) **
Ending Fund Balance	**$3,351,679**	**$2,800,000** *	**$1,000,000** **

* Estimated.

** Assumes budgeted revenues and expenditures.

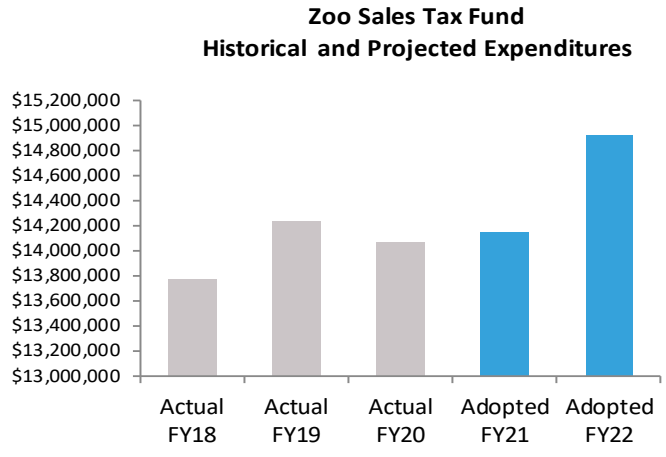


The Water and Wastewater Fund was established in 1988 by the City Council for the purpose of identifying operating expenditures of the Utilities Department and is funded by monthly cash transfers from the Oklahoma City Water Utilities Trust (OCWUT). During FY21, the Solid Waste Management system was consolidated with the water and wastewater systems under the Oklahoma City Water Utilities Trust (OCWUT). As part of the merger, the Solid Waste Management Cash Fund was merged with the Utilities Fund. Expenditures from this fund are made for water treatment; maintenance and repairs of water, wastewater, and solid waste management systems, utility customer service and billing functions, and refuse collection activities.

ZOO SALES TAX FUND

	Actual FY20	Adopted FY21	Adopted FY22
Revenues			
Zoo Sales Tax Revenue	$14,077,459	$13,846,522	$14,638,127
Interest	1,123	3,829	2,058
Fund Balance	0	301,798	292,763
Total Revenues	**$14,078,582**	**$14,152,149**	**$14,932,948**
Expenditures - Zoo			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	14,078,582	14,152,149	14,932,948
Total Expenditures	**$14,078,582**	**$14,152,149**	**$14,932,948**
Use of Fund Balance			
Beginning Fund Balance	$0	$0	$292,763
Additions/(Reductions) to Fund Balance	0	292,763 *	(292,763) **
Ending Fund Balance	**$0**	**$292,763** *	**$0** **

* 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.


SEAL OF THE CITY OF
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OKLAHOMA CITY

Capital Improvement Budget

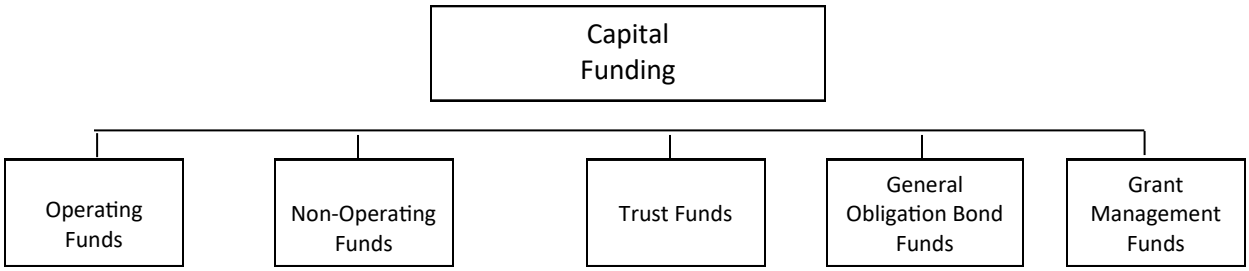
The Capital Improvement budget is separate from the city's operating budget approved by the city council. The provided capital budget is a listing of FY22 amounts budgeted and funding sources of each planned project. The planned capital expenditures represents the cost of new construction, renovation, 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 FY22 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

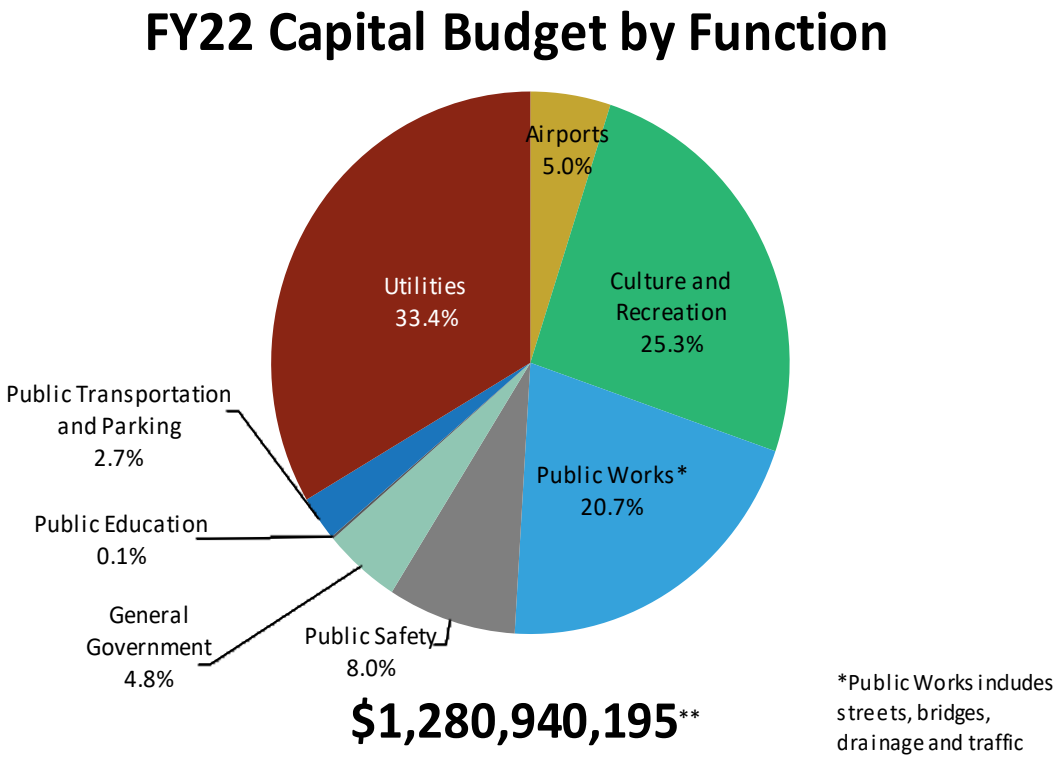
- Police Grants
- Public Works Grants
- Trust Grants

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 April 23, 2021

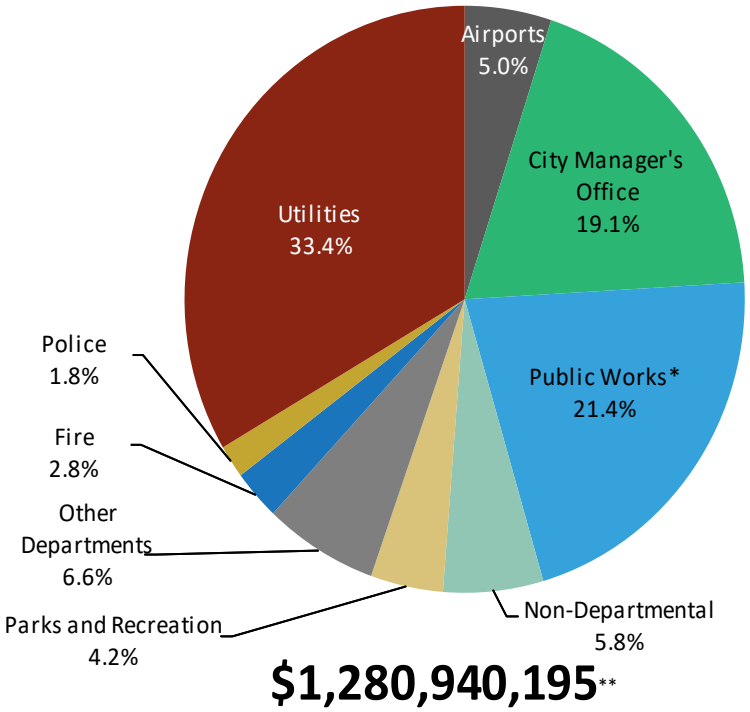
CAPITAL EXPENDITURES SUMMARY

	Actual FY20	Adopted FY21	Planned FY22
Operating Funds			
Airports Fund	$596,382	$500,000	$500,000
Internal Service Fund	205,792	30,700	30,700
Medical Service Program Fund	0	3,600,000	0
Stormwater Drainage Fund	307,619	480,898	480,898
Total Operating Funds	**$1,109,792**	**$4,611,598**	**$1,011,598**
Non-Operating Funds			
Asset Forfeiture Funds	$0	$200,000	$200,000
Capital Improvements Projects Fund	4,821,794	50,208,915	63,544,472
Impact Fee Fund	402	33,826,064	37,308,943
Internal Service Capital Fund	0	245,298	510,238
Special Purpose Funds	1,380,824	4,479,883	5,037,352
Stormwater Drainage Capital Fund	0	1,650,000	1,650,000
Street and Alley Capital Fund	0	144,964	0
Total Non-Operating Funds	**$6,203,020**	**$90,755,124**	**$108,251,005**
Trust Funds *			
Central OK Trans. and Parking Auth. (COTPA)	$24,913,877	$1,771,855	2,104,716
McGee Creek Authority (MCA)	$788,931	0	0
OKC Airport Trust (OCAT)	52,603,663	50,095,725	39,465,000
OKC Environmental Assistance Trust (OCEAT)	1,305,736	3,665,000	0
OKC Economic Development Trust (OCEDT)	494,964	0	0
OKC Municipal Facilities Authority (OCMFA)	509,541	3,526,645	3,526,645
OKC Public Property Authority (OCPPA)	551,244	9,435,114	9,521,387
OKC Water Utilities Trust (OCWUT)	157,258,367	361,490,000	428,063,000
OKC Zoological Trust (OCZT)	5,746,788	8,910,038	18,809,000
Total Trust Funds	**$244,173,110**	**$438,894,377**	**$501,489,748**
Special Tax Funds			
Special Tax Funds	$124,325,730	$587,534,775	$460,890,932
Total Special Tax Funds	**$124,325,730**	**$587,534,775**	**$460,890,932**
General Obligation Bond Funds			
General Obligation Bond Funds	$64,733,195	$168,599,344	$166,425,825
Total General Obligation Bond Funds	**$64,733,195**	**$168,599,344**	**$166,425,825**
Grant Management Funds			
Grant Management Funds	$5,182,640	$11,216,914	$40,695,887
Total Grant Management Funds	**$5,182,640**	**$11,216,914**	**$40,695,887**
Other Unspecified Funds			
Other Unspecified Funds	$0	$0	2,175,200
Other Unspecified Funds	**$0**	**$0**	**$2,175,200**
Total Capital Expenditures **	**$445,727,487**	**$1,301,612,132**	**$1,280,940,195**

* Not included in the City's adopted budget

** Estimated Capital Expenditures as of April 23, 2021

CAPITAL BUDGET BY DEPARTMENT



$1,280,940,195**

*Public Works includes streets, bridges, drainage and traffic projects

** Estimated Capital Expenditures as of April 23, 2021

	Planned FY22
Airports	$64,056,000
City Clerk's Office	3,556,817
City Manager's Office	244,386,401
Development Services	340,625
Finance	499,620
Fire	35,501,814
General Services	14,936,505
Human Resources	103,532
Information Technology	11,317,420
Mayor and Council	10,500
Municipal Counselor	108,984
Municipal Court	228,233
Non-Departmental	73,949,071
Parks and Recreation	53,630,933
Planning	5,818
Police	23,325,581
Public Transportation and Parking	34,161,257
Public Works	273,949,084
Utilities	428,063,000
Zoo	18,809,000
**Total Capital Expenditures ** **	**$1,280,940,195**

** Estimated Capital Expenditures as of April 23, 2021



The City of
OKLAHOMA CITY

AIRPORTS

CEPA RECONSTRUCT FBO APRON - 2300 Cimmaron Road, Yukon, OK 73099 (Ward 3)

Clarence E. Page Airport- Reconstruction OCAT owned portion of fixed-base operator (FBO) apron. Estimated annual operating cost is $0.

	FY22 Cost
Other Grants	$1,379,000
Oklahoma City Airport Trust	$130,000
Project Total	**$1,509,000**

MMAC AIR NAVIGATION AHU REPLAC - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Perform Type "A" study to evaluate the air distribution system at the Air Navigation Facility #1 (ANF-1) and Type "B" design to replace 3 existing air handling units (AHUs), variable air volume (VAV) systems, main supply ducts and controls. Estimated annual operating cost is $0.

	FY22 Cost
Oklahoma City Airport Trust	$2,000,000
Project Total	**$2,000,000**

MMAC AVIATN REC BUILDNG PHASE2 - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Aviation records building Phase II site improvements. Estimated annual operating cost is $0.

	FY22 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

MMAC DUKE & SW 63 ASPHALT REPR - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - SW 63rd - Mike Monroney Blvd to Duke; Duke Ave - SW 61st to LSF. Estimated annual operating cost is $0.

	FY22 Cost
Oklahoma City Airport Trust	$800,000
Project Total	**$800,000**

MMAC ENVIRONMENTAL REMEDIATION - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - This will be used when it is necessary to remediate buildings or areas before projects. Estimated annual operating cost is $0.

	FY22 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

MMAC HANGAR 9 BOILER REPLACEMT - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Replace boilers and pumps. Estimated annual operating cost is $840,000.

	FY22 Cost
Oklahoma City Airport Trust	$400,000
Project Total	**$400,000**

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.

	FY22 Cost
Oklahoma City Airport Trust	$740,000
Project Total	**$740,000**

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.

	FY22 Cost
Oklahoma City Airport Trust	$430,000
Project Total	**$430,000**

MMAC MECHANICAL SYSTEMS REPAIR - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - This will be used when it is necessary to repair or maintain mechanical HVAC systems due to failures before a full project can begin. Estimated annual operating cost is $0.

	FY22 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

MMAC MEDIUM VOLTAGE SYSTEMS - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - This will be used when it is necessary to repair or maintain medium voltage systems due to failures before a full project can begin. Estimated annual operating cost is $0.

	FY22 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

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.

	FY22 Cost
Oklahoma City Airport Trust	$1,576,000
Project Total	**$1,576,000**

MMAC NATURAL GAS SYSTEM REPAIR - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - This will be used when it is 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.

	FY22 Cost
Oklahoma City Airport Trust	$50,000
Project Total	**$50,000**

MMAC REG BLD CHILLER CLG TOWER - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Replace chiller and cooling towers. Estimated annual operating cost is $0.

	FY22 Cost
Oklahoma City Airport Trust	$1,500,000
Project Total	**$1,500,000**

MMAC ROOF REPAIR AND MAINT - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - This will be used when it is necessary to repair or maintain roofs due to damage before a full project can begin. Estimated annual operating cost is $0.

	FY22 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

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.

	FY22 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.

	FY22 Cost
Oklahoma City Airport Trust	$4,344,000
Project Total	**$4,344,000**

MMAC TRANSFORMER T6 REPLACEMT - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Replace medium voltage transformer T6. Estimated annual operating cost is $0.

	FY22 Cost
Oklahoma City Airport Trust	$400,000
Project Total	**$400,000**

MMAC WATER METER PURCH & INSTL - 6500 South MacArthur Blvd., Oklahoma City, OK 73169 (Ward 3)

Mike Monroney Aeronautical Center - Purchase water meters for buildings on the MMAC campus. The lease agreement between the Trust and the Federal Aviation Administration (FAA) provides that the Trust is responsible for maintaining the campus's systems. Estimated annual operating cost is $0.

	FY22 Cost
Oklahoma City Airport Trust	$1,500,000
Project Total	**$1,500,000**

TERMINAL BUILDING ROOF STUDY - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Study and analysis of existing Terminal roof to program future projects requiring repair or replacement. Estimated annual operating cost is $0.

	FY22 Cost
Oklahoma City Airport Trust	$3,731,000
Project Total	**$3,731,000**

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.

	FY22 Cost
Other Grants	$1,351,000
Oklahoma City Airport Trust	$498,000
Project Total	**$1,849,000**

WPA WIDEN RW 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.

	FY22 Cost
Other Grants	$3,750,000
Oklahoma City Airport Trust	$1,106,000
Project Total	**$4,856,000**

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.

	FY22 Cost
Other Grants	$7,166,000
Oklahoma City Airport Trust	$1,693,000
Project Total	**$8,859,000**

WRWA MECHANICAL IMPROVEMENTS - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Roger World Airport - Emergency repairs. Estimated annual operating cost is $0.

	FY22 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

WRWA MOVING WALKWAY 25 AND 18 - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Replace Moving Walk #25 and when complete Moving Walk #18. Estimated annual operating cost is $10,000.

	FY22 Cost
Oklahoma City Airport Trust	$268,000
Project Total	**$268,000**

WRWA PAVEMENT REPLACE 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.

	FY22 Cost
Oklahoma City Airport Trust	$500,000
Project Total	**$500,000**

WRWA 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.

	FY22 Cost
Oklahoma City Airport Trust	$1,500,000
Project Total	**$1,500,000**

WRWA RW 17R/35L REHAB - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)

Will Rogers World Airport - Reconstruct the center 50 feet (25 feet on each side of the centerline) of Runway 35L/17R. Rehabilitation will include runway shoulders and runway centerline lights. Estimated annual operating cost is $0.

	FY22 Cost
Other Grants	$3,750,000
Oklahoma City Airport Trust	$206,000
Project Total	**$3,956,000**

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.

	FY22 Cost
Oklahoma City Airport Trust	$998,000
Project Total	**$998,000**

WRWA TERMINAL EXPAN 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.

	FY22 Cost
Oklahoma City Airport Trust	$3,103,000
PAX\Customer Facility Charges	$10,447,000
Project Total	**$13,550,000**

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.

	FY22 Cost
Oklahoma City Airport Trust	$165,000
Project Total	**$165,000**

WRWA UPPER LVL 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.

	FY22 Cost
Other Grants	$6,695,000
Oklahoma City Airport Trust	$430,000
Project Total	**$7,125,000**

AIRPORTS FY22 TOTAL $63,556,000

BOND-BUILDINGS

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.

	FY22 Cost
2017 G.O. Bonds	$350,000
Project Total	**$350,000**

BOND-BUILDINGS FY22 TOTAL $350,000

BOND-LIBRARIES

ALMONTE LIBRARY IMPROVEMENTS - 2914 SW 59th Street (Ward 3)

Construct a new library, including site acquisition and preparation, infrastructure, appurtenances, drainage, utilities, roadways, parking, technology improvements, equipment, furnishings, landscaping, irrigation systems and fencing. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$8,805,000
Project Total	**$8,805,000**

LIBRARIES CNTRL_ULSTA - To be determined (N/A)

Libraries Unlisted Control Account Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$300,000
Project Total	**$300,000**

BOND-LIBRARIES FY22 TOTAL $9,105,000

CITY CLERK

CMF COMPLEX ARCHIVE RECORDS - 3738 SE 15th Street (Ward 3)

Acquisition, expansion, improvement, rehabilitation, repair, construction, equip and furnish the City's Central Maintenance Facilities Complex. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$3,530,000
Project Total	**$3,530,000**

CITY CLERK FY22 TOTAL $3,530,000

CITY MANAGER

BALLPARK HVAC & MECH RENOV-I - 2 S Mickey Mantle Drive (Ward 6)

Bricktown Ballpark HVAC and mechanical renovations, Phase I. Estimated annual operating cost is $0.

	FY22 Cost
Capital Improvement Fund	$2,000,000
Project Total	**$2,000,000**

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.

	FY22 Cost
OKC Public Property Authority	$500,000
Project Total	**$500,000**

BALLPARK MAINTENANCE - 2 S Mickey Mantle Drive (Ward 7)

Capital expenditures for scheduled capital maintenance at the Ballpark. Estimated annual operating cost is $0.

	FY22 Cost
OKC Public Property Authority	$400,000
Project Total	**$400,000**

CITY MANAGER FY22 TOTAL $2,900,000

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.

	FY22 Cost
MAPS3 Sales Tax	$1,500,000
Project Total	**$1,500,000**

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.

	FY22 Cost
MAPS3 Sales Tax	$3,245,000
Project Total	**$3,245,000**

MAPS 3 OK STATE FAIRGROUNDS - Oklahoma State Fairgrounds (Ward 6)

Replacement of certain Oklahoma State Fairgrounds buildings. Estimated annual operating cost is $0.

	FY22 Cost
MAPS3 Sales Tax	$3,000,000
Project Total	**$3,000,000**

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.

	FY22 Cost
MAPS3 Sales Tax	$500,000
Project Total	**$500,000**

MAPS 3 SENIOR HEALTH/WELLNESS - Citywide

Construction of Senior Health and Wellness Centers. Estimated annual operating cost is $0.

	FY22 Cost
MAPS3 Sales Tax	$2,000,000
Project Total	**$2,000,000**

MAPS 3 SIDEWALKS - Citywide

Construction of new MAPS 3 Sidewalk projects. Estimated annual operating cost is $0.

	FY22 Cost
MAPS3 Sales Tax	$1,219,429
Project Total	**$1,219,429**

MAPS 3 STREETCAR SYSTEM - Downtown Oklahoma City (Ward 7)

Land acquisition and construction of a MAPS 3 Streetcar transportation system. Estimated annual operating cost is $3,500,000.

	FY22 Cost
MAPS3 Sales Tax	$1,000,000
Project Total	**$1,000,000**

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.

	FY22 Cost
MAPS3 Sales Tax	$2,000,000
Project Total	**$2,000,000**

CITY MANAGER - (MAPS 3) FY22 TOTAL $14,464,429

FIRE

DEFIBRILLATORS - (N/A)

Manual defibrillators for use by Fire Department paramedics providing advanced life support (ALS). Estimated annual operating cost is $0.

	FY22 Cost
Fire Sales Tax Fund	$645,000
Project Total	**$645,000**

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.

	FY22 Cost
Btr Streets Safer City Use Tax	$5,000,000
Project Total	**$5,000,000**

FIRE CNTRL_ULSTA - (N/A)

Fire Control Account-Unlisted. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$350,000
Project Total	**$350,000**

FIRE PASSENGER VEHICLES - (N/A)

Replacement of fire support vehicles. Estimated annual operating cost is $0.

	FY22 Cost
Btr Streets Safer City Use Tax	$240,000
Project Total	**$240,000**

FIRE STATION #31, ROCKWELL - In the vicinity of 800 N Rockwell Avenue (Ward 3)

Construct new fire stations, and repair, renovate, remodel, replace, improve, furnish, equip, and improve technology in Fire facilities. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$5,755,000
Project Total	**$5,755,000**

FIRE TRAINING CENTER - In the vicinity of I-240 and S Air Depot (Ward 4)

Construct a new training center and repair, renovate, remodel, replace, improve, furnish, equip and improve technology. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$6,300,000
Project Total	**$6,300,000**

FIRE FY22 TOTAL $18,290,000

GENERAL SERVICES

ADA COMPLIANCE PROGRAM - Citywide

ADA program to assist in bringing City facilities into compliance. Estimated annual operating cost is $0.

	FY22 Cost
Capital Improvement Fund	$53,000
Project Total	**$53,000**

AMAG HARDWARE REPLACEMENT - Citywide (N/A)

AMAG Access Control equipment and hardware replacement including locks, card readers, and various maintenance items. Estimated annual operating cost is $0.

	FY22 Cost
Capital Improvement Fund	$109,000
Project Total	**$109,000**

CITY BUILDINGS DOWNTOWN CAMPUS - City Hall, 100 N. Walker; and James D. Couch Office Building, 420 W. Main (Ward 6)

HVAC upgrades. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$3,088,948
Project Total	**$3,088,948**

CITYWIDE CARPET REPLACEMENT - City Hall - Mayor and City Manager's Office; 100 N. Walker - Information Technology 5th and 6th Floor; Jim Couch Building - MAPS Office, 4th, 6th, and 10th floor hallways. (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. Estimated annual operating cost is $0.

	FY22 Cost
Capital Improvement Fund	$50,000
Project Total	**$50,000**

CITYWIDE FIRE ALARM PANEL REPL - City Hall and Radio Shop in CMF Building #14 (Citywide)

Replace the fire alarm panels at various City buildings. Estimated annual operating cost is $0.

	FY22 Cost
Capital Improvement Fund	$280,000
Project Total	**$280,000**

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.

	FY22 Cost
Capital Improvement Fund	$4,400,000
Project Total	**$4,400,000**

CITYWIDE HVAC UNITS - Various locations (Citywide)

Replacement of old and outdated HVAC units. Specific locations include Will Rogers Garden Center, Will Rogers Greenhouse, Melrose Recreation Center, CMF Building # 14 (Radio Shop). Estimated annual operating cost is $0.

	FY22 Cost
Capital Improvement Fund	$725,000
Project Total	**$725,000**

CITYWIDE ROOFING - Various locations (Citywide)

Roof repairs and/or replacement as identified for various facilities citywide. Estimated annual operating cost is $0.

	FY22 Cost
Capital Improvement Fund	$1,360,000
Project Total	**$1,360,000**

CITYWIDE WATERPROOFING - City Hall, 100 N. Walker (Citywide)

Waterproof exterior walls of City buildings. Estimated annual operating cost is $0.

	FY22 Cost
Capital Improvement Fund	$200,000
Project Total	**$200,000**

CMF PAINTING - 3738 SW 15th Street (Ward 3)

Paint exterior of original CMF buildings including: Field Services, Street Maintenance, Training Center, Radio Shop, Fleet Maintenance and Truck Wash. Estimated annual operating cost is $0.

	FY22 Cost
Capital Improvement Fund	$175,000
Project Total	**$175,000**

DOWNTOWN CAMPUS MAINTENANCE - 100 N Walker, 200 N Walker, 420 W Main (Ward 6)

Maintenance and repairs at the Downtown City Facilities. Estimated annual operating cost is $0.

	FY22 Cost
Capital Improvement Fund	$40,000
Project Total	**$40,000**

WINDOWS AND EIFS REPLACEMENT - CMF Building 4 (Street Maintenance), CMF Building 2 (Field Services), City Hall (Ward 6)

This project is to replace windows in the building. Estimated annual operating cost is $0.

	FY22 Cost
Capital Improvement Fund	$350,000
Project Total	**$350,000**

GENERAL SERVICES FY22 TOTAL $10,830,948

INFORMATION TECHNOLOGY

CMF COMPLEX DATA CENTER - 3738 SW 15th St, Oklahoma City, Oklahoma 73108 (Ward 3)

Acquisition, expansion, improvement, rehabilitation, repair, construction, equipment and furnishings for the City's Central Maintenance Facilities Complex IT Data Center. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$3,630,000
Project Total	**$3,630,000**

INFORMATION TECHNOLOGY FY22 TOTAL $3,630,000

PARKS AND RECREATION

CCMH INTERIOR IMPROVEMENTS - 201 N Walker Ave (Ward 6)

Civic Center Music Hall - Repair, renovate, furnish, equip and improve Main Lobby, Freede Theatre and facility tuck pointing. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$7,000,000
Project Total	**$7,000,000**

DEEP FORK GREENWAY TRAIL - Northeast Oklahoma City (Ward 7)

Construction of a new trail along the Deep Fork creek in Northeast Oklahoma City. Estimated annual operating cost is $0.

	FY22 Cost
2007 G.O. Bonds	$2,000,000
Project Total	**$2,000,000**

DOUGLASS - Douglass Park - 900 Frederick Douglass Avenue (Ward 7)

Install, upgrade, repair and/or renovate park paving and parking lots and related design and/or landscaping. Estimated annual operating cost is $0.

	FY22 Cost
2007 G.O. Bonds	$500,000
Project Total	**$500,000**

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.

	FY22 Cost
2007 G.O. Bonds	$2,250,000
2017 G.O. Bonds	$5,000,000
Project Total	**$7,250,000**

MG AIR HANDLING UNITS - 301 W. Reno (Ward 6)

Myriad Botanical Gardens - Replace/repair air handling units in the Crystal Bridge. Estimated annual operating cost is $0.

	FY22 Cost
Capital Improvement Fund	$150,000
Project Total	**$150,000**

NW OKLAHOMA CITY PARK - 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.

	FY22 Cost
2017 G.O. Bonds	$2,000,000
Project Total	**$2,000,000**

OKLAHOMA RIVER GREENWAY TRAIL - Along the Oklahoma River (Ward 7)

Construction of a new trail on Oklahoma River. Estimated annual operating cost is $0.

	FY22 Cost
2007 G.O. Bonds	$4,000,000
Project Total	**$4,000,000**

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.

	FY22 Cost
2017 G.O. Bonds	$500,000
Project Total	**$500,000**

SOUTH LAKES PARK - South Lakes Park - 4302 SW 119th Street (Ward 3)

Improve parklands by installing, providing, improving playgrounds, athletic, picnic, and aquatic facilities, trails, water feature, horticulture, nature observation, landscaping, lighting, equipment, furniture,or maintenance facilities. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$2,825,000
Project Total	**$2,825,000**

SW 119, MAY TO CHELSEA CHASE - SW 119th from May to Chelsea Chase (Ward 5)

Acquisition, construction, expansion, renovation, repair, relocation, or improvements to new and/or existing City trails. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$700,000
Project Total	**$700,000**

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.

	FY22 Cost
2017 G.O. Bonds	$1,600,000
Project Total	**$1,600,000**

TRAIL_NW EXPRESSWAY, WILSHIRE - In the vicinity of NW Expressway and Wilshire Blvd (Ward 1)

Acquisition, construction, expansion, renovation, repair, relocation, or improvements to new and/or existing City trails. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

WHEELER PARK - 1120 S Western Avenue (Ward 6)

Improve parklands by installing, providing, and improving recreational areas and facilities, landscaping, lighting, equipment, furniture, or maintenance facilities. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$2,675,000
Project Total	**$2,675,000**

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.

	FY22 Cost
2017 G.O. Bonds	$12,520,000
Project Total	**$12,520,000**

PARKS AND RECREATION FY22 TOTAL $44,270,000

POLICE

HEADQUARTERS/COURTS COMPLEX - 700 Colcord Drive (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.

	FY22 Cost
2007 G.O. Bonds	$1,197,056
2017 G.O. Bonds	$552,547
Police Sales Tax Fund	$2,000,000
Project Total	**$3,749,603**

HELICOPTER REFURBISHMENTS - Citywide

Refurbishment of police helicopter equipment including major overhaul repairs of helicopter engines, transmissions, rotors, and other equipment as it becomes necessary. Estimated annual operating cost is $0.

	FY22 Cost
Btr Streets Safer City Use Tax	$2,172,430
Project Total	**$2,172,430**

PATROL/MARKED VEHICLES - Citywide

Scheduled replacement of Police patrol sedans, sport utility vehicles, boats, motorcycles and bicycles. Initially, newer vehicle purchases result in savings due to less maintenance cost on an aging fleet. Estimated annual operating cost is $0.

	FY22 Cost
Btr Streets Safer City Use Tax	$13,805,773
Project Total	**$13,805,773**

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.

	FY22 Cost
Police Sales Tax Fund	$625,925
Project Total	**$625,925**

POLICE CNTRL_ULSTA - Citywide

2017 Control account for unlisted Police GOB funds. Funds can be used to supplement approved listed projects or can be used to establish a new Police project with City Council approval. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$350,000
Project Total	**$350,000**

SPECIAL INVESTIGATIONS VEHICLE - Citywide

Replacement of undercover vehicles for the Special Investigations Division. Initially, newer vehicle purchases result in savings due to less maintenance cost on an aging fleet. Estimated annual operating cost is $0.

	FY22 Cost
State Asset Forfeiture Funds	$200,000
Project Total	**$200,000**

UNMARKED VEHICLES POLICE - Citywide

Scheduled replacement of unmarked Police vehicles. Initially, newer vehicle purchases result in savings due to less maintenance cost on an aging fleet. Estimated annual operating cost is $0.

	FY22 Cost
Btr Streets Safer City Use Tax	$1,542,150
Project Total	**$1,542,150**

POLICE FY22 TOTAL $22,445,881

PUBLIC TRANS AND PARKING

AMER IND CULTURAL CNTR LANDING - Oklahoma River at the American Indian Cultural Center (Ward 7)

American Indian Cultural Center landing. Estimated annual operating cost is $10,000.

	FY22 Cost
Cntrl OK Trans and Prkng Auth	$854,197
Other Unspecified	$250,000
Project Total	**$1,104,197**

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.

	FY22 Cost
2017 G.O. Bonds	$5,400,000
Other Grants	$14,375,250
Other Unspecified	$1,925,200
Project Total	**$21,700,450**

BUS REPLACEMENT - Citywide

Replace aging buses utilized beyond their useful lives. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$1,049,419
Cntrl OK Trans and Prkng Auth	$157,413
Other Grants	$892,006
Project Total	**$2,098,838**

BUS SHELTERS - Citywide

Bus shelters (12 annually). Estimated annual operating cost is $0.

	FY22 Cost
Cntrl OK Trans and Prkng Auth	$90,000
Other Grants	$22,500
Project Total	**$112,500**

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.

	FY22 Cost
2017 G.O. Bonds	$400,000
Project Total	**$400,000**

EQUIPMENT REPLACEMENT - 2000 S May Avenue (Ward 6)

Purchase of maintenance equipment. Estimated annual operating cost is $10,000.

	FY22 Cost
Cntrl OK Trans and Prkng Auth	$80,000
Other Grants	$20,000
Project Total	**$100,000**

PARATRANSIT VANS - Citywide

Replacement of 25 paratransit vehicles from FY 2019 through FY 2023. Estimated annual operating cost is $0.

	FY22 Cost
Cntrl OK Trans and Prkng Auth	$121,626
Other Grants	$689,211
Project Total	**$810,837**

PARKING GARAGE IMPROVEMENTS - Downtown (Ward 6)

Repairs and improvements to all garages including revenue collection equipment. Estimated annual operating cost is $0.

	FY22 Cost
Cntrl OK Trans and Prkng Auth	$500,000
Project Total	**$500,000**

PUBLIC TRANSIT BUSES - (Citywide)

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.

	FY22 Cost
2017 G.O. Bonds	$4,400,000
Project Total	**$4,400,000**

SECURITY AT COTPA FACILITIES - Citywide

Provide access control, lighting, outside cameras and perimeter fencing at COTPA facilities. Estimated annual operating cost is $1,000.

	FY22 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.

	FY22 Cost
Cntrl OK Trans and Prkng Auth	$23,000
Other Grants	$92,000
Project Total	**$115,000**

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.

	FY22 Cost
Cntrl OK Trans and Prkng Auth	$111,480
Other Grants	$445,920
Project Total	**$557,400**

TRANSIT CENTER IMPROVEMENTS - 420 NW 5th Street (Ward 6)

Facilities improvements. Estimated annual operating cost is $0.

	FY22 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.

	FY22 Cost
2017 G.O. Bonds	$350,000
Project Total	**$350,000**

WELLNESS FITNESS CENTER - 2000 S May Ave (Ward 6)

New wellness and fitness center. Estimated annual operating cost is $5,000.

	FY22 Cost
Cntrl OK Trans and Prkng Auth	$100,000
Project Total	**$100,000**

PUBLIC TRANS AND PARKING FY22 TOTAL $32,484,222

PUBLIC WORKS

AGNEW BIKE LANES - N Agnew Avenue from NW 10th Street to SW 29th Street (Ward 6)

Tier 1 bike facilities project for the Better Streets Safer Sales Tax Program. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$250,000
Project Total	**$250,000**

AUTO ALLEY STREETSCAPE - N Broadway Avenue from NW 4th Street to W Park Place (Ward 6)

Pedestrian safety improvements at intersections and throughout the corridor. Improvements include trees and landscaping, lighting, access & safety improvements, resurfacing & restriping. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$2,000,000
Project Total	**$2,000,000**

BIKE FACILITIES - N Springlake Avenue, N Laird Avenue, N Kelley Avenue, and N Phillips Drive from N Martin Luther King Avenue to NE 13th Street (Ward 7)

Tier 2 and Tier 3 bike facilities project for the Better Streets Safer Sales Tax Program. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$375,430
Project Total	**$375,430**

BSSC PPA SIDEWALKS GRND BLVD - Grand Boulevard; Rancho to South Indiana Avenue (Ward 6)

Construction of PPA sidewalks as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,400,800
Project Total	**$1,400,800**

BSSC PPA SIDEWALKS MLK & NE 23 - Martin Luther King Jr Boulevard & NE 23rd Street Area (Ward 7)

Construction of PPA sidewalks as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$312,734
Project Total	**$312,734**

BSSC PPA SIDEWALKS, NW 30TH - NW 30th Street: Windsor Boulevard to North Meridian Avenue (Ward 3)

Construction of PPA sidewalks as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,379,840
Project Total	**$1,379,840**

BSSC RESURFACING OF CZECH HALL - S Czech Hall Road from SW 29th Street to SW 15th Street (Ward 3)

Arterial resurfacing and repairs as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,600,000
Project Total	**$1,600,000**

BSSC RESURFACING OF N BROADWAY - N Broadway Avenue from Dean A McGee Avenue to NW 10th Street (Ward 6)

Arterial resurfacing and repairs as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,600,000
Project Total	**$1,600,000**

BSSC RESURFACING OF N WALKER - N Walker Avenue from NW 10th Street to Robert S Kerr Avenue (Ward 6)

Arterial resurfacing and repairs as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,200,000
Project Total	**$1,200,000**

BSSC RESURFACING OF S CHOCTAW - S Choctaw Road from SE 89th Street to SE 104th Street (Ward 1)

Arterial resurfacing and repairs as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$800,000
Project Total	**$800,000**

BSSC RESURFACING OF S MORGAN - S Morgan Road from SW 15th Street to SW 29th Street (Ward 3)

Arterial resurfacing and repairs as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,600,000
Project Total	**$1,600,000**

BSSC RESURFACING OF S SOONER - S Sooner Road from SE 89th Street to I-240 bridge (Ward 4)

Arterial resurfacing and repairs as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,600,000
Project Total	**$1,600,000**

BSSC RESURFACING OF SW 119TH - SW 119th Street from S Portland Avenue to S May Avenue (Ward 5)

Arterial resurfacing and repairs as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,600,000
Project Total	**$1,600,000**

BSSC RESURFACING OF SW 89TH - SW 89th Street from S Pennsylvania Avenue to S Western Avenue (Ward 5)

Arterial resurfacing and repairs as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,600,000
Project Total	**$1,600,000**

BSSC SIDEWALKS, DOLESE PARK - NW 57th Street to NW 50th Street; N Meridian Avenue; N Grove Avenue to N Ann Arbor Avenue; NW 50th Street (Ward 1)

Construction of sidewalks in the Dolese Park vicinity as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$201,149
Project Total	**$201,149**

BSSC TRAIL SIGNAGE BERT COOPER - Bert Cooper Trail (Ward 8)

The addition of signage to the existing Bert Cooper Trail. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$309,740
Project Total	**$309,740**

BSSC TRAIL SIGNAGE HEFNER/OVER - Hefner Overholser Trail (Ward 1)

The addition of signage to the existing Hefner Overholser Trail. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$162,440
Project Total	**$162,440**

BSSC TRAIL SIGNAGE KATY TRAIL - Katy Trail (Ward 7)

The addition of signage to the existing Katy Trail. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$224,840
Project Total	**$224,840**

BSSC TRAIL SIGNAGE LTNG CREEK - Lightning Creek Trail (Ward 6)

The addition of signage to the existing Lightning Creek Trail. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$209,240
Project Total	**$209,240**

BSSC TRAIL SIGNAGE, LAKE O - Lake Overholser Trail (Ward 1)

The addition of signage to the existing Lake Overholser Trail. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$288,140
Project Total	**$288,140**

BSSC TRAILS SIGNAGE OK. RIVER - Oklahoma River Trail (Citywide)

The addition of signage to the existing Oklahoma River Trail. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$428,540
Project Total	**$428,540**

DEEP FORK GREENWAY CXN. - North Shartel, Deep Fork Trail Alignment through Zachary Taylor Park (Ward 2)

Tier 1 and Tier 3 bike facilities project for the Better Streets Safer Sales Tax Program. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$3,100,000
Project Total	**$3,100,000**

DEEP FORK GREENWAY TRAIL PH 3 - Deep Fork Greenway Trail (Ward 2)

The addition of signage to the new Deepfork Greenway Trail. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$3,200,000
Project Total	**$3,200,000**

GENERAL PERSHING BIKE LANES - General Pershing Boulevard from N May Avenue to N Walker Avenue (Ward 6)

Tier 1 bike facilities project for the Better Streets Safer Sales Tax Program. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$633,860
Project Total	**$633,860**

INDIANA/LINWOOD BIKE LANES - N Indiana Avenue from NW 19th Street to Linwood Boulevard.; Linwood Boulevard from N Indiana Avenue to N Shartel Avenue (Ward 6)

Tier 1, Tier 2, and Tier 3 bike facilities project for the Better Streets Safer Sales Tax Program. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$591,150
Project Total	**$591,150**

LAKE HEFNER TRAIL RPR & RSFC - Lake Hefner Trail (Ward 1)

Resurfacing and repairs of the Lake Hefner Trail. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,400,000
Project Total	**$1,400,000**

MERIDIAN AVE STREETSCAPE - Meridian Avenue from NW 16th Street to NW 26th Street (Ward 3)

Pedestrian safety and intersection improvements, including lighting and sidewalks. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,079,500
Project Total	**$1,079,500**

NE 23RD STREETSCAPE - NE 23rd Street from Kelley to Miramar/KatyTrail (Ward 7)

Resurfacing, sidewalk, and pedestrian safety improvements at intersections. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,000,000
Project Total	**$1,000,000**

NE 24/N LOTTIE BIKE LANES - NE 24th St./N Lottie Avenue from N Kelley Avenue to NE 23rd Street; N Lottie Avenue from NE 23rd Street to NE 4th Street (Ward 7)

Tier 1 and Tier 3 bike facilities project for the Better Streets Safer Sales Tax Program. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$639,020
Project Total	**$639,020**

NW 10TH STREETSCAPE - NW 10th Street from Rockwell Avenue to Council Road (Ward 1)

Pedestrian safety and intersection improvements, including lighting and sidewalks. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$889,000
Project Total	**$889,000**

NW 36/INDEPENDENCE BIKE LANES - NW Grand Boulevard and N Independence Avenue (Ward 2)

Tier 1 and Tier 3 bike facilities project for the Better Streets Safer Sales Tax Program. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,250,000
Project Total	**$1,250,000**

OK RIVER NORTH TRAIL-PAVING - Oklahoma River North Trail (Ward 7)

Paving of the Oklahoma River North Trail. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$864,226
Project Total	**$864,226**

PENN, SW 89, WESTERN, I-240 - Area bounded by S Pennsylvania Avenue, SW 89th Street, S Western Avenue and I-240 (Ward 5)

Resurfacing, repair, or rehabilitation of residential streets which may include pavement structure repair, milling, asphalt overlay, concrete crack sealing, intersection improvements, minor drainage improvements, signage, and pavement markings. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$3,410,763
Project Total	**$3,410,763**

PLAZA AREA STREETSCAPE - NW 16th Street from Blackwelder to between Indiana and Kentucky (Ward 6)

Pedestrian safety and intersection improvements, including lighting, sidewalks, and bike lanes. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$680,000
Project Total	**$680,000**

SE 59 BIKE LANES - SE 59th Street from S Santa Fe Avenue to S Air Depot Avenue (Ward 4)

Tier 1 bike facilities project for the Better Streets Safer Sales Tax Program. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$500,000
Project Total	**$500,000**

SIDEWALKS-EW PERRY PARK - NE 50th Street to Springlake Drive; N Prospect Avenue; N Everest Avenue to N Martin Luther King Avenue: NW 48th Street (Ward 7)

Construction of sidewalks in the EW Perry Park vicinity as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$594,320
Project Total	**$594,320**

SIDEWALKS-MUSTANG VALLEY ES - S Morgan Road to Westbury Glen Boulevard; SW 29th Street; SW 24th Terrace to SW 32nd Street; S Morgan Road; SW 29th Street to SW 33rd Street: S Morgan Road (Ward 3)

Construction of sidewalks around Mustang Valley Elementary as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$329,680
Project Total	**$329,680**

SIDEWALKS-RALPH DOWNS ES - NW 122nd Street to NW 114th Terrace: Shasta Lane; Shasta Lane to N Rockwell Avenue: NW 115th Street (Ward 8)

Construction of sidewalks around Ralph Downs Elementary as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$306,400
Project Total	**$306,400**

SIDEWALKS-TRANSIT II - S Blackwelder Avenue to S Western Avenue: I-240 Highway Access Road North; S Blackwelder Avenue to S Western Avenue: I-240 Highway Access Road South; NE 38th Street to NE 42nd Street: N Lincoln Boulevard; NW 96th Street to NW 86th Street: N Western Avenue (Ward 7)

Construction of Transit II area sidewalks as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$819,200
Project Total	**$819,200**

SW 119 RESURFACING - SW 119th Street from S Western Avenue to City limits (Ward 5)

Arterial resurfacing and repairs as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$1,000,000
Project Total	**$1,000,000**

SW 44TH RESURFACING - SW 44th Street from S Sara Road to S Morgan Road (Ward 3)

Arterial resurfacing and repairs as part of the Better Streets Safer City Sales Tax initiative. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$800,000
Project Total	**$800,000**

SW/SE 25 BIKE LANES - SW/SE 25th Street from S Grand Boulevard to S High Avenue (Ward 7)

Tier 2 and Tier 3 bike facilities project for the Better Streets Safer Sales Tax Program. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$150,000
Project Total	**$150,000**

VILLA, YOUNGS, VENICE BIKE LN. - N Villa Avenue, N Youngs Boulevard. and N Venice Boulevard between NW 62nd Street and NW 10th Street (Ward 6)

Tier 2 and Tier 3 bike facilities project for the Better Streets Safer Sales Tax Program. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$922,000
Project Total	**$922,000**

WILSHIRE BIKE LANES - W Wilshire Boulevard from Harvest Hills Rd to NW Expressway (Ward 1)

Tier 1 bike facilities project for the Better Streets Safer Sales Tax Program. Estimated annual operating cost is $0.

	FY22 Cost
Better Streets Safer City Tax	$180,000
Project Total	**$180,000**

PUBLIC WORKS FY22 TOTAL $43,482,012

PUBLIC WORKS - BRIDGES

BRIDGE CNTRL_ULSTA - (N/A)

Control project for unlisted bond funds related to bridges. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$195,000
Project Total	**$195,000**

N MAY AVE, NW EXPRESSWAY - May Avenue over Northwest Expressway (Ward 2)

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.

	FY22 Cost
2017 G.O. Bonds	$1,925,000
Project Total	**$1,925,000**

NW 10TH ST, N GRAND BLVD - NW 10th St over N Grand Blvd (Eastbound and Westbound) (Ward 6)

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.

	FY22 Cost
2017 G.O. Bonds	$2,750,000
Project Total	**$2,750,000**

PUBLIC WORKS - BRIDGES FY22 TOTAL $4,870,000

PUBLIC WORKS - DRAINAGE

DRAINAGE CNTRL SYS CNTRL_ULSTA - (Citywide)

Control project for unlisted bond funds related to Drainage. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$500,000
Project Total	**$500,000**

DRAINAGE STUDIES - Citywide

Drainage Studies Citywide. Estimated annual operating cost is $0.

	FY22 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.

	FY22 Cost
2017 G.O. Bonds	$2,200,000
Project Total	**$2,200,000**

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.

	FY22 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.

	FY22 Cost
2017 G.O. Bonds	$1,400,000
Project Total	**$1,400,000**

PUBLIC WORKS - DRAINAGE FY22 TOTAL $5,750,000

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.

	FY22 Cost
2007 G.O. Bonds	$3,000,000
Project Total	**$3,000,000**

CLASSEN, SHERIDAN TO NW 10 - Classen from Sheridan Ave to NW 10th (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.

	FY22 Cost
2017 G.O. Bonds	$2,750,000
Project Total	**$2,750,000**

E MEMORIAL, N KELLEY_EASTERN - E Memorial Rd from N Kelley Ave to N Eastern Ave (Ward 7)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvement, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$1,335,000
Project Total	**$1,335,000**

KELLEY_MLK_NE 23RD _NE 36 - Area bound by Kelley Ave, MLK, NE 23rd St, and NE 36th St (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.

	FY22 Cost
2017 G.O. Bonds	$8,595,000
Project Total	**$8,595,000**

MAY, SW 59 TO SW 44 - S May Ave from SW 59th St to SW 44th St (Citywide)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvement, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

MLK, NE 10 TO NE 23 - N MLK Ave from NE 10th St to NE 23rd St (Ward 7)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

N CLSSN BLKWLDR_SHRTL_NW30,25 - Along N Classen Ave from NW 13th St to NW 48th St; between N Blackwelder Ave and N Shartel Ave, NW 30th St and NW 25th St (Ward 2)

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.

	FY22 Cost
2017 G.O. Bonds	$1,490,000
Project Total	**$1,490,000**

NE 10TH ST AND MLK AVE - NE 10th and MLK Ave (Ward 7)

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.

	FY22 Cost
2017 G.O. Bonds	$660,000
Project Total	**$660,000**

NW 192, PORTLAND TO MAY - NW 192nd St from N Portland Ave to N May Ave (Ward 8)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$555,000
Project Total	**$555,000**

NW 23, MAY TO PENN - NW 23rd St from North May Ave to N Pennsylvania Ave (Citywide)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$1,335,000
Project Total	**$1,335,000**

NW 23, PENN TO WESTERN - NW 23rd St from N Pennsylvania Ave to N Western Ave (Citywide)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

NW 23, WESTERN TO I-235 - NW 23rd St from N Western to I-235 (Citywide)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$1,810,000
Project Total	**$1,810,000**

PENN, NW 10 TO NW 23 - N Pennsylvania Ave from NW 10th St to NW 23rd St (Ward 6)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

S HARRAH, I-40 TO CITY LIMITS - S Harrah Rd from I-40 north to City limits (Ward 4)

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.

	FY22 Cost
2017 G.O. Bonds	$6,600,000
Project Total	**$6,600,000**

SE 44, HIGH TO EASTERN - SE 44th St from S High Ave to S Eastern Ave (Citywide)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$1,335,000
Project Total	**$1,335,000**

STREETS CNTRL_ULSTA - (Citywide)

Control project for unlisted bond funds related to Streets. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$7,632,855
Project Total	**$7,632,855**

SW 149, WESTERN TO SANTA FE - SW 149th St from S Western Ave to S Santa Fe Ave (Ward 5)

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.

	FY22 Cost
2017 G.O. Bonds	$3,000,000
Project Total	**$3,000,000**

SW 15, CZECH HALL TO MUSTANG - SW 15th St, Czech Hall Road to Mustang Road (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.

	FY22 Cost
2017 G.O. Bonds	$4,950,000
Project Total	**$4,950,000**

SW 15, MUSTANG KILPATRICK TPK - SW 15th St from Mustang Road to John Kilpatrick TPK (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.

	FY22 Cost
2017 G.O. Bonds	$4,400,000
Project Total	**$4,400,000**

SW 29, ROCKWELL TO MACARTHUR - SW 29th from S Rockwell Ave to S MacArthur Blvd (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.

	FY22 Cost
2017 G.O. Bonds	$4,950,000
Project Total	**$4,950,000**

SW 59, S WESTERN, S WALKER - Along SW 59th St from S Blackwelder Ave to S Santa Fe Ave; S Western Ave from SW 59th St to SW 62nd St; S Walker Ave from SW 59th St to SW 62nd St (Ward 5)

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.

	FY22 Cost
2017 G.O. Bonds	$1,230,000
Project Total	**$1,230,000**

WALKER, SW 29 TO OKLAHOMA RIVR - S Walker Ave from SW 29th to Oklahoma River (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

WALKER, SW 59 TO SW 44 - S Walker Ave from SW 59th St to SW 44th St (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

WALKER, SW 74 TO SW 89 - S Walker Ave from SW 74th St and SW 89th St (Ward 5)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY22 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

PUBLIC WORKS - STREETS FY22 TOTAL $64,867,855

PUBLIC WORKS - TRAFFIC

COUNCIL AND NW 113 - N Council Road and NW 113 St (Ward 8)

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.

	FY22 Cost
2017 G.O. Bonds	$1,145,000
Project Total	**$1,145,000**

NW 36 AND WALKER - NW 36th St and N Walker Ave (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.

	FY22 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.

	FY22 Cost
2017 G.O. Bonds	$300,000
Project Total	**$300,000**

PUBLIC WORKS - TRAFFIC FY22 TOTAL $2,660,000

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.

	FY22 Cost
OKC Water Utilities Trust	$1,500,000
Project Total	**$1,500,000**

MOBILE EQUIPMENT - (N/A)

Replacement of pick-up trucks, refuse trucks, side loaders, and other mobile equipment. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$4,443,000
Project Total	**$4,443,000**

SOLID WASTE MANAGEMENT FY22 TOTAL $5,943,000

WASTEWATER

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.

	FY22 Cost
OKC Water Utilities Trust	$910,000
Project Total	**$910,000**

CENTRAL OPERATIONS CENTER - NW 5th & Penn (Ward 6)

New office facilities to centrally house divisions responsible for operations at NW 5th and Pennsylvania. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$5,310,000
Project Total	**$5,310,000**

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.

	FY22 Cost
OKC Water Utilities Trust	$2,650,000
Project Total	**$2,650,000**

CITYWIDE SANITARY SEWER R & R - Citywide

To provide for renewal and/or replacement of deficient sanitary sewer lines. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$14,860,000
Project Total	**$14,860,000**

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.

	FY22 Cost
OKC Water Utilities Trust	$5,570,000
Project Total	**$5,570,000**

CUSTOMER SERVICE DIVISION - Citywide

Replaces meters and meter pits. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$4,190,000
Project Total	**$4,190,000**

DEER CREEK INTERCEPTOR - Deer Creek area (Citywide)

Deer Creek Interceptor. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$530,000
Project Total	**$530,000**

DEER CREEK WWTP IMPROVEMENTS - 20600 N. Portland Ave. (Ward 8)

Plant upgrades to improve, replace, and renew existing facilities as necessary to continue reliable and regulatory compliant operations. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$1,640,000
Project Total	**$1,640,000**

DRAPER RANGER STATION - 10403 W Stanley Draper Dr (Ward 4)

Draper Ranger Station upgrades. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$530,000
Project Total	**$530,000**

EMERGENCY PROJECTS - Citywide

Wastewater related emergency projects. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$640,000
Project Total	**$640,000**

EQUIPMENT REPLACEMENT - (N/A)

Mobile equipment replacement. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$1,330,000
Project Total	**$1,330,000**

FLOW METERING ISOLATION - Citywide

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.

	FY22 Cost
OKC Water Utilities Trust	$1,590,000
Project Total	**$1,590,000**

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.

	FY22 Cost
OKC Water Utilities Trust	$5,310,000
Project Total	**$5,310,000**

LABORATORY IMPROVEMENTS - Citywide

Laboratory improvements. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$110,000
Project Total	**$110,000**

LIFT STATION R & R - Citywide

Lift station renewals and/or replacements. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$3,550,000
Project Total	**$3,550,000**

N CANADIAN WWT R & R - 12800 N. Anderson Road (Ward 7)

Plant upgrades to improve, replace, and renew existing facilities as necessary to continue reliable and regulatory compliant operations. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$29,190,000
Project Total	**$29,190,000**

NORTH CANADIAN INTERCEPTOR - Citywide

Increase capacity of the North Canadian wastewater collection system. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$5,310,000
Project Total	**$5,310,000**

POLICY B AND B-1 PROJECTS - Citywide

Used for developments 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.

	FY22 Cost
OKC Water Utilities Trust	$530,000
Project Total	**$530,000**

PUBLIC WORKS REIMBURSEMENTS - Citywide

Public Works reimbursement projects. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$320,000
Project Total	**$320,000**

RELOCATION FOR ROAD PROJECTS - Citywide

Relocations of sewer roadway improvement projects. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$1,070,000
Project Total	**$1,070,000**

S CANADIAN WWT R & R - 15924 S. May Avenue (Ward 5)

Plant upgrades to improve, replace, and renew existing facilities as necessary to continue reliable and regulatory compliant operations. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$1,060,000
Project Total	**$1,060,000**

SOUTH CANADIAN EXPANSION - 15924 S. May Avenue (Ward 5)

South Canadian Wastewater Treatment Plant expansion. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$113,000,000
Project Total	**$113,000,000**

SURVEY INVENTORY - (Citywide)

Detailed survey for collection system assets to provide for a robust, accurate spatial database of assets to allow for the efficient operation of the system. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$2,120,000
Project Total	**$2,120,000**

TECHNOLOGY UPGRADES - (N/A)

Technology upgrades. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$3,180,000
Project Total	**$3,180,000**

WASTEWATER FY22 TOTAL $204,500,000

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.

	FY22 Cost
OKC Water Utilities Trust	$2,120,000
Project Total	**$2,120,000**

CITY OF THE VILLAGE MAIN REPL - City of The Village (N/A)

The City of The Village Main replacement. The City of Oklahoma City Water Utilities provides water to the City of The Village. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$1,060,000
Project Total	**$1,060,000**

CITYWIDE WATER MAIN R & R - Citywide

Water main renewals and replacements. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$5,750,000
Project Total	**$5,750,000**

CUSTOMER SERVICE DIVISION PROJ - Citywide

Replaces water meters and meter pits. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$6,320,000
Project Total	**$6,320,000**

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.

	FY22 Cost
OKC Water Utilities Trust	$3,180,000
Project Total	**$3,180,000**

DRAPER PLANT R & R - 13700 S. Douglas Boulevard (Ward 4)

Draper Water Treatment Plant renewal and replacement. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$1,800,000
Project Total	**$1,800,000**

DRAPER WTP UPGRADES - 13700 S. Douglas Boulevard (Ward 4)

Improvements to the Draper Water Treatment Plant. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$31,840,000
Project Total	**$31,840,000**

EMERGENCY PROJECTS - (Citywide)

Water related emergency projects. The department encounters emergencies during the operation of raw water supply and potable water distribution. Funds are allocated each year to pay for these emergencies. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$850,000
Project Total	**$850,000**

EQUIPMENT REPLACEMENT - (N/A)

Mobile equipment replacement. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$1,410,000
Project Total	**$1,410,000**

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.

	FY22 Cost
OKC Water Utilities Trust	$9,820,000
Project Total	**$9,820,000**

HEFNER PLANT R & R - 3827 W. Hefner Road (Ward 8)

Hefner Water Treatment Plant renewal and replacement. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$1,060,000
Project Total	**$1,060,000**

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.

	FY22 Cost
OKC Water Utilities Trust	$9,550,000
Project Total	**$9,550,000**

LABORATORY IMPROVEMENTS - Citywide

Laboratory improvements. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$120,000
Project Total	**$120,000**

LAKE MANAGEMENT PROJECTS - Lake Stanley Draper, Lake Hefner, Lake Overholser, and Lake Atoka (Citywide)

The City owns and operates several lakes. 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.

	FY22 Cost
OKC Water Utilities Trust	$9,920,000
Project Total	**$9,920,000**

LARGE VALVE REPLACEMENT - Citywide

Large valve replacement. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$2,120,000
Project Total	**$2,120,000**

POLICY A AND A-1 PROJECTS - (Citywide)

Used for developments 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.

	FY22 Cost
OKC Water Utilities Trust	$110,000
Project Total	**$110,000**

PUBLIC WORKS REIMBURSEMENTS - Citywide

Public Works reimbursement projects. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$330,000
Project Total	**$330,000**

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.

	FY22 Cost
OKC Water Utilities Trust	$111,690,000
Project Total	**$111,690,000**

RELOCATION FOR ROAD PROJECTS - Citywide

Relocation of water roadway improvement projects. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$810,000
Project Total	**$810,000**

SURVEY INVENTORY - (Citywide)

Detailed survey for distribution system assets to provide for a robust, accurate spatial database of assets to allow for the efficient operation of the system. Estimated annual operating cost is $0.

	FY22 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.

	FY22 Cost
OKC Water Utilities Trust	$1,860,000
Project Total	**$1,860,000**

UPGRADES TO BOOSTER STATIONS - Citywide

Upgrades to booster stations to improve reliability and resiliency. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$8,860,000
Project Total	**$8,860,000**

WATER STORAGE TANKS - Citywide

Add water storage tanks. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$3,860,000
Project Total	**$3,860,000**

WATER SYSTEM PRESSURE MGMT - (Citywide)

Develop and update automated water system pressure zones throughout the system to provide reliable, resilient water service. Estimated annual operating cost is $0.

	FY22 Cost
OKC Water Utilities Trust	$2,120,000
Project Total	**$2,120,000**

WATER FY22 TOTAL $217,620,000

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 $68.54 million in General Obligation bonded debt and has issued $146.60 million in FY21, which will leave the total General Obligation Bond indebtedness at the end of FY21 at approximately $997.32 million. This equates to $1,488 per capita estimated for FY21 compared to $1,372 per capita at the end of FY20.

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.

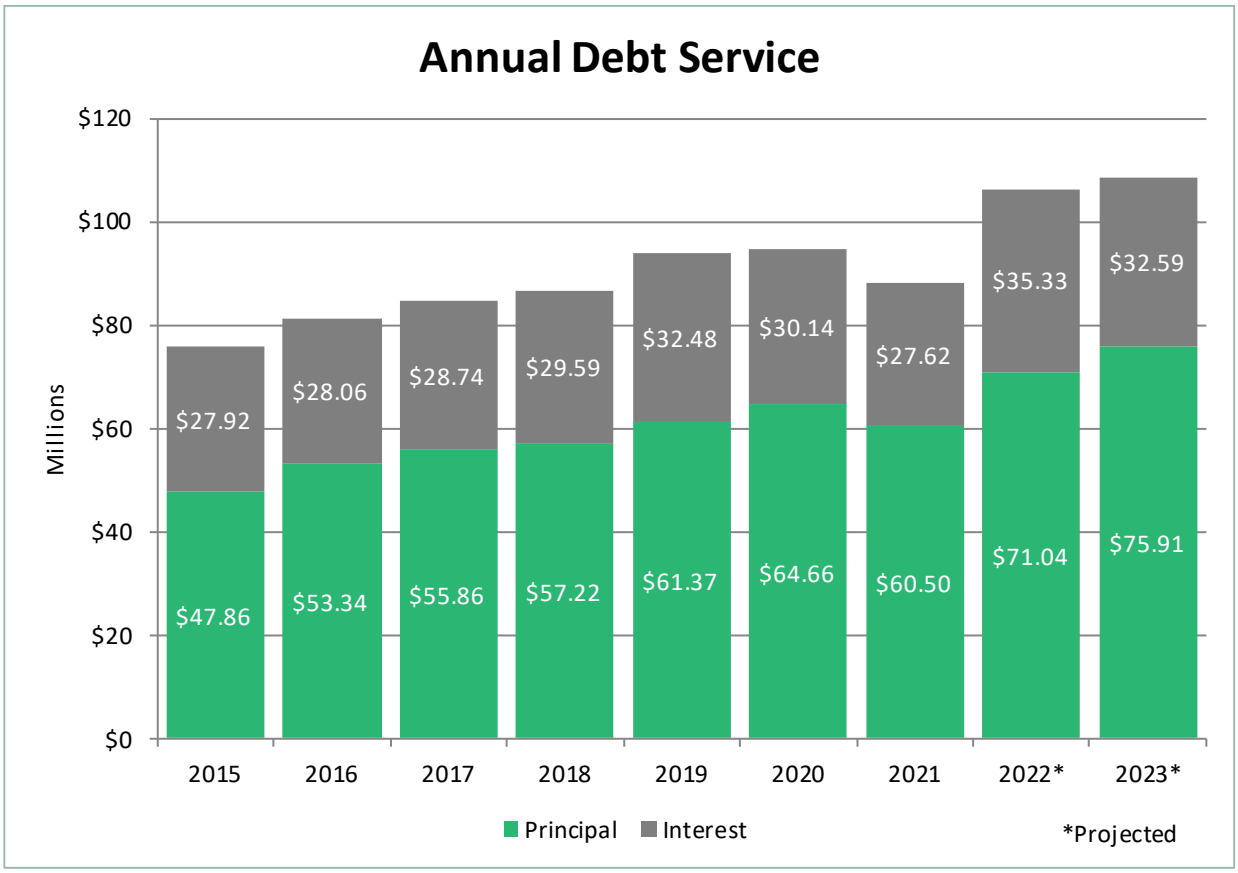
DEBT SERVICE BUDGET

	Actual FY20	Adopted FY21	Proposed FY22
Revenues			
Ad Valorem (Property Tax)	$97,742,730	$98,838,747	$83,600,579
Interest	2,814,352	1,000,000	2,000,000
Other	6,366,248	7,000,000	10,000,000
Fund Balance	0	3,911,844	25,135,960
Total Revenues	**$106,923,330**	**$110,750,591**	**$120,736,539**
Expenditures - Non-Departmental			
Judgments	$5,300,729	$3,365,948	$4,200,000
Judgment Interest	309,229	214,645	350,000
Fiscal Agency Fees	1,056,332	600,000	700,000
Bond Retirement	64,815,000	65,925,000	71,040,000
Interest on Bonds	33,083,868	34,126,511	35,333,033
Reserve For Future Debt Service Payments	0	6,518,487	9,113,506
Total Expenditures	**$104,565,157**	**$110,750,591**	**$120,736,539**
Use of Fund Balance			
Beginning Fund Balance	$117,430,368	$119,788,541	$122,395,184
Additions/(Reductions) to Fund Balance	2,358,173	2,606,643 *	(16,022,454) **
Ending Fund Balance	**$119,788,541**	**$122,395,184** *	**$106,372,730** **

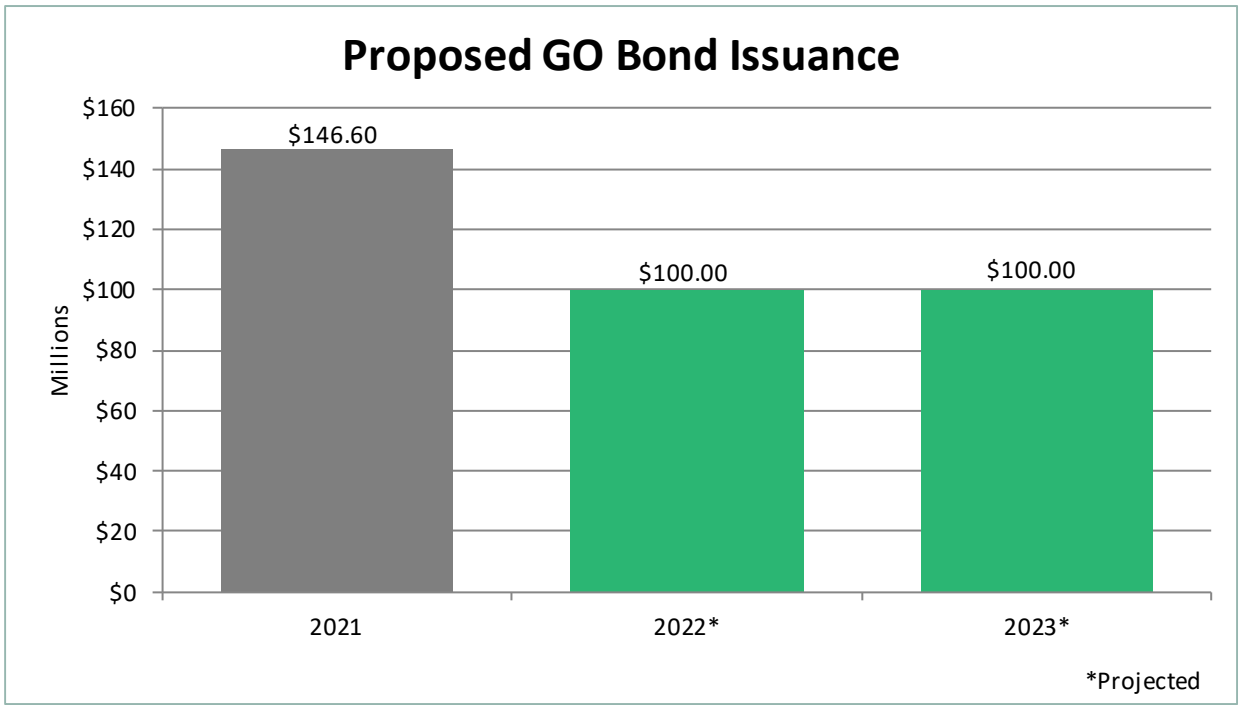
* Estimated.

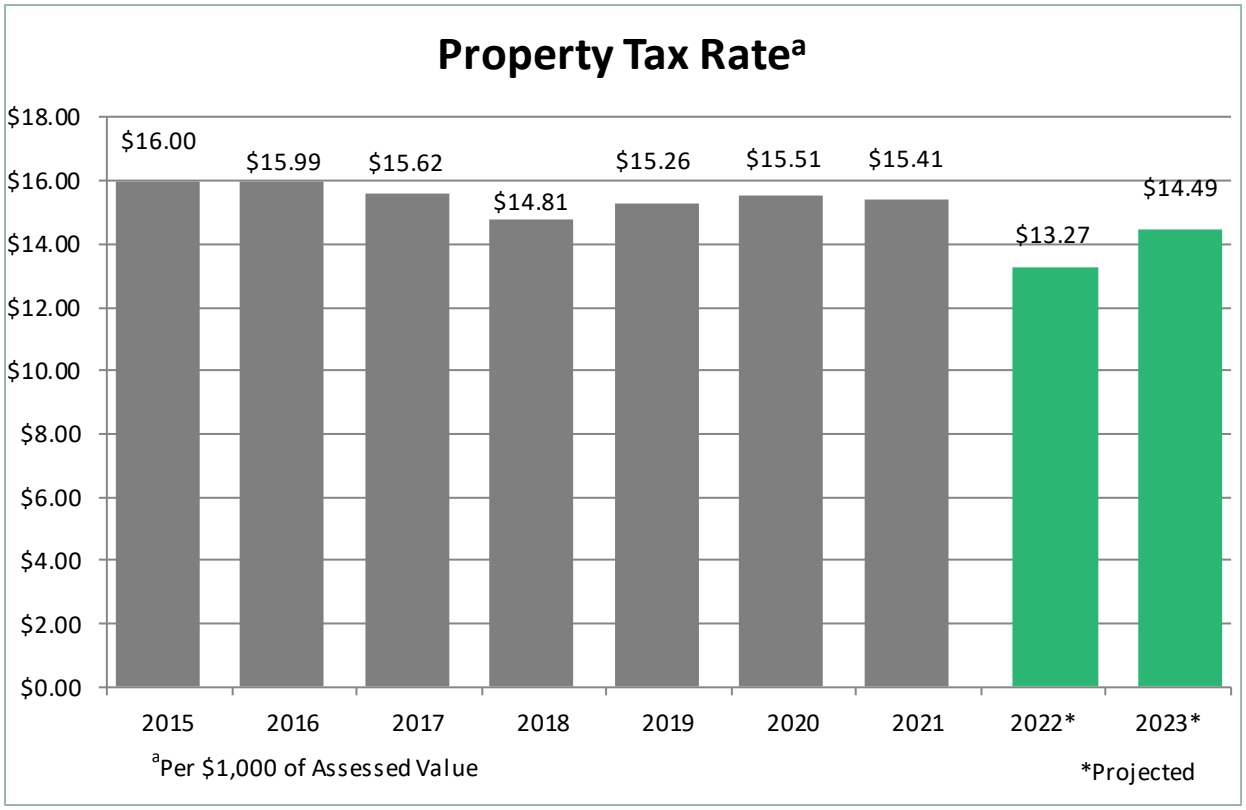
** Assumes budgeted revenues and expenditures.

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.

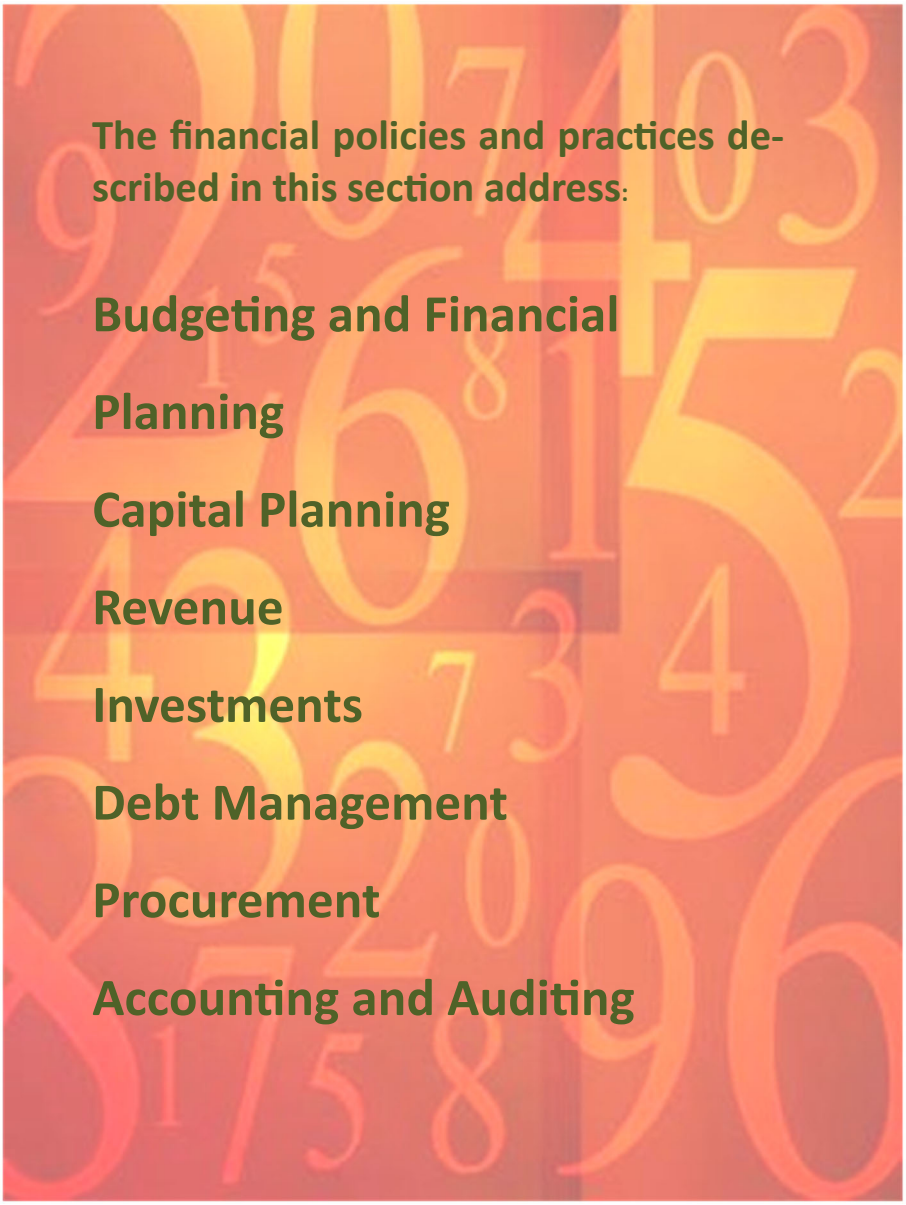
2. For budgetary purposes, only amounts that will be spent or encumbered (under contract) by the end of the fiscal year are budgeted as expenditures. For GAAP purposes, governmental and proprietary fund type expenditures are recorded when incurred according to the modified accrual and accrual basis of 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.



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		FY22 Proposed Budget	FY22 Budgeted Contingency (a)	Contingency as a % of Budget (b)	Projected Unbudgeted Fund Balance (c)	Fund Bal. as a % of Budget (d)
(e)	General Fund	$496,438,808	$6,667,160	1.34%	$145,420,396	29.29%
(g)	Asset Forfeiture Fund	$3,972,087	1,062,336	26.75%	$1,948,139	49.05%
	Court Admin. and Training Fund	227,000	6,400	2.82%	46,528	20.50%
(g)	Fire Sales Tax Fund	47,102,384	1,515,000	3.22%	8,577,233	18.21%
(e,f,g)	Hotel/Motel Tax Fund	11,482,102	0	0.00%	4,626,326	40.29%
(e)	MAPS 3 Use Tax	4,472,309	0	0.00%	0	0.00%
(e)	MAPS 4 Use Tax	1,740,752	0	0.00%	0	0.00%
(g)	Medical Service Program Fund	6,882,212	1,832,649	26.63%	9,362,566	136.04%
(g)	Police Sales Tax Fund	44,942,380	1,566,579	3.49%	13,379,127	29.77%
(g)	Stormwater Drainage Fund	19,478,636	600,000	3.08%	9,191,712	47.19%
(f,i)	Zoo Sales Tax Fund	14,932,948	0	0.00%	0	0.00%
	Funds Supported by the General Fund or Other Entities (h)					
(i)	Airports	$20,814,028	$336,882	1.62%	$1,435,935	6.90%
	Emergency Management Fund	9,567,491	200,000	2.09%	1,849,367	19.33%
	Internal Service Fund	55,962,138	844,918	1.51%	9,423,521	16.84%
(i)	Transportaion and Parking Fund	4,835,397	150,767	3.12%	903,516	18.69%
(i)	Solid Waste Mgmt. Fund	10,581,978	300,000	2.84%	0	0.00%
(i)	Water Fund	67,668,196	1,260,000	1.86%	0	0.00%
(i)	Wastewater Fund	31,941,963	630,000	1.97%	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 FY22 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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
1	% of new/renewed leases at market rate and/or rates sufficient to fund airport provided infrastructure	100%	100%	N/A	100%	100%
2	% increase in Food, beverage, and retail concession revenues per boarding passenger	4%	4%	4%	2%	2%
3	% change in parking revenue per transaction per year	N/A	20%	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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
4	% of new signs installed to implement the wayfinding plan	25%	0%	0%	88%	88%
5	% of terminal expansion project completed	13%	74%	0%	85%	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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
6	% increase in the airport cost to the airline per boarding passenger	-21%	33%	33%	5%	5%
7	# of marketing presentations to air carriers each year	8	1	0	10	10
8	% change in boarding passengers	6%	-26%	-57%	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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
9	% of identified and targeted acres leased	0%	N/A	N/A	2%	2%
10	% of days garage public parking exceeds 85% of capacity	88%	29%	0%	70%	70%
11	% of ageing infrastructure projects completed	N/A	1%	1%	10%	11%

Airports

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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	84%	79%	75%	80%
Administrative - Executive Leadership						
15	% of key measures and strategic results achieved	59%	27%	28%	75%	75%
16	% increase in the airport cost to the airline per boarding passenger	-21%	33%	33%	5%	5%
17	% of new signs installed to implement the wayfinding plan	25%	0%	0%	88%	88%
18	% of performance evaluations completed by the review date	81%	73%	82%	95%	95%
19	% of terminal expansion project completed	13%	74%	0%	85%	85%
20	Injury/Illness Incident Rate *	N/A	N/A	9.24	6.00	6.00
21	# of employees receiving safety training *	N/A	N/A	538	500	550

Airports

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Administrative - Executive Leadership						
22	# of enplanements	N/A	1,630,730	934,012	2,293,159	1,200,000
Administrative - Public Information and Marketing						
23	% of airlines that have increased or improved air service	29%	14%	14%	18%	18%
24	% of citizen complaints responded to within 24 hours	100%	100%	95%	98%	98%
25	# of airports served by non-stop flights from Will Rogers World Airport	28	20	17	27	27
26	# of marketing presentations to air carriers each year	8	1	0	10	10
Commercial Aviation - Airfield Operations						
27	% of daily inspection items resolved within 30 days	86%	83%	94%	90%	90%
28	# of aircraft diversions per month	289	173	147	275	225
Commercial Aviation - Runways and Taxiways						
29	% of days per month that the airport has a runway closed	25%	28%	32%	10%	10%
30	% of airport certification work orders completed within 3 business days of identifying deficiency	99%	100%	100%	96%	96%
Commercial Aviation - Safety, Security and Inspection						
31	% of days with zero security incidents	86%	89%	89%	97%	97%
32	% of airport identification badges renewed on time	78%	79%	66%	90%	85%
General Aviation - Operations						
33	% of itinerant takeoffs and landings at Wiley Post Airport	74%	70%	71%	70%	70%
34	% of days the airport has a runway closed	2%	18%	2%	8%	8%
Maintenance - Building Maintenance						
35	% of airport operating hours where major mechanical systems are functioning	90%	90%	90%	95%	95%
36	% of critical building maintenance calls resolved within 2 days	98%	98%	98%	95%	95%
37	% of moving walkways, elevators, and escalators that are functioning	99%	106%	100%	90%	90%

Airports

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Maintenance - Equipment Maintenance						
38	% of repairs that are outsourced	N/A	7%	2%	10%	10%
39	% of preventative maintenance work orders completed on time	59%	78%	85%	90%	90%
Maintenance - Fuel						
40	% of tenant aircraft refueling vehicles with no deficiencies found	95%	100%	100%	95%	95%
Maintenance - Horticulture						
41	% of landscape maintained according to schedule	68%	74%	63%	90%	90%
42	% of publc grounds mowed according to schedule	77%	65%	48%	87%	87%
43	# of public grounds acres mowed	7,423	7,423	8,781	7,422	7,422
44	# of square-feet of beds maintained	3,547,773	3,547,773	3,635,799	3,547,773	3,547,773
Property Management and Development - Architectural and Engineering/Planning						
45	% of contracts approved within 150 calendar days from advertising the project	N/A	20%	6%	50%	50%
46	% of total project consultant cost as a result of amendments	104%	2%	-14%	5%	5%
Property Management and Development - Construction						
47	% of construction projects that do not exceed 5% of original contract amount	87%	64%	82%	80%	80%
48	% of total project construction cost as a result of change orders and amendments	-1%	7%	3%	5%	5%
Property Management and Development - Facility and Lease Administration						
49	% of agreements/contracts approved on time	N/A	N/A	N/A	90%	90%
50	% change in boarding passengers	6%	-26%	-57%	2%	2%
51	% change in parking revenue per transaction per year	N/A	20%	0%	2%	2%
52	% increase in Food, beverage, and retail concession revenues per boarding passenger	4%	4%	4%	2%	2%
53	% of days garage public parking exceeds 85% of capacity	88%	29%	0%	70%	70%
54	% of Facility and Leasing records digitized and easily accessible	N/A	N/A	N/A	95%	95%

Airports

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Property Management and Development - Facility and Lease Administration						
55	% of identified and targeted acres leased	0%	N/A	N/A	2%	2%
56	# of agreements	473	475	479	475	475
57	# of leasable acres identified and targeted	230.45	230.45	N/A	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*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
58	% of City Council and other City decision makers rating audit services as "good" or "excellent"	100%	100%	94%	90%	90%
59	% of audit recommendations accepted by management	100%	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.*

60	% of actionable allegations assessed and assigned for investigation within seven days of reporting	100%	95%	94%	90%	90%

City Auditor's Office

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
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					
61						
Administrative - Executive Leadership						
62	% of key measures and strategic results achieved	40%	100%	100%	75%	75%
63	% of performance evaluations completed by the review date	67%	83%	100%	95%	95%
Audit Services - Audit Services						
64	% of audit recommendations accepted by management	100%	100%	100%	95%	95%
65	% of City Council and other City decision makers rating audit services as "good" or "excellent"	100%	100%	94%	90%	90%
66	% of audit services completed within deadlines	50%	71%	50%	80%	80%
67	% of available time on direct services	83%	85%	86%	73%	73%
68	# of direct service hours provided	10,215.00	10,611.00	9,836.00	9,600.00	9,600.00
Ethics Assurance - Ethics Assurance						
69	% of actionable allegations assessed and assigned for investigation within seven days of reporting	100%	95%	94%	90%	90%
70	# of allegation dispositions provided	55	38	30	60	40

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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
71	% of land documents filed at county offices within 3 working days of Council approval	84%	95%	91%	100%	100%
72	% of customer responses stating satisfaction with open records requests	87%	85%	N/A	95%	N/A

City Clerk's Office

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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*						
73	% of ordinances available online	28%	162%	23%	0%	0%
74	% of City staff managed trust, board, commission, and committee meeting records online	0%	N/A	N/A	100%	0%
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*						
75	# of staff from City departments trained on records management policies and procedures	55	96	N/A	100	100
Administrative - Executive Leadership						
76	% of key measures and strategic results achieved	9%	25%	0%	75%	75%
77	% of performance evaluations completed by the review date	100%	89%	100%	95%	95%

City Clerk's Office

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Official Records - Bid Management						
78	% of construction bids received that are qualified bids	94%	95%	93%	98%	98%
79	% of users trained annually	33%	14%	6%	50%	50%
80	# of bidding documents reviewed and released	260	225	194	350	350
81	# of construction bid receipts processed	443	414	516	500	500
82	# of goods and services bid receipts processed	352	331	228	350	350
83	# of proposal/qualification receipts processed	420	364	253	250	250
84	# of users trained	78	34	14	117	117
Official Records - City Clerk's Information						
85	% of City Clerk records requests completed within 8 business hours of request	91%	88%	84%	95%	95%
86	% of requests for records and information maintained in other City departments completed within 7 business days	61%	81%	56%	90%	78%
87	% of requests for Development Center records completed within 14 business days	89%	74%	84%	90%	90%
88	% of requests for records requiring legal review completed within 30 business days	54%	N/A	N/A	90%	90%
89	# of meeting notices & agendas posted in accordance with State Law	1,238	1,184	974	1,300	1,300
90	# of request responses provided for external records maintained in other City Departments	3,066	3,483	3,540	3,200	3,500
91	# of request responses provided for internal City Clerk records	393	323	346	500	350
92	# of meeting notices and agendas requested to be posted	1,247	1,187	975	1,300	1,300
93	# of record requests received	4,057	4,378	4,580	3,700	4,500
Official Records - Council Agenda Management						
94	% of City staff managed trust, board, commission, and committee meeting records online	0%	N/A	N/A	100%	0%
95	% of agenda items submitted correctly	81%	78%	80%	85%	85%

City Clerk's Office

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Official Records - Council Agenda Management						
96	# of agenda items corrected	723	827	748	600	600
97	# of agenda items reviewed	3,760	3,815	3,669	4,000	4,000
98	# of users trained	86	34	1,187	100	100
Official Records - Election						
99	% of conflict of interest forms filed in a timely manner	97%	92%	N/A	94%	95%
100	# of conflict of interest forms filed	202	98	N/A	224	226
101	# of gift disclosure forms filed	18	7	N/A	18	18
102	# of proclamations and election results issued	2	2	2	2	4
103	# of conflict of interest forms distributed for filing	238	112	N/A	224	226
Official Records - Records Management						
104	% of departments audited to determine centralized records management needs	0%	40%	7%	100%	100%
105	% of land documents filed at county offices within 3 working days of Council approval	84%	95%	91%	100%	100%
106	% of ordinances available online	28%	162%	23%	0%	0%
107	# of City Clerk historic ordinances indexed online	2,200	2,318	555	0	0
108	# of records added to the City Clerk's record storage	5,364	5,163	4,356	6,000	6,000
109	# of records maintained in the City Clerk's record storage	435,807	435,807	435,807	449,000	454,000
110	# of staff from City departments trained on records management policies and procedures	55	96	N/A	100	100

City Manager's Office

	FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
111	% of residents reporting they feel safe	50%	52%	57%	55%	60%
112	% 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%	74%	73%	80%	80%
113	% reduction in aggravated assaults citywide	19%	5%	5%	5%	5%
114	% of emergencies responded to within 7 minutes	65%	65%	61%	70%	70%
115	% of rezoning decisions by Council that are consistent with the Comprehensive Plan	96%	95%	96%	100%	100%
116	% of residents satisfied with the overall quality of their neighborhood	64%	68%	71%	65%	65%
117	% of designated proactive area properties inspected at least once per month	83%	78%	87%	90%	90%
118	% of service requests acted upon within 10 working days	93%	94%	97%	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%*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
119	% of residents who feel the City is a good place to work	74%	79%	74%	75%	75%
120	% of residents who feel the City is a good place to raise children	69%	75%	69%	75%	75%
121	# of jobs created	1,760	4,681	3,288	2,500	2,500
122	% of new jobs paying above the Oklahoma City MSA average wage	46%	67%	95%	35%	35%

City Manager's Office

			FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Long-Term Issue - Encourage a strong local economy							
123		% change in the OKC MSA average annual income	N/A	6%	N/A	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*

124	$	General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
125		% of total operating expenses for payroll expenses	70%	69%	70%	70%	70%
126	$	% of general fund budget maintained in unbudgeted reserve	28%	23%	23%	17%	17%
127	$	% of General Fund revenue from Sales Tax	55%	54%	45%	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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
128	% of citizens satisfied with the condition of the City's arterial streets	20%	20%	28%	40%	40%
129	% of residents satisfied with the City's public transportation system	20%	36%	20%	40%	40%
130	# of passengers per weekday service hour	14.82	9.42	15.07	15.29	15.29
131	# 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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
132	% of citizens within a half mile of a recreation facility, trail or park	64%	56%	71%	71%	75%
133	% of residents reporting regular leisure time physical activity	70%	73%	70%	70%	70%
134	% of residents who feel the City is a good place to work	74%	79%	74%	75%	75%
135	% of residents attending a park or park program more than 10 times per year	24%	24%	24%	35%	35%
136	% change in Wellness Score in the 20% of zip codes with the lowest scores (updated every 3 years)	N/A	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*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
137	% of residents surveyed who report they are satisfied with City services	62%	64%	62%	75%	75%
138	% of residents satisfied with the quality of customer service from City employees	69%	66%	69%	65%	65%
139	% of residents who are satisfied the City is heading in the right direction	72%	76%	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*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
140	% of residents reporting they feel safe	50%	52%	57%	55%	60%
141	% of residents satisfied with the quality of police service	69%	71%	69%	72%	72%
142	% change in the number of people incarcerated for municipal charges	-52%	-58%	-72%	-15%	-15%
143	% of officers who have received training in the Procedural Justice concept of de-escalation using scenario-based training and critical decision-making skills	100%	100%	100%	100%	100%

City Manager's Office

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
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*						
144	% of residents who are satisfied with the availability of information about City programs and services	58%	61%	58%	60%	60%
Administrative - Executive Leadership						
145	% of key measures and strategic results achieved	44%	47%	38%	75%	75%
146	% of performance evaluations completed by the review date	62%	69%	66%	95%	95%
Communications - Employee Communication						
147	% of employees surveyed who say they feel informed about City services and programs *	N/A	N/A	N/A	0.56	0.56
148	% of employees surveyed who say they feel valued by the organization *	N/A	N/A	0.53	0.56	0.56
149	# of "News to Know" newsletters produced	37	32	39	42	42
150	# of employee events held	5	6	25	4	4
151	# of employee special communication projects managed	15	31	3	13	13
152	# of Facebook posts on City of OKC Employees page	125	160	209	100	100
153	# of full and part-time City employees	N/A	5,122	5,122	5,239	5,239

City Manager's Office

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Communications - Print and Mail Services						
154	% of employees who report being satisfied with print and mail services	98%	98%	72%	98%	98%
155	% of print jobs delivered within the agreed upon deadline	99%	100%	100%	100%	100%
156	# of impressions produced	5,328,967	5,052,788	4,054,154	6,100,000	6,100,000
157	# of US mail pieces stamped	405,882	377,155	364,629	385,000	385,000
Communications - Public Information						
158	% of residents who are satisfied with the availability of information about City programs and services	58%	61%	58%	60%	60%
159	% of service requests acted upon within 10 working days	93%	94%	97%	96%	96%
160	# of media contacts provided	728	712	669	650	650
161	# of new video segments produced	98	127	N/A	85	85
162	# of overdue service requests *	N/A	621	N/A	4,800	4,800
163	# of social media interactions	2,559	2,983	N/A	2,500	2,500
164	# of special event permits processed	500	377	344	500	500
165	# of web pages updated	2,341	2,072	N/A	2,000	2,000
Community Enhancement - Event and Tourism Development						
166	$ of combined direct spending generated per square foot of privately operated City event facilities	462.74	315.37	N/A	458.56	458.56
167	% 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
168	% of patrons satisfied with the quality of City event facilities *	N/A	N/A	N/A	N/A	N/A
169	% 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
170	# of attendees for events hosted in Oklahoma City *	N/A	N/A	N/A	N/A	N/A
171	# of events hosted in Oklahoma City *	N/A	N/A	N/A	N/A	N/A

City Manager's Office

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Community Enhancement - Event and Tourism Development						
172	# of hotel room nights generated by Convention and Visitors Bureau	372,116	236,862	N/A	376,250	376,250
173	# of tourism contracts negotiated/administered **	N/A	N/A	N/A	N/A	N/A
Community Enhancement - MAPS 3						
174	% of MAPS 3 program completed	38%	0%	0%	63%	63%
175	% of MAPS 4 implementation plan developed *	N/A	N/A	N/A	N/A	N/A
176	% of residents who are satisfied with the quality of life in the City	66%	68%	66%	80%	80%
177	$ expended on MAPS 3 projects to date	N/A	677,571,714.00	0.00	N/A	N/A
Policy and Executive Leadership - City Manager's Office						
178	% of residents surveyed who report they are satisfied with City services	62%	64%	62%	75%	75%
179	% of residents who are satisfied the City is heading in the right direction	72%	76%	72%	85%	85%
180	% of City Council who are satisfied with the quality of information they are provided to establish policies, priorities and strategic goals	93%	80%	80%	89%	89%
181	% of management accepted City Auditor audit recommendations implemented within the specified time	85%	81%	81%	75%	75%
182	% of Strategic Results identified in LFR Strategic Business Plans achieved	52%	N/A	N/A	75%	75%
183	# of City Manager reports provided	129	132	N/A	112	112
184	# of Council agenda items approved	3,799	2,929	N/A	3,751	3,751
Policy and Executive Leadership - Legislative						
185	% of legislative agenda items accomplished resulting in favorable changes in legislative rules and regulations	75%	67%	67%	71%	71%
186	% of Council reporting that they are satisfied with the information they receive to make an effective legislative agenda	100%	100%	100%	89%	89%

City Manager's Office

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Policy and Executive Leadership - Legislative						
187	# of legislative contacts	210	95	N/A	125	125
188	# of legislative issues accomplished	3	4	4	5	5
189	# of legislative status reports and briefings provided	38	20	N/A	30	30
Policy and Executive Leadership - Office of City Council						
190	% 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	100%	0%	0%	89%	89%
191	% of residents who are satisfied the City is heading in the right direction	72%	76%	72%	85%	85%
192	# of events, education sessions and programs facilitated	13	34	N/A	40	40
Policy and Executive Leadership - Mayor's Office						
193	% of residents surveyed who report they are satisfied or very satisfied with City services	62%	64%	62%	75%	75%
194	% of residents satisfied with Oklahoma City as a place to live *	N/A	85%	85%	85%	85%
195	% of residents who are satisfied the City is heading in the right direction	72%	76%	72%	85%	85%

Development Services

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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 2024, Development Services will provide effective code enforcement services as evidenced by achieving at least 42% resident satisfaction with Code Enforcement.						
196	% of residents satisfied with code enforcement	38%	39%	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 2023, Animal Welfare will provide improved services and coordination as evidenced by achieving at least a 90% live release rate of shelter pets.						
197	% of dog/cat live releases	86%	81%	90%	90%	90%

Development Services

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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 electronic plan review with 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						
Annually, Development Services customers will experience a more timely and efficient development review process as evidenced by:						
▪ *At least 98% of applicants proposing a new preliminary plat will receive a development application decision within 60 days of submission.*						
▪ *At least 98% of applicants will receive a rezoning development application decision within 120 days of application submission.*						
198	% of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	100%	100%	100%	98%	98%
199	% of applicants that receive a rezoning development application decision within 120 days of application submission	100%	100%	103%	98%	98%

Development Services

Long-Term Issue - Development Process Technology Support

Ongoing inter and intra-departmental coordination in the development process without increased support to implement and maintain technology enhancements in a timely manner will continue to cause delays in processing development applications and the issuance of construction permits, licenses, and certificates of occupancy.

Strategies to address the Long-Term Issue

- *The Development Services Department will utilize Accela reports to track and review response data to identify opportunities for greater efficiency in plan review, permit issuance, and inspections.*
- *The Development Center Line of Business will pursue new technologies to improve efficiencies.*
- *The Development Services Department will pursue the utilization of a Business Intelligence Specialist to integrate business processes with new and existing technology to improve service levels for residents and customers.*

Strategic Result(s) to measure annual progress on Long-Term Issue

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

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

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
200	% of commercial new construction plans initial code review completed within 15 working days	16%	51%	45%	90%	60%
201	% of commercial remodel construction plans initial code review completed within 10 working days	23%	30%	45%	90%	60%
202	% of single family residential new construction plans reviewed within one working day of submission	109%	99%	39%	100%	90%
203	% of permit-related phone calls answered within two minutes *	N/A	N/A	87%	N/A	N/A

Development Services

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Long-Term Issue - Animal Welfare Field Services						
The growing demand for animal field 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 field 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 field 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 2024, in order to provide quality services to our customers Animal Welfare will:						
▪ *Provide an initial response to services requested within two business hours for Priority One calls 60% of the time*						
204	% of Animal Welfare Priority One calls receiving initial response within two business hours	24%	31%	33%	52%	52%
Administrative - Executive Leadership						
205	% of key measures and strategic results achieved	56%	47%	47%	75%	75%
206	% of performance evaluations completed by the review date	84%	86%	71%	95%	95%
Animal Welfare - Animal Shelter						
207	% of dog/cat live releases	86%	81%	90%	90%	90%
208	# of all live animals sheltered	22,428	21,556	19,696	22,000	21,000
209	# of dog/cat live releases	15,984	14,513	14,843	17,600	17,600
Animal Welfare - Community Outreach						
210	% of requested spay/neuter provided	95%	90%	81%	90%	85%
211	# of volunteer hours at the animal shelter *	N/A	N/A	3,866	10,000	10,000
212	# of animal adoptions resulting from an outreach event	1,634	1,073	96	1,750	200
213	# of animals in foster care	5,176	8,845	7,827	9,000	9,000
214	# of community cats transferred	1,509	1,221	1,365	1,500	1,500
215	# of public spay/neuter performed	4,705	4,051	2,396	4,500	3,000

Development Services

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Animal Welfare - Field Services						
216	% of Animal Welfare Calls responded to within specified time frames	32%	39%	46%	56%	56%
217	% of Animal Welfare Priority One calls receiving initial response within two business hours	24%	31%	33%	52%	52%
218	% of Animal Welfare Priority Three calls receiving initial response by the next business day	27%	30%	39%	45%	45%
219	% of Animal Welfare Priority Two calls receiving initial response within the same business day	54%	66%	73%	70%	70%
220	# of Animal Welfare service call responses provided	16,177	16,502	16,393	20,000	16,500
221	# of cruelty cases worked	2,515	2,790	2,826	2,500	2,800
222	Expenditure per animal welfare service call provided	56.73	62.33	57.06	61.84	75.84
Animal Welfare - Veterinary Services						
223	% of animals spayed/neutered	25%	27%	31%	25%	32%
224	% of live animals logged treated for illness or injury	23%	23%	21%	18%	21%
225	# of animals spayed/neutered	5,637	5,796	6,180	5,500	6,000
226	# of animals treated for illness or injury	5,156	4,874	4,208	4,000	4,000
Code Enforcement - Code Inspections						
227	% of first complaint-based inspections completed within four days *	N/A	N/A	89%	70%	70%
228	% of non-yard parking violations that are proactively identified *	N/A	N/A	67%	60%	60%
229	% of second inspections completed on scheduled date *	N/A	N/A	46%	55%	55%
230	# of code complaints received *	N/A	N/A	21,474	40,000	40,000
231	Total # of inspections performed	N/A	81,520.00	76,982.69	80,000.00	80,000.00
Code Enforcement - Nuisance Abatement						
232	% of code violations resolved voluntarily	65%	86%	82%	90%	90%
233	% of residents satisfied with code enforcement	38%	39%	38%	39%	39%

Development Services

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Code Enforcement - Nuisance Abatement						
234	% of weeds/grass and junk/debris complaints abated within 45 days from date of complaint	11%	17%	17%	50%	50%
235	Average # of days from official violation notification to contractor work order issued for dilapidated complaints *	N/A	N/A	157	120	120
236	Average # of days from official violation notification to contractor work order issued for unsecured complaints *	N/A	N/A	30	25	25
237	# of abatement actions completed	7,374	7,243	6,447	7,000	7,000
238	# of abatement notices issued	9,416	5,143	2,954	5,000	5,000
239	# of properties declared abandoned by City Council *	N/A	N/A	254	250	250
240	# of abatement actions requiring a competitive bid *	N/A	N/A	312	200	200
241	# of abatement actions requiring a court order *	N/A	N/A	272	200	200
242	# of violations identified for abatement *	N/A	N/A	18,308	17,000	17,000
Development Center - Construction Inspections						
243	% of construction related inspections completed within one working day of request	94%	86%	76%	90%	90%
244	# of construction related inspections completed	106,221	120,883	122,623	110,000	121,000
Development Center - Permits and Licensing						
245	% of permit-related phone calls answered within two minutes *	N/A	N/A	87%	N/A	N/A
246	# of business licenses issued *	N/A	N/A	12,392	12,000	12,000
247	# of construction permits issued	53,728	62,831	66,706	60,000	65,000
248	# of permit-related phone calls received	54,281	53,667	72,741	72,000	72,000
249	# of walk in customers assisted	21,226	16,622	N/A	21,000	21,000
Development Center - Plan Review						
250	% of commercial new construction plans initial code review completed within 15 working days	16%	51%	45%	90%	60%

Development Services

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Development Center - Plan Review						
251	% of commercial remodel construction plans initial code review completed within 10 working days	23%	30%	45%	90%	60%
252	% of single family residential new construction plans reviewed within one working day of submission	109%	99%	39%	100%	90%
253	# of commercial new construction plans reviewed	1,117	848	1,175	1,150	1,150
254	# of commercial remodel construction plans reviewed	1,166	1,627	1,338	1,000	1,400
255	# of one and two family residential new construction plans reviewed	2,916	3,876	4,035	2,900	4,000
Subdivision and Zoning - Subdivision and Zoning						
256	% of applicants that receive a rezoning development application decision within 120 days of application submission	100%	100%	103%	98%	98%
257	% of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	100%	100%	100%	98%	98%
258	Average # of days for applicants proposing a new subdivision to receive a development application decision	50	54	54	48	54
259	# of zoning and subdivision applications processed	314	351	555	350	400

Finance

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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, 95% of customers will report they are satisfied with the Finance Department.						
260	% of customers who are satisfied with the Finance Department	N/A	95%	95%	95%	95%
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.*						
▪ *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.						
261	General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa

Finance

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Long-Term Issue - Sustainable Financial Model						
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.						
262	% of total operating expenses for payroll expenses	70.28%	68.50%	70.18%	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.						
263	($) % of general fund operating budget maintained in unbudgeted reserve	28.42%	22.84%	23.24%	20.00%	20.00%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2025, 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)*						
264	% of Employee Retirement System (ERS) liability funded	104%	100%	100%	100%	100%
265	% of Other Post Employment Benefits (OPEB) liability funded	12.10%	13.21%	13.21%	13.31%	13.31%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2023, property insurance reserves will be funded at two times the deductible.						
266	# of deductibles funded by property insurance reserves	1.60	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 and use tax will be below 65% due to greater diversification of revenue sources.						
267	% of General Fund operating revenue from Sales and Use Tax *	N/A	67%	N/A	65%	65%

Finance

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.*
- *Continue the safety recognition program.*
- *Implement a city-wide return to work program.*
- *Ensure every department maintains and updates 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 7.5 injuries per 100 employees.*
- *100% of employees will receive quarterly safety training.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
268	# of injuries per 100 employees	8.41	11.48	11.48	8.00	8.00
269	% of employees that receive quarterly safety training	N/A	N/A	41%	100%	100%

Administrative - Executive Leadership

270	% of key measures and strategic results achieved	79%	82%	62%	75%	N/A
271	% of customers reporting they are satisfied with financial information and reports	92%	92%	92%	92%	92%
272	% of customers reporting they are satisfied with the financial services received to manage their operations	89%	91%	89%	90%	90%
273	% of performance evaluations completed by the review date	78%	93%	78%	95%	95%

Finance

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Accounting and Financial Reporting - Accounting Systems						
274	% of accounting system support requests resolved within 3 working days *	N/A	97%	98%	98%	98%
275	% of total capital assets that are in balance	98.61%	97.22%	98.45%	100.00%	100.00%
276	# of accounting system support requests resolved	1,853	1,776	2,084	1,750	1,750
Accounting and Financial Reporting - Financial Reporting						
277	% of financial reports issued on time	95.64%	89.79%	90.15%	100.00%	100.00%
278	% of bank reconciliations completed on time	99.34%	99.65%	99.91%	100.00%	100.00%
279	% of customers who report they are satisfied with the financial information available to make decisions	87%	85%	87%	92%	92%
280	# of bank reconciliations completed	1,963	1,967	1,951	2,000	2,000
281	# of financial reports issued	263	211	213	192	192
Accounting and Financial Reporting - Payroll						
282	% of employee payments processed accurately and on time	100%	100%	100%	100%	100%
283	% of compliance reports processed accurately and on time *	N/A	N/A	N/A	N/A	N/A
284	% of payroll-related vendor payments processed accurately and on time	100%	100%	100%	100%	100%
285	# of employee payments processed	145,744	142,198	138,370	147,670	147,670
286	# of payroll corrections processed	365	665	342	360	360
Administrative - Debt Management						
287	General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
288	# of General Obligation bond issues outstanding	N/A	23	22	22	47
289	$ of General Obligation debt outstanding	877,960,000	919,255,000	925,000,000	950,000,000	100,000,000
290	General Obligation Debt per capita	N/A	1,352	1,352	1,350	1,360
Community Enhancement - Community Development						
291	$ value of private investment per $ value of TIF investment	6.91	9.58	10.00	5.00	5.00
292	# of TIF projects	16	23	23	5	5

Finance

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Community Enhancement - Economic Development						
293	% above the Oklahoma City MSA average wage for new jobs created through incentives	39%	-14%	N/A	5%	5%
294	% of new jobs paying above the Oklahoma City MSA average wage	46%	67%	95%	35%	35%
295	# of companies receiving incentives	13	16	18	5	5
296	# of jobs created	1,760	4,681	3,288	2,500	2,500
297	# of jobs created through incentives	654	2,086	195	1,500	1,500
298	$ of private investment	209,785,000	959,962,000	213,050,000	150,000,000	150,000,000
Financial Planning and Management - Energy Management						
299	% change in energy consumption from previous fiscal year	3%	-3%	-1%	0%	0%
300	Total energy usage for City operations (MMBTU)	1,805,279	1,757,555	1,735,107	1,464,472	1,464,472
301	# of utility accounts managed	2,534	2,530	2,616	2,506	2,506
Financial Planning and Management - Management and Budget						
302	% of customers who report they are satisfied with the budget services and information provided to manage operations	88%	87%	89%	90%	90%
303	% of Employee Retirement System (ERS) liability funded	104%	100%	100%	100%	100%
304	% of general fund operating budget maintained in unbudgeted reserve	28.42%	22.84%	23.24%	20.00%	20.00%
305	% of General Fund operating revenue from Sales and Use Tax *	N/A	67%	N/A	65%	65%
306	% of Other Post Employment Benefits (OPEB) liability funded	12.10%	13.21%	13.21%	13.31%	13.31%
307	% of total operating expenses for payroll expenses	70.28%	68.50%	70.18%	70.00%	70.00%
Financial Planning and Management - Performance Management						
308	% of data entered on time	94%	75%	71%	95%	95%
309	# of performance data certifications performed	22	90	90	80	80
310	# of measures managed	2,945	3,059	2,949	3,000	3,000

Finance

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Purchasing and Payment Processing - Payment Processing						
311	% of vendor payments made in 30 calendar days or less from invoice date	91%	89%	89%	91%	91%
312	# of vendor payments processed	83,884	81,440	79,109	85,000	85,000
Purchasing and Payment Processing - Purchasing						
313	% of purchase orders approved within four (4) hours	97%	98%	99%	98%	98%
314	% of purchasing contracts approved on time	93%	98%	100%	95%	95%
315	% of purchase orders encumbered after invoice date	10%	8%	10%	10%	10%
316	% of purchases under $5,000 made with the purchasing card	89%	89%	92%	90%	90%
317	# of employees and vendors trained	292	336	240	300	300
318	# of purchasing contracts approved	630	774	686	654	654
Revenue Management - Revenue Enforcement						
319	$ of independent audit revenue per $ of independent audit expense	5	2	1	3	3
320	$ of delinquent and noncompliant revenues collected	1,339,632	1,189,580	1,226,970	900,000	900,000
Revenue Management - Treasury						
321	% of portfolio yield compared to the 0-3 year US Treasury Index benchmark	102%	111%	121%	100%	100%
322	% of City and Trust revenue recorded through Treasury within 2 business days	95.05%	95.83%	92.66%	92.00%	92.00%
323	% of customers who are satisfied with banking services provided by the Treasury division	94%	92%	94%	94%	94%
324	# of assessment districts invoiced	2,015	2,625	3,539	2,900	2,900
325	$ of City and Trust revenue recorded by Treasury	1,284,391,953	1,415,962,926	1,242,986,600	1,178,000,000	1,178,000,000
Risk Management - Insurance						
326	% of property losses per premium paid	0.00%	0.00%	0.00%	0.00%	0.00%
327	# of deductibles funded by property insurance reserves	1.60	1.60	1.60	2.00	2.00



Finance

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Risk Management - Insurance						
328	$ amount of property losses	3,260	174,835	162,653	400,000	400,000
329	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
330	# of property claims	0	4	13	N/A	N/A
Risk Management - Workers' Compensation and Workplace Safety						
331	Estimated Cost per Claim	1,349.93	4,349.70	74,759.11	6,000.00	6,000.00
332	# of injuries per 100 employees	8.41	11.48	11.48	8.00	8.00
333	% of employees that receive quarterly safety training	N/A	N/A	41%	100%	100%
334	# of training courses offered	56	56	46	24	24
335	# of work days lost due to OJI	11,371	15,993	18,170	9,500	9,500
336	$ Total for workers' compensation	14,148,130.57	24,621,561.20	25,034,964.33	13,150,000.00	13,150,000.00
337	# of OJI claims filed	200	56	66	680	680

Fire

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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).						
338	# of structure fire fatalities per 100,000 residents	2.39	1.47	1.09	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%.						
339	% of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved	37%	39%	23%	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.*						
340	% of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities	N/A	N/A	100%	100%	100%
341	# of Fire Department Community Risk Reduction activities	39,155	34,968	28,696	40,000	40,000

FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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.						
342	% of emergency incidents responded to within 7 minutes	65%	65%	61%	70%	70%
Long-Term Issue - Aging Facilities and Fleet Replacement						
A lack of ongoing capital funding for Fire Department facilities and fleet replacement, 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 2028, 100% of annual fleet replacement needs will have an identified funding source.						
343	% 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.						
344	% of annual facility improvement needs with an identified funding source	N/A	N/A	N/A	N/A	N/A
Administrative - Executive Leadership						
345	% of key measures and strategic results achieved	26%	47%	11%	75%	75%
346	% of Fire Department applicants that are female and/or minority	42%	40%	40%	45%	45%
347	% of performance evaluations completed by the review date	92%	94%	95%	100%	100%

Fire

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Administrative - Public Relations and Marketing						
348	% of photography/videography/graphic arts projects completed on time	N/A	96%	100%	100%	100%
349	# of Fire apparatus appearance requests	N/A	255	74	600	600
350	# of new social media followers	N/A	12,288	9,566	18,000	18,000
351	# of photography/videography/graphic arts projects projects completed	N/A	45	26	40	40
352	# of Smoke Alarm requests via OKC Fire website in English	N/A	408	327	500	500
353	# of Smoke Alarm requests via OKC Fire website in Spanish	N/A	19	11	36	36
354	# of social media engagements	N/A	486,962	552,976	800,000	800,000
355	# of social media posts	N/A	1,855	1,773	2,000	2,000
Fire Prevention Services - Fire Code Compliance						
356	% of fire protection system plan reviews completed within 7 business days of receipt	100%	95%	94%	100%	100%
357	% of initial new construction inspections completed within 2 business days of request	97%	97%	94%	90%	95%
358	% of identified high-risk commercial businesses inspected annually	N/A	49%	N/A	50%	50%
359	# of identified high risk commercial businesses	N/A	3,224	3,240	3,600	4,000
360	# of requests for service completed (re-inspections, surveys, open records requests, training sessions, and monthly permits)	49,065	52,546	47,136	53,494	53,494
Fire Prevention Services - Fire Investigations						
361	% of incendiary (set fire) fire investigations referred to the district attorney for prosecution of arson	37%	28%	39%	63%	63%
362	% of fire investigations resulting in a cause determination of accidental, incendiary, or natural	61%	65%	63%	56%	56%
363	# of fire investigations conducted	208	257	231	200	200

Fire

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Fire Prevention Services - Fire Investigations						
364	# of investigations resulting in a cause determination of incendiary	63	93	81	70	70
365	# of juveniles referred to the Operation Safe Fire Program	20	10	5	30	30
Fire Prevention Services - Public Safety Education Services						
366	% of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities	N/A	N/A	100%	100%	100%
367	% of youth referred to Fire Prevention Services that have previously attended Operation Fire Safe	N/A	39%	100%	0%	0%
368	# of Fire Department public safety education participants served	20,086	26,262	2,004	36,000	36,000
369	# of elementary students in the Oklahoma City limits participating in Community Risk Reduction activities	3,230	12,303	1,300	6,824	6,824
370	# of Health and Safety Sessions provided	40	15	11	50	50
371	# of hours spent on Community Risk Reduction requests for service	1,598	487	758	3,500	3,500
372	# of smoke alarms distributed to residents	8,047	5,126	3,754	6,500	6,500
Operational Services - Emergency Medical Services						
373	% of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved	37%	39%	23%	29%	29%
374	% of Fire Department emergency medical responses provided within 5 minutes or less from being dispatched to arrival	62%	60%	56%	70%	70%
375	% of Fire Department emergency medical responses provided with Advanced Life Support (ALS) staff and equipment	87%	89%	89%	85%	85%
376	% of Fire Department emergency medical responses where treatment is indicated and condition is improved or stabilized	100%	100%	100%	95%	95%
377	% of time Fire apparatus arrives on scene prior to EMSA	N/A	21%	36%	33%	N/A
378	# of Fire Department emergency medical responses	52,188	54,012	57,340	55,579	55,579

Fire

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Operational Services - Emergency Medical Services						
379	# of Fire Department emergency medical responses where treatment is provided	41,205	41,769	48,504	48,157	48,157
380	# of Fire Department emergency medical calls dispatched	61,234	64,128	67,575	64,919	64,919
Operational Services - Fire Suppression Operations						
381	# of structure fire fatalities per 100,000 residents	2.39	1.47	1.09	1.03	1.03
382	# of structure fire rescues per 100,000 residents *	N/A	N/A	N/A	N/A	N/A
383	% of structure fire incident responses within 5 minutes and 20 seconds or less from being dispatched	N/A	73%	70%	70%	N/A
384	% of all fire incident responses within 5 minutes and 20 seconds or less from being dispatched	N/A	67%	65%	N/A	N/A
385	% of emergency incidents responded to within 7 minutes	65%	65%	61%	70%	70%
386	% of other fire incident responses within 5 minutes 20 seconds or less from being dispatched	N/A	63%	63%	70%	N/A
387	% of structure fires contained to the room of origin	71%	76%	74%	65%	65%
388	# of Fire Department Community Risk Reduction activities	39,155	34,968	28,696	40,000	40,000
389	# of Fire Department daily training hours per Operations position	2.92	2.90	2.75	2.00	2.00
390	# of fire incident responses provided	2,581	3,490	4,128	3,100	3,100
391	# of other fire incident responses provided	N/A	2,268	2,603	1,800	1,800
392	# of people assisted by the Fire Department Community Service Liaison	900	622	951	3,000	3,000
393	# of special operations responses provided by the Fire Department	1,129	928	961	800	800
394	# of structure fire incident responses provided	N/A	1,198	1,492	1,000	1,000
Support Services - Fire Dispatch						
395	% of incidents dispatched within 60 seconds of receipt at Fire Dispatch	88%	92%	N/A	90%	90%

Fire

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Support Services - Fire Dispatch						
396	% of 911 telephone calls answered within 15 seconds or less from transfer to Fire Dispatch	98%	97%	94%	100%	100%
397	% of medical responses dispatched within 20 seconds or less from Emergency Medical First Responders (EMFR) initiation *	N/A	N/A	N/A	N/A	N/A
398	# of incidents dispatched to the Fire Department	74,411	79,152	85,445	78,400	78,400
399	# of 911 telephone calls received	17,157	19,488	24,892	17,600	17,600
400	# of EMFR initiated responses *	N/A	N/A	N/A	N/A	N/A
Support Services - Fire Logistics and Facilities Maintenance						
401	% of Priority 1 facility work orders completed within 24 hours	N/A	86%	106%	90%	90%
402	% of time the fire apparatus is available for use (not down for maintenance)	92%	92%	93%	90%	90%
403	% of fleet direct labor hours realized	60%	100%	51%	70%	70%
404	% of repairs outsourced	4%	4%	N/A	8%	8%
405	% of total maintenance hours that are scheduled	93%	84%	87%	80%	80%
406	# of fleet direct labor hours realized	8,245	7,704	6,720	9,800	9,800
407	# of Priority 1 Fire Department facility work orders completed	112	138	141	160	160

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 by General Services and other City Departments.*
- *Missed opportunities to identify conservation initiatives.*

Strategies to address the Long-Term Issue

- *Assign staff to preventive maintenance work orders in a timely manner to promote completions by due date.*
- *Schedule elective repairs found during preventive maintenance inspections based on customer's priority of need.*
- *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.*
- *Maintain ongoing communications with Fleet Services' customer groups to discuss their issues and concerns.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, the General Services Department's 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 are preventative maintenance.*
- *At least 85% of all preventive maintenance facility work orders will be completed when due in order to decrease capital costs and avoid costly unexpected repairs.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
408	% of all vehicle/equipment work orders that are preventitive maintenance	51%	54%	53%	53%	53%
409	% of preventive maintenance work orders completed on schedule	96%	91%	95%	95%	97%

General Services

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Long-Term Issue - Maintenance of City Assets						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, 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 60% 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.*						
410	% of vehicle/equipment work orders completed by the stated completion time	98%	92%	87%	92%	92%
411	% of unscheduled facility repair work orders completed on time	52%	49%	71%	50%	75%
412	% of customers satisfied with Building Management	85%	70%	65%	80%	64%
413	% of customers satisfied with Fleet Services	85%	82%	65%	82%	66%
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.*						
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 Human Resources Department to establish apprenticeship programs within the skilled trades.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, Oklahoma City Departments will benefit from a skilled General Services Department workforce, as evidenced by:						
▪ *90% of vehicle mechanics with ASE Master Level Certification.*						
▪ *Maintain Fleet Services staffing levels at 210 vehicle equivalents per mechanic (industry standard is 200 vehicle equivalents 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).*						
414	% of vehicle mechanics with ASE Master Level Certification	66%	64%	81%	87%	94%

General Services

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Long-Term Issue - Skilled Labor Shortage						
415	# of vehicle equivalents per mechanic	N/A	290	297	290	255
416	Square footage maintained per Building Maintenance Employee	88,938	83,555	90,897	93,612	101,101

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.*
- *Unscheduled service interruptions.*
- *Negative public image of the City.*
- *Poor resident and employee morale.*
- *Increased risk for injury for citizens and employees.*

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

Annually, 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 replacement decisions.*
- *100% of department managers will say they received the information needed to make Facility repair/enhancement decisions.*

417	% of department managers satisfied with information needed to make fleet decisions	100%	100%	100%	81%	81%
418	% of department managers that say they receive the information needed to make Facility decisions	100%	100%	100%	80%	80%

Administrative - Executive Leadership						
419	% of access badge readers available for use *	N/A	N/A	N/A	1	1
420	% of ADA compliance issues responded to within 5 working days	100%	100%	100%	100%	100%
421	% of key measures and strategic results achieved	47%	65%	70%	75%	78%

General Services

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Administrative - Executive Leadership						
422	% of performance evaluations completed by the review date	81%	87%	97%	94%	100%
423	# of access badge readers online *	N/A	N/A	N/A	764	764
424	# of ADA compliance issues received and tracked	575	556	503	420	500
425	total # of access bage readers *	N/A	N/A	N/A	764	764
Administrative - Business Services						
426	# of FTE's	N/A	N/A	N/A	65.00	65.00
427	Dollar amount of operating expenditures budgeted	N/A	N/A	N/A	5,315,022.00	13,295,667.00
Facility Asset Management - Aquatic and Recreational Facility Safety						
428	% of operating days aquatic facilities are available for use	134%	99%	92%	98%	98%
429	% of water quality tests passed	97%	97%	117%	95%	95%
430	# of aquatic facilities supported	23	23	23	23	23
431	# of aquatic facility installations/repairs completed	29	41	75	35	80
432	# of water quality tests performed by General Services	857	640	991	850	900
Facility Asset Management - Building Maintenance, Repair, and Enhancement						
433	% of customers surveyed who express overall satisfaction with maintenance of their facilities	85%	85%	68%	80%	68%
434	% of work orders that are unscheduled	39%	43%	38%	41%	34%
435	% of customers satisfied with Building Management	85%	70%	65%	80%	64%
436	% of customers surveyed who express overall satisfaction with enhancements of their facilities	83%	76%	76%	149%	55%
437	% of customers surveyed who express overall satisfaction with the cleanliness of facilities	64%	58%	66%	70%	64%
438	% of facility repair requests received that are non-callbacks	98%	98%	98%	98%	98%
439	% of preventive maintenance work orders completed on schedule	96%	91%	95%	95%	97%
440	% of unscheduled facility repair work orders completed on time	52%	49%	71%	50%	75%

General Services

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Facility Asset Management - Building Maintenance, Repair, and Enhancement						
441	Square footage maintained per Building Maintenance Employee	88,938	83,555	90,897	93,612	101,101
442	# of enhancements completed	60	33	33	40	35
443	# of preventive maintenance work orders completed	2,199	2,366	3,174	2,200	3,395
444	# of resource conservation measures completed	20	13	8	15	12
445	# of square feet of graffiti removed	2,489	6,009	4,519	5,000	4,500
446	# of unscheduled facility work orders completed	751	992	1,448	750	1,100
447	# of enhancements requested	81	47	67	45	45
448	# of preventive maintenance work orders scheduled for completion	2,300	2,588	3,338	2,315	3,500
449	# of unscheduled repair work orders requested	1,554	2,006	2,078	1,650	1,800
450	$ expenditure per square foot of City facilities maintained	1.50	1.46	1.27	1.42	1.58
Fleet Management - Fleet Refueling						
451	% of fueling transactions completed without assistance	101%	100%	100%	100%	100%
452	# of fueling transactions completed	133,380	29,239	27,908	31,224	31,224
453	# of gallons of fuel purchased	1,804,996	1,809,578	1,657,095	1,871,016	1,871,016
Fleet Management - Fleet Services Support						
454	% of underutilized units in the general fleet	28%	26%	32%	25%	25%
455	% of customers satisfied with Fleet Services	85%	82%	65%	82%	66%
456	# of new vehicles/equipment issued	97	82	53	85	85
457	# of underutilized units	333	285	361	269	269
Fleet Management - Vehicle and Equipment Maintenance						
458	% of vehicle/equipment available for use	95%	93%	91%	88%	88%
459	% of all vehicle/equipment work orders that are preventitive maintenance	51%	54%	53%	53%	53%
460	% of vehicle mechanics with ASE Master Level Certification	66%	64%	81%	87%	94%

General Services

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Fleet Management - Vehicle and Equipment Maintenance						
461	% of vehicle/equipment work orders completed by the stated completion time	98%	92%	87%	92%	92%
462	% of vehicle/equipment work orders completed correctly without return for rework	99%	100%	100%	100%	100%
463	# of vehicle/equipment work orders completed	9,521	9,421	9,052	9,528	9,528

Human Resources

	FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target

Long-Term Issue - Inclusive, Diverse, and High-Performing Workforce

The increasing challenge to recruit, develop and retain an inclusive, diverse, and high-performing 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 strategy to attract and retain diverse candidates.*
- *Develop and implement an onboarding process to improve the new employee experience.*
- *Conduct a comprehensive classification and compensation study.*
- *Develop and implement a performance management system for more effective talent planning, performance evaluation, professional development and employee retention.*
- *Examine existing human resources policies, procedures, processes and practices and implement improvements to support an organizational culture of diversity, equity, and inclusion.*
- *Assess departmental training needs and develop and offer training based on identified needs.*
- *Enhance career development services provided to employees.*
- *Examine and implement system enhancements and technological advancements to provide effective human resources services; streamline and reduce reliance on paper-laden processes; and provide data and analytics reporting.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2025, City departments will benefit from an inclusive, diverse, and high-performing workforce, as evidenced by:

- *City staff will reflect the ethnic diversity of the community.*
- *City job categories will reflect the gender/ethnic diversity of the available workforce within the community.*
- *At least 80% of new full-time City employees will continue City employment for at least 12 months beyond the date of hire.*

464	City staff reflect the ethnic diversity of the community	57%	57%	57%	57%	57%

Human Resources

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Long-Term Issue - Inclusive, Diverse, and High-Performing Workforce						
465	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community	43%	39%	39%	44%	44%
466	% of full-time non-uniformed City employees who continue City employment for at least 12 months beyond the date of hire	83%	93%	94%	74%	74%
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*
- *Unsustainable premiums for employees and retirees*
- *Reduced retention of talent and increased difficulty in recruitment*

Strategies to address the Long-Term Issue

- *Integrate Employee Medical Center into Health Insurance plan design.*
- *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 by completing the comprehensive benefit plan review.*
- *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.

467	% 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	5.21%	3.15%	-0.36%	9.02%	9.02%

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2025, 90% of available provider hours will be utilized at the employee medical center as reported by the employee medical center provider.

468	% of available provider hours utilized at the employee medical center as reported by the provider. *	N/A	N/A	N/A	N/A	N/A

Human Resources

Long-Term Issue - Occupational Health Issue

An increased demand for occupational health services combined with increasing 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 Oklahoma City Fire Department to ensure all uniformed employees have an annual NFPA standard exam.*
- *Annually 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.*
- *Provide clinic services to state and local agencies to generate revenue and help offset fixed program costs.*
- *Work with SSM through the City's current contract to maintain provider capacity.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, 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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
469	% of the Fire Department's uniformed workforce will be medically evaluated annually according to NFPA standards	78%	85%	85%	85%	85%
470	% of occupational health and regulatory medical needs identified annually by City Departments that result in scheduled evaluations	N/A	100%	100%	100%	100%
471	% of City Departments satisfied with the quality and timeliness of services provided by the Occupational Health Clinic	91%	84%	84%	100%	100%

Human Resources

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Administrative - Executive Leadership						
472	% of key measures and strategic results achieved	45%	65%	67%	75%	N/A
473	% of performance evaluations completed by the review date	100%	91%	80%	95%	95%
Benefits - Employee Medical Clinic						
474	% of available provider hours utilized at the employee medical center as reported by the provider. *	N/A	N/A	N/A	N/A	N/A
Benefits - Health and Welfare Benefits						
475	% 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	5.21%	3.15%	-0.36%	9.02%	9.02%
476	% of members surveyed that are satisfied with the service levels and coverage of their Benefits. *	N/A	N/A	N/A	N/A	N/A
477	# of City and Trust participants enrolled in a medical insurance plan	3,389	3,501	3,738	3,317	3,317
478	# of consultations provided	3,153	3,901	N/A	3,960	3,960
Benefits - Retirement Savings						
479	% of eligible employees participating in the 457 Deferred Compensation Plan	64%	60%	65%	64%	64%
480	# of savings plan/investment education sessions provided	10	7	5	8	8
Employee and Labor Relations - Employee and Labor Relations						
481	% of grievances resolved without arbitration	100%	100%	100%	94%	92%
482	# of grievances filed	44	37	44	50	53
Employee and Labor Relations - Personnel Policies Compliance						
483	% of all personnel-related policy violation complaints made by employees and substantiated through HR investigation.	23%	393%	318%	33%	31%
484	Average # of days to complete HR investigation of all personnel-related policy violation complaints made by employees *	N/A	N/A	N/A	90.00	90.00
485	# of policy compliance investigation reports provided	26	5	6	30	65

Human Resources

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Employee and Labor Relations - Personnel Policies Compliance						
486	# of Equal Employment Opportunity related complaints received.	23	57	58	25	50
Occupational Health - Occupational Health						
487	% of employment candidate (non-uniform) referrals who are examined within 2 business days of the exam request date	100%	100%	100%	100%	100%
488	% of occupational health and regulatory medical needs identified annually by City Departments that result in scheduled evaluations	N/A	100%	100%	100%	100%
489	% of City Departments satisfied with the quality and timeliness of services provided by the Occupational Health Clinic	91%	84%	84%	100%	100%
490	% of the Fire Department's uniformed workforce will be medically evaluated annually according to NFPA standards	78%	85%	85%	85%	85%
491	# of medical consultations provided	2,158	1,509	N/A	2,500	2,500
492	# of physical examinations provided	4,108	3,258	1,382	4,200	4,200
Talent Acquisition, Management and Development - Classification and Compensation						
493	% of classification audits and compensation reviews completed within 45 days of receipt of all required information *	N/A	N/A	N/A	100%	100%
494	% of customers surveyed that are satisfied with the quality and timeliness of classification and compensation services provided	55%	52%	52%	80%	80%
495	# of classification audits and compensation reviews completed *	N/A	N/A	N/A	12	12
Talent Acquisition, Management and Development - Human Resources Information Services						
496	% of customers surveyed that are satisfied with the quality and timeliness of human resources related information provided by Human Resources Information Systems (HRIS)	79%	85%	85%	80%	80%
497	% of employee termination transactions processed within 7 calendar days of receipt	100%	98%	98%	98%	98%
498	# of non-terminated personnel transactions completed	35,651	27,150	39,657	31,982	31,982
499	# of termination transaction requests processed within 7 calendar days of receipt	624	566	487	686	686

Human Resources

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Talent Acquisition, Management and Development - Talent Acquisition						
500	% of customers surveyed that are satisfied with the quality and timeliness of talent acquisition services provided	64%	47%	N/A	80%	80%
501	% of final candidate referrals sent to hiring supervisors within 30 calendar days of receipt of the Request to Recruit *	N/A	N/A	N/A	70%	70%
502	% of City departments that reflect the gender/ethnic diversity of the available workforce within the community	0%	0%	0%	5%	5%
503	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community	43%	39%	39%	44%	44%
504	% of customers surveyed that are satisfied with the effectiveness of recruitment and selection processes in attracting qualified candidates	50%	41%	41%	80%	80%
505	% of newly hired employees (non-uniform) who remain employed with the City past their probationary period	79%	78%	88%	82%	81%
506	City staff reflect the ethnic diversity of the community	57%	57%	57%	57%	57%
507	# of applications processed	19,018	17,868	12,211	17,000	17,000
508	# of final candidate referrals	143	121	82	114	115
509	# of full-time, non-uniformed positions filled	587	466	282	450	450
510	# of part-time and seasonal position requests processed	274	145	107	300	300
511	# of selection procedures conducted	442	375	280	344	350
Talent Acquisition, Management and Development - Talent Development						
512	% of participants surveyed that are satisfied with training and development courses	N/A	99%	99%	90%	97%
513	# of participants trained	N/A	394	710	1,040	960
514	# of training and development courses offered	N/A	25	44	48	48
515	# of training needs assessments conducted	N/A	4	N/A	4	4

Information Technology

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 industry accepted security frameworks to prioritize City security projects and operational efforts.*
- *Cyber security threats will be closely monitored through continuous investment in monitoring tools and partnerships with external agencies.*
- *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.

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
516	% success rate for user security awareness testing	N/A	95%	96%	96%	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.

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
517	% of business system configurations that match the approved configuration security standard	N/A	94%	N/A	97%	97%

Strategic Result(s) to measure annual progress on Long-Term Issue

The City will meet or exceed 85% compliance with the adopted standard annually.

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
518	% compliance with the recommended adopted security standards	94%	95%	95%	95%	95%

Information Technology

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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 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.

519	% of incidents resolved within four operational hours by the IT Department	79%	69%	67%	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.

520	% 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

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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 annually.						
521	% of programs where delivery capacity meets or exceeds project demand	50%	36%	43%	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.						
522	% of critical or required IT staff training requests completed annually	100%	100%	100%	90%	90%
Administrative - Executive Leadership						
523	% of key measures and strategic results achieved	68%	67%	33%	75%	75%
524	% of critical or required IT staff training requests completed annually	100%	100%	100%	90%	90%

Information Technology

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Administrative - Executive Leadership						
525	% of IT Departmental Contacts who report that the Information Technology Department resources effectively meets their technology service expectations	100%	100%	100%	90%	90%
526	% of performance evaluations completed by the review date	43%	95%	86%	95%	95%
527	% of programs where delivery capacity meets or exceeds project demand	50%	36%	43%	86%	86%
Customer Support - Customer Support						
528	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by the IT Department	96%	96%	97%	95%	95%
529	% of incidents resolved within four operational hours by the IT Department	79%	69%	67%	75%	75%
530	% 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	98%	97%	99%	95%	95%
531	% of incidents resolved within four operational hours by the Customer Support Program	83%	74%	69%	75%	75%
532	# of IT Customer Support work requests completed	6,396	5,597	5,034	5,500	5,500
533	# of IT Customer Support work requests received	6,744	5,692	4,921	5,500	5,500
534	# of requested IT Customer Support projects in backlog	6	3	2	9	9
Public Safety Support - Public Safety Applications Support						
535	# of public safety system work requests completed	722	377	358	375	375
536	# of public safety system work requests received	712	394	388	370	370
537	# of requested Public Safety Application projects in backlog	14	58	43	12	12

Information Technology

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Public Safety Support - Public Safety Communications Support						
538	% 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	96%	100%	N/A	95%	95%
539	% of CCTV cameras operational	98%	97%	97%	98%	98%
540	% 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%
541	% of incidents resolved within 24 operational hours by the Public Safety Communications Support program	86%	90%	95%	88%	88%
542	# of Public Safety communication devices supported	8,422	8,673	8,581	8,500	8,500
543	# of Public Safety Communications Support work requests received	1,213	1,820	2,079	1,800	1,800
544	# of Public Safety Communications work requests completed	1,179	1,738	2,129	1,600	1,600
545	# of requested Public Safety Communications Support projects in backlog	12	8	14	5	5
Technology Applications Support - Departmental Systems						
546	% 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%	99%	95%	95%
547	% of incidents resolved within four operational hours by the IT Departmental Systems program	93%	94%	93%	75%	75%
548	# of Departmental Systems work requests completed	2,363	2,261	1,878	2,400	2,400
549	# of Departmental Systems service requests in backlog	96	106	112	60	60
550	# of Departmental Systems work requests received	2,184	2,258	1,908	2,400	2,400
551	# of requested Departmental Systems projects in backlog	30	38	36	20	20

Information Technology

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Technology Applications Support - Enterprise Business Application						
552	% 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%	99%	100%	95%	95%
553	% of incidents resolved within four operational hours by the IT Enterprise Business Applications program	96%	97%	90%	75%	75%
554	# of Enterprise Business Applications work requests completed	1,639	1,548	1,479	1,700	1,700
555	# of Enterprise Business Applications service requests in backlog	82	65	55	75	75
556	# of Enterprise Business Applications work requests received	1,611	1,541	1,449	1,600	1,600
557	# of requested Enterprise Business Applications projects in backlog	25	26	21	16	16
Technology Applications Support - Geographic Information Systems						
558	% 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	100%	100%	100%	95%	95%
559	% of incidents resolved within four operational hours by the IT Geographic Information Systems program	72%	80%	83%	75%	75%
560	# of Geographic Information System work requests completed	433	426	345	450	450
561	# of Geographic Information System service requests in backlog	53	40	53	50	50
562	# of Geographic Information System work requests received	427	447	370	450	450
563	# of requested Geographic Information System projects in backlog	27	22	23	20	20
Technology Enhancements - Data Management						
564	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by Data Management	89%	100%	100%	95%	95%
565	% compliance with recommended data governance controls	N/A	50%	75%	90%	90%
566	# of databases supported	398	425	515	380	380

Information Technology

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Technology Enhancements - Data Management						
567	# of IT Data Management program work requests completed	338	271	282	240	240
568	# of Data Management service requests in backlog	103	71	72	75	75
569	# of IT Data Management program work requests received	334	244	249	240	240
570	# of requested Data Management projects in backlog	58	65	66	24	24
Technology Enhancements - Project Management						
571	% of surveyed technology project stakeholders reporting that implemented technology meets identified business goals	88%	89%	92%	90%	90%
572	% of recommended formal business analyses completed for new technology projects	71%	36%	56%	100%	100%
573	% of technology project stakeholders rating the quality of services delivered by the Project Management Program as good or excellent	95%	100%	100%	90%	90%
574	# of Project Management projects completed	16	17	13	10	10
575	# of requested Project Management projects in backlog	44	35	33	36	36
Technology Enhancements - Software Development						
576	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by Software Development	N/A	N/A	67%	90%	90%
577	# of IT Software Development projects completed *	N/A	N/A	12	4	N/A
578	# of IT Software Development tasks completed	41	165	N/A	3,000	3,000
579	# of IT Software Development tasks created *	N/A	N/A	2,100	2,000	N/A
580	Software Development task completion rate	N/A	N/A	N/A	4	800
581	# of IT Software Development service requests in backlog	80	407	305	250	250
582	# of requested IT Software Development projects in backlog	32	30	29	15	15
583	% of successful deployments *	N/A	N/A	96%	100%	100%

Information Technology

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Technology Infrastructure - Communications						
584	% 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	99%	96%	98%	95%	95%
585	% of incidents resolved within four operational hours by the Communications program	58%	62%	52%	75%	75%
586	# of IT Communication work requests completed	2,037	2,529	1,846	2,000	2,000
587	# of IT Communications program work requests received	2,030	2,509	1,746	2,000	2,000
588	# of requested Communications projects in backlog	8	12	9	15	15
Technology Infrastructure - Configuration Management						
589	% of client devices meeting current configuration standards	87%	87%	71%	95%	95%
590	% of incidents resolved within four operational hours by Configuration Management program	69%	67%	45%	75%	75%
591	# of Configuration Management work requests completed	198	140	64	200	200
592	# of software packages managed	80	109	117	60	60
593	# of end user devices managed	5,028	4,697	5,434	4,700	4,700
594	# of requested Configuration Management projects in backlog	4	7	4	7	7
Technology Infrastructure - Network						
595	% of network devices meeting current configuration standards	86%	86%	86%	95%	95%
596	% of incidents resolved within four operational hours by the Network program	62%	51%	46%	75%	75%
597	# of Network Program work requests completed	338	331	174	600	600
598	# of Network Program work requests received	415	370	156	400	400
599	# of requested Network Program projects in backlog	35	35	35	25	25
Technology Infrastructure - Security						
600	% compliance with the recommended adopted security standards	94%	95%	95%	95%	95%

Information Technology

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Technology Infrastructure - Security						
601	% of incidents resolved within four operational hours by the Security program	70%	38%	18%	75%	75%
602	% success rate for user security awareness testing	N/A	95%	96%	96%	96%
603	# of security incidents that could result in compromised data or system integrity	2	2	5	1	1
604	# of Security Program work requests completed	4,292	4,854	4,300	4,500	4,500
605	# of requested Security projects in backlog	28	23	26	35	35
606	# of Security Program work requests received	4,316	4,950	4,719	4,500	4,500
Technology Infrastructure - Servers						
607	% of servers meeting current configuration standards	N/A	91%	96%	90%	90%
608	% of incidents resolved within four operational hours by Servers program	70%	71%	70%	75%	75%
609	# of server work requests completed	1,601	1,630	1,617	300	300
610	# of servers supported	988	913	913	900	900
611	# of total server storage space managed (Terabytes)	3,141	3,141	3,141	3,100	3,100
612	# of requested Server projects in backlog	20	15	15	8	8
613	# of server work requests received	1,586	1,588	1,590	300	300

Municipal Counselor's Office

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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*

614	% of Department Heads receiving monthly communications from the Municipal Counselor's Office	100%	100%	100%	100%	100%

Municipal Counselor's Office

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
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*						
615	% of responding clients surveyed satisfied with the timeliness, effectiveness and overall provision of legal services	99%	98%	98%	90%	90%
Administrative - Executive Leadership						
616	% of Department Heads receiving monthly communications from the Municipal Counselor's Office	100%	100%	100%	100%	100%
617	% of key measures and strategic results achieved	80%	82%	70%	75%	N/A
618	% of performance evaluations completed by the review date	91%	91%	89%	95%	95%
619	% of responding clients surveyed satisfied with the timeliness, effectiveness and overall provision of legal services	99%	98%	98%	90%	90%
Civil Litigation - Civil Litigation Legal Services						
620	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Civil Litigation legal services	100%	98%	97%	90%	90%
621	# of legal services provided by Civil Litigation attorneys	68,929	80,397	N/A	38,000	38,000
622	$ expenditure per Civil Litigation legal service provided	15.47	10.60	N/A	18.06	29.54

Municipal Counselor's Office

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Criminal Justice - Police and Courts Legal Services						
623	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Police and Courts legal services	97%	95%	84%	90%	90%
624	# of Police and Courts legal services provided	10,922	13,276	5,661	4,800	4,800
625	# of Police and Court legal services requested	10,922	13,276	5,661	4,800	4,800
626	$ expenditure per Police and Courts legal service provided	0.27	0.00	0.00	8.76	8.76
Criminal Justice - Prosecution Legal Services						
627	% of Municipal Court Jury Division charges filed or declined within 45 days of bond posting	99%	98%	100%	99%	99%
628	# of cases not tried resolved by guilty or no contest plea	135,741	116,144	103,842	0	0
629	# of cases tried that result in guilty verdict	344	247	148	0	0
630	# of charges filed	156,671	149,695	135,224	0	0
631	# of charges reviewed	171,686	156,339	142,614	0	0
632	# of hours in court for docket appearances	1,079.00	813.50	N/A	1,400.00	1,000.00
633	# of prosecutions resolved	164,985	138,510	121,311	0	0
634	# of cases resolved without trial	164,631	138,230	121,125	0	0
635	# of cases tried	377	280	186	0	0
636	# of charges presented for review	171,686	156,339	142,614	0	0
637	$ expenditure per prosecution resolved	10.55	13.70	15.43	11.62	11.62
Labor and Employment Law - Labor Litigation Legal Services						
638	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Litigation legal services	99%	100%	98%	90%	90%
639	# of Labor Litigation legal services provided	11,882	10,231	10,524	12,800	12,800
640	# of Labor Litigation legal services requested	11,882	10,126	10,524	12,800	12,800
641	$ expenditure per Labor Litigation legal service provided	19.46	21.56	19.44	15.07	17.88

Municipal Counselor's Office

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Labor and Employment Law - Labor Relations Legal Services						
642	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Relations legal services	99%	100%	98%	90%	90%
643	# of Labor Relations legal services provided	17,636	18,945	12,709	12,800	12,800
644	# of Labor Relations legal services requested	17,327	17,501	12,725	12,800	12,800
645	$ expenditure per Labor Relations legal service provided	15.79	13.58	18.10	17.19	21.65
Land Use and Economic Development - Economic Development Legal Services Program						
646	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Economic Development legal services	98%	95%	100%	90%	90%
647	# of Economic Development legal services provided	14,793	26,232	30,148	11,000	11,000
648	# of Economic Development legal services requested	14,863	26,272	30,233	11,000	11,000
649	$ expenditure per Economic Development legal service provided	28.42	20.38	19.66	50.49	37.12
Land Use and Economic Development - Land Use Legal Services						
650	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Land Use legal services	100%	100%	200%	90%	90%
651	# of Land Use legal services provided	24,242	23,112	23,175	23,620	23,620
652	# of Land Use legal services requested	23,827	23,112	23,175	23,620	23,620
653	$ expenditure per Land Use legal service provided	20.88	25.32	25.54	24.40	22.41
Trusts, Utilities and Finance - Trusts, Utilities and Finance Legal Services						
654	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Trusts, Utilities and Finance legal services	99%	100%	100%	90%	90%
655	# of Trust, Utilities and Finance legal services provided	34,126	33,796	32,714	33,431	33,431
656	# of Trusts, Utilities and Finance legal services requested	34,126	33,796	32,714	33,431	33,431
657	$ expenditure per Trusts, Utilities and Finance legal service provided	13.86	11.23	7.06	5.99	14.32

Municipal Court

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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.						
658	% of court cases audited that reflect the Municipal Courts records management system was updated accurately	99%	99%	99%	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.						
659	% court patrons satisfied with their experience	84%	87%	87%	95%	95%

Municipal Court

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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.						
660	% of court functions available online	36%	36%	36%	67%	63%
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.						
661	% of juvenile offenders successfully completing probation within established period of time	96%	98%	95%	95%	95%

Municipal Court

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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.						
662	% 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.						
663	% of visitors will report feeling safe while conducting business at Municipal Court	N/A	84%	84%	95%	95%
Administrative - Executive Leadership						
664	% of court functions available online	36%	36%	36%	67%	63%
665	% of key measures and strategic results achieved	73%	56%	50%	75%	75%
666	% of performance evaluations completed by the review date	33%	26%	24%	95%	95%
Administrative - Community Outreach						
667	% of Municipal Court cases referred to community outreach program that are disposed	N/A	78%	83%	85%	85%
668	# of cases processed for jail release by Community Outreach	N/A	9,965	4	N/A	100
669	# of community outreach events conducted	26	26	13	24	10
670	# of cases referred to the community outreach program	N/A	3,002	2,714	3,000	3,000

Municipal Court

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Court Case and Enforcement - Court Case Support						
671	% of court cases audited that reflect the Municipal Courts records management system was updated accurately	99%	99%	99%	100%	100%
672	% court patrons satisfied with their experience	84%	87%	87%	95%	95%
673	# of cases disposed	176,724	154,450	136,480	189,700	145,000
674	# of days until disposal on average	298	565	459	220	450
675	# of cases filed	134,145	132,441	115,776	135,400	120,000
Court Case and Enforcement - Court Enforcement and Investigations						
676	% of total warrants cleared	86%	119%	84%	75%	80%
677	# of total warrants cleared	39,665	40,029	21,862	37,500	24,000
678	# of warrants cleared by Enforcement Services	2,605	1,270	331	2,000	1,000
679	# of warrants issued	46,153	33,540	26,084	50,000	30,000
Court Case and Enforcement - Court Financial Processing						
680	% of payments processed and posted to proper case	100%	100%	100%	100%	100%
681	% of court payment transactions processed electronically	64%	68%	75%	66%	70%
682	# of court payment transactions processed - Electronically	83,842	75,362	72,280	85,000	71,000
683	# of court payment transactions processed - In Person	46,898	35,733	24,272	44,000	30,000
Facility Operations - Courthouse Security						
684	# of security hours provided	3,263	3,315	2,660	3,263	3,610
685	$ expenditure per security hour provided	32.66	27.96	27.49	32.51	34.63
Facility Operations - Municipal Court Facility Operations						
686	% of days per year the court facility will be maintained without security incident	100%	100%	100%	100%	100%
687	% of visitors will report feeling safe while conducting business at Municipal Court	N/A	84%	84%	95%	95%
688	# of days without a security incident	355.00	357.00	269.99	238.00	239.00
689	# of days court facility is open	355	355	250	238	239

Municipal Court

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Municipal Judicial Services - Municipal Judicial Services						
690	% of court participants (defense attorneys, enforcement personnel, and jurors) satisfied with judicial services	94%	98%	98%	95%	95%
691	# of hearings provided	90,428	61,109	37,306	100,650	100,000
692	$ expense per hearing provided	5.77	8.87	13.34	5.66	5.76
Probation Services - Probation Services						
693	% of adult offenders completing probation without further involvement with the OKC Municipal Court within a two-year period	97%	96%	93%	95%	95%
694	% of adult offenders successfully completing supervised probation within established period of time	89%	89%	89%	90%	90%
695	% of juvenile offenders successfully completing probation within established period of time	96%	98%	95%	95%	95%
696	# of adult offenders successfully completing supervised probation within a specified time frame	488	403	245	540	400
697	# of juvenile offenders successfully completing probation within a specified time frame	739	558	289	644	522

Parks and Recreation

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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
698	% of citizens satisfied with Parks and Recreation Department [1]	61%	62%	61%	65%	65%
699	% of citizens reporting they are satisfied with their Civic Center Music Hall experience	69%	73%	74%	70%	75%

[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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
700	% of citizens visiting a park and/or participating in a park program [1]	76%	73%	73%	80%	80%
701	# of guests attending private Civic Center Music Hall events.	N/A	N/A	N/A	N/A	N/A

Parks and Recreation

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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%*

702		% of residents surveyed who are satisfied with the maintenance of city parks	67%	71%	71%	75%	75%
703		% of respondents from the residents' survey who are satisfied with city multi-purpose trails	60%	61%	61%	65%	65%
704		% of residents satisfied with the condition of landscaping in medians and City street right-of-ways	42%	45%	49%	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*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
705	% of citizens within a half mile of a recreation facility, trail or park	64%	56%	71%	71%	75%
706		N/A	N/A	N/A	N/A	N/A

Administrative - Executive Leadership

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
707	% of key measures and strategic results achieved	27%	16%	11%	78%	78%
708	% of citizens reporting they are satisfied with their Civic Center Music Hall experience	69%	73%	74%	70%	75%
709	% of citizens satisfied with Parks and Recreation Department	61%	62%	61%	65%	65%
710	% of citizens satisfied with the maintenance of new or upgraded parks and facilities	64%	71%	71%	75%	75%
711	% of citizens visiting a park and/or participating in a park program	76%	73%	73%	80%	80%
712	% of citizens within a half mile of a recreation facility, trail or park	64%	56%	71%	71%	75%
713	% of performance evaluations completed by the review date	70%	76%	79%	95%	95%

Parks and Recreation

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Grounds Management - Forestry Services						
714	% increase in estimated economic impact	0	0	0	2	2
715	# of tree maintenance work orders completed	216	558	347	225	225
716	$ Economic impact of new tree planting	38,114	38,114	38,114	32,150	50,000
717	$ Environmental impact of new tree planting	1,866	1,866	1,866	1,680	1,680
Grounds Management - Grounds Maintenance						
718	% of parks mowed within two weeks	94%	78%	3%	22%	22%
719	% of residents surveyed who are satisfied with the maintenance of city parks	67%	71%	71%	75%	75%
720	% of equipment in service	98%	N/A	N/A	98%	98%
721	# of equipment repairs completed	661	0	N/A	950	800
722	# of Park or amenity rentals supported	N/A	N/A	N/A	150	240
723	# of public ground acres mowed	38,867.45	47,048.17	54,643.82	27,497.43	47,571.40
724	% of equipment repairs completed within 5 business days once parts received	N/A	N/A	N/A	99%	99%
725	# of requests received for mowing	209	113	4	100	100
Grounds Management - Hazard Abatement						
726	% of identified traffic hazards abated within 3 working days	99%	96%	82%	100%	42%
727	# identified traffic hazards abated	121	113	61	200	120
728	# of potential traffic hazard inspections requested	296	269	7	375	275
Grounds Management - Parks Athletic Fields & Amenities						
729	% of athletic fields meeting competition standards	N/A	N/A	N/A	28%	28%
730	% of identified safety concerns addressed within one business day	N/A	N/A	N/A	0.70	0.70
731	% of respondents from the residents' survey who are satisfied with city multi-purpose trails	60%	61%	61%	65%	65%
732	% of new outdoor athletic fields created	N/A	N/A	N/A	50%	25%

Parks and Recreation

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Grounds Management - Parks Athletic Fields & Amenities						
733	# of new outdoor athletic fields total	N/A	N/A	N/A	4	4
734	# of playground inspections	2,922.00	2,888.00	2,964.01	2,865.00	2,900.00
735	# of trail miles inspected and maintained	1,827.30	2,237.90	3,582.38	1,382.00	2,240.00
736	# of athletic fields maintained to competition standards	N/A	N/A	N/A	28	28
Grounds Management - Special Events						
737	% of park event participants surveyed who are satisfied with their permitted event's facilities and services	97%	91%	100%	85%	94%
738	# of event center rentals issued	N/A	N/A	N/A	125	125
739	# of permits issued	179	105	90	300	75
740	# of event center rentals requested	N/A	N/A	N/A	160	160
741	# of permits requested	244	200	184	500	150
Natural Resources - Canal/Field Horticulture						
742	% of residents satisfied with the condition of the Bricktown Canal and landscaping	N/A	N/A	N/A	50	70
743	# of new trees planted	1,001	55	91	800	500
744	# of square feet of landscaped areas maintained	700,000	700,000	407,736	428,793	407,736
Natural Resources - Fisheries Management						
745	% of fishing class participants surveyed who are satisfied	100%	98%	N/A	100%	99%
746	% of sampled fishing waters with fair or better fishing based on established Oklahoma Department of Wildlife Conservation standards	100%	100%	25%	100%	98%
747	# of fish stocked	410,993	24,872	145,875	500,000	350,000
748	# of fishing education program attendees	809	374	942	1,100	800
749	# of surface acres of fishing waters managed	7,530	22,590	22,590	7,530	7,658
750	# of fishing education programs scheduled	15	9	18	20	18
751	$ expenditure per fish stocked	0.46	9.16	1.17	0.43	0.61

Parks and Recreation

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Natural Resources - Martin Nature Park						
752	% of customers surveyed who are satisifed with the nature park, trail access, and educational opportunities	98%	N/A	N/A	100%	99%
753	% of requested hikes completed	N/A	42%	64%	100%	100%
754	# of Martin Nature Park nature programs participants	2,624	971	563	8,000	700
755	# of nature park visitors	88,502	208,793	243,095	160,000	200,000
756	# of nature programs conducted	130	54	37	45	60
757	# of nature programs requested	228	118	52	75	125
Natural Resources - Myriad Botanical Gardens Support						
758	$ of Myriad Garden Expenses	4,100,000.00	N/A	N/A	4,125,556.00	5,996,303.00
Natural Resources - Will Rogers Gardens						
759	% of Will Rogers Gardens rental survey respondents who are satisfied with their rental experience	N/A	N/A	N/A	100%	99%
760	% of Will Rogers Gardens' class program participants surveyed who were satisfied with their education programs	100%	100%	N/A	100%	99%
761	# of Will Rogers Gardens' program participants	3,079	1,723	1,494	1,500	1,200
Public - Private Partnership - Community Partnership						
762	% increase in the value of partneships	N/A	N/A	N/A	N/A	1%
763	% of increase in the value of volunteer hours *	N/A	N/A	N/A	1%	1%
764	# of annual volunteer hours	N/A	89,756	N/A	100,000	100,000
765	# of partnerships	N/A	N/A	N/A	85	86
766	$ of volunteer value	N/A	4,228,497	N/A	4,400,000	6,000,000
767	$ value of donations	N/A	N/A	N/A	N/A	N/A
Public - Private Partnership - Trust and Foundation Support						
768	% of golf participants satisfied with the quality and condition of municipal golf courses	N/A	N/A	N/A	N/A	75%

Parks and Recreation

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Public - Private Partnership - Trust and Foundation Support						
769	% of guests satisfied with the quality and maintenance of the Civic Center's performance facilities.	N/A	N/A	N/A	94%	95%
770	% of Myriad Botanical Gardens guests satisfied with the quality of maintenance of garden facilities and services	N/A	N/A	N/A	N/A	85%
771	% of Riversport guests satisfied with the quality and maintenance of the Riversport facilties and services	N/A	N/A	N/A	N/A	90%
772	% of Scissortail Park guests satisfied with the quality of maintenance of park facilities and services	N/A	N/A	N/A	N/A	95%
773	# of guests attending Civic Center Music Hall performances	N/A	N/A	N/A	N/A	N/A
774	# of guests attending private Civic Center Music Hall events.	N/A	N/A	N/A	N/A	N/A
775	# of participants and municipal golf courses	N/A	N/A	N/A	344,700	345,000
776	# of participants at Riversport	N/A	N/A	N/A	N/A	N/A
777	# of visitors to Scissortail Park events	N/A	N/A	N/A	N/A	N/A
778	# of visitors to the Myriad Botanical Gardens Crystal Bridge	89,434	54,382	N/A	90,000	75,000
Recreation, Health and Wellness - Aquatics						
779	# of outdoor swimming facility participants per operating day	283	281	73	320	169
780	% of residents Survey respondents satisfied with City aquatic facilities and programs	42%	44%	44%	45%	50%
781	# of aquatics classes held	303	238	120	360	150
782	# of aquatics classes scheduled	333	260	149	360	160
783	# of group swim lesson participants	1,685	1,408	281	2,500	600
784	# of visits to community swimming pools	20,748	13,509	3,693	23,000	9,770
785	# of visits to family aquatic centers	55,660	30,995	15,142	65,000	19,200
Recreation, Health and Wellness - Athletics						
786	% of league/tournament participants who are satisfied with outdoor athletic facilities	N/A	N/A	N/A	5%	3%

Parks and Recreation

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Recreation, Health and Wellness - Athletics						
787	% of sport participants surveyed who rate the organization of the sports activity as favorable	83%	100%	89%	100%	98%
788	% of residents survey respondents satisfied with athletic programs	39%	46%	38%	46%	45%
789	# of league/tournament participants total	N/A	N/A	N/A	1,500	3,200
790	% of Health and Wellness Program participants surveyed who rate the programs as favorable	N/A	0	0	100	90
791	# of adult league participants	2,489	2,358	2,194	3,250	2,738
792	# of Health and Wellness Program participants	N/A	139	1,390	72	72
793	# of volunteer coaches	101	59	107	150	134
794	# of youth league participants	4,623	1,720	1,473	7,500	3,243
Recreation, Health and Wellness - General Recreation						
795	# of Recreation Center participants per operating day	218.38	255.87	159.10	373.47	275.00
796	% of customer surveyed who are satified with recreation facilities and programming	N/A	90%	N/A	90%	100%
797	# of senior center participants per operating day	122	82	42	138	90
798	% of resident Survey respondents that are satisfied with City recreation centers	47%	49%	45%	50%	51%
799	% of scheduled classes held	85%	61%	62%	88%	88%
800	% of senior participants surveyed who are satisfied with the overall quality of classes and events	99%	97%	65%	96%	97%
801	# of customer surveyed total	N/A	10	N/A	100	100
802	# of customer surveyed who are satified with recreation facilities and programming	N/A	9	N/A	90	100
803	# of recreation center class participants	44,839	24,436	22,593	105,000	24,650
804	# of recreation center classes held	719	463	230	1,300	338
805	# of recreation center classes scheduled	933	971	321	1,500	400

Parks and Recreation

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Recreation, Health and Wellness - General Recreation						
806	# of senior class participants (class enrollment)	11,046	6,339	2,846	11,500	3,555

Planning

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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
807	% of people who are homeless who remain in permanent housing for more than six months	93%	83%	83%	95%	90%

Planning

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Long-Term Issue - Community Development						
808	% of residents that say they are satisfied or very satisfied with the appearance of the city	53%	56%	56%	55%	55%
809	% of residents that say they are satisfied or very satisfied with their feeling of safety	50%	52%	52%	52%	53%

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*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
810	% 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	83%	86%	86%	85%	85%
811	% of citizens satisfied with neighborhood attributes	57%	62%	62%	61%	61%

Planning

FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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.*						
812	% of new development and redevelopment that occurs in the inner-loop	23%	20%	12%	21%	11%
813	% of rezoning decisions by City Council that are consistent with the comprehensive plan	96%	95%	96%	100%	100%
814	% of commute trips made by walking, bicycling, or public transportation	2.13%	2.32%	2.21%	2.15%	2.15%

Planning

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
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.*						
815	% of affected departments will participate in planning initiatives where cross-departmental issues have been identified	100%	100%	100%	100%	100%
Administrative - Executive Leadership						
816	% of key measures and strategic results achieved	47%	63%	56%	75%	75%
817	% of performance evaluations completed by the review date	86%	95%	91%	95%	95%
818	% of residents that say they are satisfied or very satisfied with the appearance of the city	53%	56%	56%	55%	55%
819	% of residents that say they are satisfied or very satisfied with their feeling of safety	50%	52%	52%	52%	53%
Administrative - Arts and Cultural Affairs						
820	% change in investment in public art	4%	74%	74%	-1%	-1%
821	# of 1% for Art projects in progress	25	28	26	25	26
822	# of City funded 1% for Art projects installed	14	11	16	15	15

Planning

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Administrative - Arts and Cultural Affairs						
823	# of City owned public art assets	190	200	206	205	233
824	# of new art and cultural projects managed	2	27	19	22	20
825	# of public art projects installed	29	23	29	20	20
826	# of 1% for Art projects funded	57	32	38	57	38
827	# of new art and cultural projects requested	331	378	377	331	350
Administrative - Grant and Financial Management Program						
828	% of grant awards that are in compliance with the terms of their agreement	100%	100%	100%	100%	100%
829	# of grant sub-recipients agreements managed	40	37	34	50	42
Administrative - Office of Sustainability						
830	% of identified sustainability measures meeting or exceeding target	58%	45%	45%	100%	50%
831	# of outreach and education event participants	481	497	350	700	750
832	# of outreach and education events held	9	21	26	20	25
833	# of residential energy efficiency loans closed	15	6	5	10	10
834	$ of residential energy efficiency loans closed	108,600.08	40,913.91	42,895.14	75,000.00	75,000.00
835	# of residential energy efficiency loan contacts received	1,792	1,213	1,094	1,500	1,500
Current Planning - Current Planning						
836	% of rezoning decisions by City Council that are consistent with the comprehensive plan	96%	95%	96%	100%	100%
837	% of affected departments will participate in planning initiatives where cross-departmental issues have been identified	100%	100%	100%	100%	100%
838	# of board of adjustment applications reviewed	94	84	81	100	100
839	# of preliminary plats reviewed by staff	17	32	37	24	30
840	# of rezoning applications reviewed by staff	198	243	277	200	200

Planning

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Current Planning - Urban Design and Community Appearance						
841	% of citizens surveyed who say they are satisfied or very satisfied with the appearance of the community	65%	67%	67%	65%	65%
842	% of change in property values within all Design Districts	6%	12%	12%	6%	7%
843	# of applications reviewed in design districts	669	656	562	638	650
844	# of Historic Landmark Designations approved	0	2	0	2	2
845	# of National Register Nominations reviewed	4	8	9	7	7
Housing and Community Development - Community Development						
846	$ value of non-City investment per $ value of City investment	2.25	0.43	0.43	0.40	0.40
847	% of citizens satisfied with neighborhood attributes	57%	62%	62%	61%	61%
848	# of down payment assistances provided	21	31	33	30	30
849	# of housing rehabilitations completed	176	225	N/A	200	200
850	# of housing units assisted or built through all program services	205	237	111	250	250
851	# of new housing units constructed	6	3	12	10	10
852	% 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	68%	70%	70%	70%	70%
853	% of residents that say they are satisfied or very satisfied with property maintenance in their neighborhoods in the City's annual Citizen Survey	59%	61%	61%	60%	60%
Housing and Community Development - Homelessness Services						
854	% of people who are homeless who remain in permanent housing for more than six months	93%	83%	83%	95%	90%
855	# of People who were formerly homeless housed through the Continuum of Care Program	735	747	747	700	900
856	# of people who are homeless in Oklahoma City according to the Point in Time Count	1,273	1,573	1,573	1,573	1,200

Planning

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Plan Development and Implementation - Comprehensive Planning						
857	% of new development and redevelopment that occurs in the inner-loop	23%	20%	12%	21%	11%
858	% Comprehensive plan policies in progress or completed	76%	77%	77%	76%	76%
859	# of Comprehensive Plan policies in progress or completed each year	236	239	239	236	236
860	# of square feet of development city wide	22,872,359	29,595,900	26,673,499	21,000,000	21,000,000
Plan Development and Implementation - Neighborhood and Commercial District Revitalization						
861	% 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	83%	86%	86%	85%	85%
862	% change in new construction and building remodels in CDRP, TIF, and BIDs	11%	13%	13%	7%	7%
863	% change in new construction and building remodels in Strong Neighborhoods Initiative (SNI) Neighborhoods	-2.80%	0.83%	0.83%	5.00%	5.00%
864	# of events sponsored by the Districts in the CDRP Program	146	95	92	136	100
Plan Development and Implementation - Transportation Planning						
865	% of commute trips made by walking, bicycling, or public transportation	2.13%	2.32%	2.21%	2.15%	2.15%
866	# of miles bicycle facilities built	N/A	0	0	17	10
867	# of miles of sidewalk built	N/A	22	56	72	40

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:

- *Delayed 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 various resources 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 2022, police presence and services will adequately increase while maintaining the level of core services citywide, as evidenced by:

- *60% 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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
868	% of residents citywide reporting they feel safe [1]	50%	52%	57%	55%	60%
869	% of residents reporting they are satisfied with the quality of police services citywide [1]	69%	71%	69%	72%	72%
870	% 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%	74%	73%	80%	80%
871	% of property crimes cleared by arrest, prosecution or other means [2]	28%	26%	23%	30%	30%
872	% of person crimes cleared by arrest, prosecution or other means [2]	59%	57%	65%	70%	70%

Police

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Long-Term Issue - Greater Need for Police Presence and Services						
873	% of residents reporting they feel safe in the Downtown area [1]	43%	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 aggravated assaults and homicides*
- *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.*
- *Increase efforts to reduce crime through community based programs, social outreach opportunities, and public and private partnerships.*
- *Develop strategies to improve the recruitment, hiring and training of new officers to fill vacancies.*
- *Improve federal partnerships to address violent crime.*
- *Increase communication between various departmental units to improve efficiency and effectiveness.*
- *Renew focus on data-driven approaches to identify and investigate violent crime.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, the Police Department will address the rise in violent crime by ensuring aggravated assaults per 100,000 residents in Oklahoma City are equal to or below comparable cities nationwide.

874	# of aggravated assaults per 100,000 residents	394.91	357.03	352.02	392.13	360.13

Police

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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 integrity, compassion, accountability, respect, and equity. 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 trust, confidence, and cooperation*						
▪ *Decreased actual or perception of unfair and inequitable policing services*						
Strategies to address the Long-Term Issue						
▪ *Review and revise department directives for best practice.*						
▪ *Participate in community outreach through community programs and partnerships.*						
▪ *Reinforce scenario-based de-escalation training and practices to employees through all aspects of training.*						
▪ *Enhance the Body Worn Camera program through updates and expansion.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2022, 72% or more residents will be satisfied with the quality of police services citywide.						
875	% of residents reporting they are satisfied with the quality of police services citywide	69%	71%	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.						
876	% of Lieutenants and Captains who have been provided Leadership Development Training each year	100%	50%	50%	100%	100%
Administrative - Executive Leadership						
877	% of key measures and strategic results achieved	44%	38%	34%	75%	75%
878	% of underutilized vehicles in the fleet	8%	6%	7%	10%	10%
Administrative - Emergency Management						
879	% of Federal and State required all hazard emergency or disaster plans reviewed and updated	100%	100%	100%	100%	100%
880	# of exercises conducted	5	4	5	4	4

Police

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Administrative - Emergency Management						
881	# of residents contacted through public education and outreach presentations, events or opportunities	7,970	582	217	2,400	1,000
882	# of responder training courses coordinated or conducted.	31	27	8	24	12
883	# of responses to significant events, emergencies or disasters	32	25	48	24	24
Administrative - Human Resources						
884	% of applications received from minority applicants	73%	46%	21%	60%	60%
885	% of performance evaluations completed by the review date	81%	87%	79%	95%	95%
886	# of minority recruits hired	58	59	59	15	30
887	# of applications for sworn positions received by department	2,595	2,080	1,044	2,000	2,000
Administrative - Professional Standards						
888	% of administrative investigations completed within six months	91%	86%	95%	67%	87%
889	# of administrative investigations	35	28	50	30	30
890	# of criminal investigations	0	1	N/A	6	6
Administrative - Public Information						
891	# of views per social media post	16,192	20,215	26,403	16,000	28,100
892	# of media requests responded to	9,734	8,291	7,187	8,000	8,000
893	# of resident requests responded to	2,013	1,351	1,144	750	1,000
894	# of social media posts	1,991	2,194	1,665	1,200	2,000
895	# of written news releases produced through the PIO	549	709	428	400	400
Investigations - Investigations						
896	% of person crimes cleared by arrest, prosecution or other means	59%	57%	65%	70%	70%
897	% of property crimes cleared by arrest, prosecution or other means	28%	26%	23%	30%	30%

Police

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Investigations - Investigations						
898	# of investigations conducted (all investigations including Municipal Court charges as well as State and Federal Court charges)	25,309	20,923	19,587	33,000	30,000
899	# of incidents routed for review	57,057	61,881	61,344	70,000	70,000
Investigations - Investigations Support						
900	% 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	39%	53%	45%	100%	100%
901	# of crime lab tests conducted	46,360	45,227	59,117	48,000	55,000
902	# of firearms entered into the National Integrated Ballistic Information Network	762	1,203	2,006	800	2,000
Investigations - Special Investigations						
903	# of drive-by shootings per 100,000 residents	13.73	20.29	16.81	12.23	12.23
904	# of Special Projects' illicit drug cases presented for prosecution per 100,000 residents	571.32	465.40	347.61	550.00	550.00
905	% of graffiti crimes cleared by arrest, prosecution, or other means	194%	96%	23%	128%	128%
906	# of computer, digital, electronic and other media device forensic examinations completed	749	1,077	1,155	700	1,000
907	# of criminal nuisance abatement cases	399	387	398	400	400
908	# of graffitti crimes cleared by arrest, prosecution, or other means	298	208	54	275	200
909	# of graffiti investigation requests reported by Special Investigations	148	218	228	150	150

Police

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Operations - Court Enforcement and Investigations						
910	% of total warrants cleared of total received	13%	0%	N/A	20%	20%
911	# of warrants cleared by officers	1,825	14	N/A	6,000	6,000
912	# of warrants received by officers	14,020	7,636	N/A	30,000	30,000
Operations - Courthouse Security						
913	# of security breaches	0	0	0	0	0
914	# of service responses	2,038	3,232	1,473	3,000	3,000
Operations - Crime Prevention and Awareness						
915	% of crime prevention and awareness training participants who report they received important/useful information	100%	97%	100%	98%	98%
916	# of crime prevention and awareness participants trained	8,542	5,362	592	8,000	8,000
Operations - Patrol						
917	# of aggravated assaults per 100,000 residents	394.91	357.03	352.02	392.13	360.13
918	% 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%	74%	73%	80%	80%
919	% of residents citywide reporting they feel safe	50%	52%	57%	55%	60%
920	% of residents reporting they are satisfied with the quality of police services citywide	69%	71%	69%	72%	72%
921	% of officers that achieve the minimum performance standards per hour for their patrol shift and division	83%	79%	77%	85%	85%
922	% of residents reporting they feel safe in the Downtown area	43%	43%	43%	55%	55%
923	# of calls for service answered	408,798	437,724	429,607	380,000	425,000
924	# of hours of time on call provided	283,504.00	308,121.00	302,865.65	280,000.00	300,000.00
925	# of self-initiated contacts provided	61,922	73,972	77,479	75,000	75,000
926	# of special event security hours provided	13,314.65	15,136.55	4,994.68	22,000.00	18,000.00

Police

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Operations - Traffic Safety						
927	# of traffic collisions per 1,000 residents of Oklahoma City	23.76	22.72	20.62	24.00	24.00
928	% of residents that are satisfied with traffic enforcement	58%	54%	58%	60%	60%
929	# of traffic contacts per 1,000 residents of Oklahoma City	162.54	161.47	146.45	183.84	183.84
930	# of traffic fatalities per 1,000 residents of Oklahoma City	0.12	0.11	0.13	0.12	0.12
931	# of traffic collision investigations completed	15,918	15,221	14,225	15,000	15,000
932	# of traffic contacts made	108,904	108,184	101,010	112,000	112,000
Operations - Youth Services						
933	# of crimes reported to School Resource Officers in schools per 1,000 students	5.45	3.55	0.32	4.68	4.68
934	% decrease in truancy rate of students served by truancy officers	51%	30%	N/A	50%	50%
935	# of youths served in education programs	14,189	7,098	N/A	10,000	10,000
936	# of students served by truancy officers	8,287	5,043	3,034	8,000	8,000
937	# of youths processed through Community Intervention Center.	1,124	1,422	1,017	1,200	1,200
938	# of youths served by the Juvenile Intervention Program	253	24	N/A	60	60
939	# of youths served by the Police Athletic Program	17,817	5,470	5,390	10,000	10,000
Public Safety Support - 911 Communications						
940	% of 911 calls answered within 10 seconds	95%	96%	92%	90%	90%
941	% of life threatening (Priority 1) calls dispatched within 2 minutes 30 seconds	86%	79%	78%	85%	85%
942	# of calls serviced	1,047,079	1,091,792	1,082,503	1,100,000	1,100,000
Public Safety Support - Inmate Processing/Incarceration Alternative						
943	% change in the number of people incarcerated for municipal charges	-52%	-58%	-72%	-15%	-15%
944	% of all arrestees booked into the Oklahoma City Detention Center, by any law enforcement agency, who are accurately identified at the time of booking/intake	99%	100%	100%	100%	100%

Police

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Public Safety Support - Inmate Processing/Incarceration Alternative						
945	# of arrestees processed	16,626	15,020	11,925	16,000	15,000
946	# of Detox admissions provided	3,849	3,658	2,781	3,600	3,600
947	# of inmate days utilized by Oklahoma City at the Oklahoma County Detention Center	20,761	11,115	3,023	17,000	5,000
Public Safety Support - Permit Services						
948	% of alarm responses with alarm permits	27%	27%	28%	46%	46%
949	% of total alarm responses that are false alarms	98%	98%	98%	96%	96%
950	# of all permits processed	33,625	31,198	27,758	41,500	41,500
Public Safety Support - Records Management						
951	% of reports validated within 24 hours	N/A	100%	100%	100%	100%
952	# of reports validated	N/A	147,691	146,375	144,000	144,000
Public Safety Support - Training						
953	% of officers who rate advanced training as high or very high in supporting the knowledge and skills needed to provide public safety services	79%	71%	71%	75%	75%
954	% of Lieutenants and Captains who have been provided Leadership Development Training each year	100%	50%	50%	100%	100%
955	# of recruits that graduate from the Police Academy	56	106	106	60	60
956	# of training hours provided	3,639	2,447	1,402	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*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
957	Annual vacancy rate	N/A	7%	7%	8%	8%
958	% of public transportation customers surveyed rating service as satisfactory	74%	N/A	72%	78%	78%
959	% of on-time bus departures	69%	69%	73%	75%	75%
960	% of EMBARK Plus paratransit pick-ups on time	94.40%	90.06%	95.14%	93.00%	95.00%
961	% of on-time streetcar departures	N/A	90%	91%	96%	96%

Public Transportation and Parking

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Long-Term Issue - Service						
962	% of federally required EMBARK Plus paratransit pickups denied due to capacity constraints	N/A	1.97%	1.16%	0.00%	0.00%
963	# of parking complaints per 1,000 transactions	N/A	0.20%	0.00%	1.00%	0.10%
964	# of passenger trips provided	2,921,065	2,635,012	1,906,826	3,187,003	2,614,535

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*

965	# of preventable accidents per 100,000 miles	N/A	1.45	0.38	1.58	1.48
966	% of FTE Employees without an on-the-job injury (OJI) in the current fiscal year	89%	91%	99%	90%	91%
967	% of vehicle preventive maintenance procedures completed on time	98%	100%	100%	100%	100%

Public Transportation and Parking

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Long-Term Issue - Safety						
968	% of passengers surveyed will report they feel safe at the transit center, bus stops, or while riding the bus	72%	N/A	N/A	75%	75%
969	# of security incidents per 100,000 passengers	0.0000	0.1139	0.2479	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*

970	% increase in available public parking through management of private parking assets	N/A	0.00%	0.00%	1.00%	0.00%

Public Transportation and Parking

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Administrative - Executive Leadership						
971	% of key measures and strategic results achieved	21%	46%	31%	75%	75%
972	% of newly hired employees who retain employment with EMBARK for more than 24 months	52%	47%	48%	63%	63%
973	% of performance evaluations completed by the review date	11%	74%	58%	80%	80%
974	Annual Turnover Rate of Employees	24%	19%	25%	21%	21%
975	# of full-time employees supported	258	301	302	300	305
976	Annual vacancy rate	N/A	7%	7%	8%	8%
Administrative - Customer Relations						
977	% of business along the streetcar route contacted each month	N/A	0%	0%	100%	5%
978	% of customer calls answered in 30 seconds	90%	90%	92%	90%	92%
979	% of customer inquiries, requiring staff research and review, responded to within 5 business days	74%	69%	80%	77%	81%
980	# of customer calls answered	71,806	67,844	44,549	80,000	60,000
981	# of customer inquiries, requiring staff research and review, responded to within 5 business days	1,003	1,253	967	1,344	1,050
982	# of customer calls received	75,079	71,286	46,345	80,000	60,000
983	# of customer inquiries received requiring staff research and review	1,354	1,820	1,201	1,300	1,300
Administrative - Safety, Security, and Training						
984	% of FTE Employees without an on-the-job injury (OJI) in the current fiscal year	89%	91%	99%	90%	91%
985	# of preventable accidents per 100,000 miles	N/A	1.45	0.38	1.58	1.48
986	# of security incidents per 100,000 passengers	0.0000	0.1139	0.2479	0.0500	0.0500
987	% of employees who have completed required training	N/A	100%	100%	100%	100%
988	% of new employees who have passed the CDL test	N/A	100%	100%	100%	100%

Public Transportation and Parking

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Administrative - Safety, Security, and Training						
989	% of passengers surveyed will report they feel safe at the transit center, bus stops, or while riding the bus	72%	N/A	N/A	75%	75%
990	% of total non-preventable vehicle accident claims collected on	N/A	13%	14%	100%	100%
991	% of total vehicle accident files completed within 10 days	N/A	100%	94%	100%	100%
992	# of OJI's per 200,000 hours worked	N/A	11	14	25	20
993	# of non-collision passenger injury claims substantiated per 100,000 passengers	N/A	11	2	15	5
Parking - Municipal Off Street Parking						
994	% of time operational equipment is working (uptime)	N/A	81%	97%	98%	97%
995	# of parking complaints per 1,000 transactions	N/A	0.20%	6.79%	1.00%	1.00%
996	% of monthly vehicle spaces occupied	77%	68%	61%	70%	59%
997	# of hours of parking purchased	N/A	2,118,155	967,425	2,501,904	1,174,617
998	# of parking customers served	367,690	235,862	92,370	356,180	185,683
999	# of parking transactions completed	2,399,293	1,681,673	868,004	2,349,244	1,660,491
1000	# of preventative off-street work orders completed	780	917	919	900	1,000
1001	$ total revenue from parking transactions	N/A	4,473,474	2,656,433	6,588,210	3,617,145
1002	% increase in available public parking through management of private parking assets	N/A	0.00%	0.00%	1.00%	0.00%
Parking - On-Street Parking Meter						
1003	% of time operational equipment is working (uptime)	100%	100%	99.9765%	100%	100%
1004	# of parking complaints per 1,000 transactions	N/A	0.20%	0.00%	1.00%	0.10%
1005	# of metered on-street parking spaces available	N/A	1,438	1,531	1,345	1,531
1006	# of on-street work orders completed	280	161	219	200	330
1007	# of parking meters	N/A	180	180	205	180
1008	# total parking transactions	N/A	486,208	342,150	675,008	483,288

Public Transportation and Parking

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Public Transportation - Bus Operations						
1009	# of bus passengers per day	N/A	7,199	5,192	8,732	7,163
1010	# of bus passengers per service hour	15.12	13.73	9.51	15.54	12.57
1011	% of on-time bus departures	69%	69%	73%	75%	75%
1012	% of public transportation customers surveyed rating service as satisfactory	74%	N/A	72%	78%	78%
1013	# of passenger trips provided	2,921,065	2,635,012	1,906,826	3,187,003	2,614,535
1014	# of service hours provided	193,233	191,912	200,494	205,093	208,081
Public Transportation - Bus Stop Management						
1015	% of bus stops that are ADA compliant	33%	31%	N/A	37%	37%
1016	% of bus stops with a shelter	N/A	19%	N/A	14%	24%
1017	% of customers satisfied with cleanliness of bus stops	66%	N/A	63%	75%	80%
1018	% of bus stop repair work orders completed on time	100%	93%	97%	100%	100%
1019	# of bus shelters constructed	29	100	31	25	25
1020	# of bus stops made ADA compliant	16	26	6	40	40
Public Transportation - EMBARK Norman						
1021	# of Norman bus passengers per service hour	N/A	14.20	10.94	12.70	13.14
1022	% of Norman public transportation customers surveyed rating service as satisfactory	N/A	N/A	84%	75%	84%
1023	% of on-time Norman fixed route bus departures	N/A	N/A	82%	75%	75%
1024	% of on-time Norman paratransit pick-ups	N/A	N/A	96%	95%	95%
1025	# of Norman fixed route passenger trips provided	N/A	243,985	192,583	326,858	265,054
1026	# of Norman paratransit trips provided	N/A	12,984	15,329	16,421	19,000
Public Transportation - EMBARK Plus Paratransit						
1027	% of total EMBARK Plus customer trip requests completed	88.81%	79.30%	81.54%	98.00%	98.00%
1028	% of EMBARK Plus paratransit pick-ups on time	94.40%	90.06%	95.14%	93.00%	95.00%



Public Transportation and Parking

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Public Transportation - EMBARK Plus Paratransit						
1029	% of federally required EMBARK Plus paratransit pickups denied due to capacity constraints	N/A	1.97%	1.16%	0.00%	0.00%
1030	# of EMBARK Plus trips provided	56,388	52,301	43,279	65,000	45,000
1031	# of EMBARK Plus trips requested	71,340	68,170	55,811	80,000	58,000
Public Transportation - Facilities Management						
1032	% of customers satisfied with cleanliness of Transit Center	77%	0%	73%	85%	85%
1033	% of facility preventive maintenance procedures completed on-time	N/A	100%	100%	100%	100%
1034	# of preventative maintenance procedures completed	826	52	37	90	45
1035	# of scheduled facility service requests completed	N/A	356	170	450	250
1036	# of unscheduled facility service requests completed	835	697	795	700	700
Public Transportation - Fleet Management						
1037	% of customers satisfied with cleanliness of buses	66%	N/A	70%	75%	75%
1038	% of fixed-route fleet available	85%	82%	78%	85%	85%
1039	% of vehicle preventive maintenance procedures completed on time	98%	100%	100%	100%	100%
1040	# of miles driven between service interruptions	N/A	74,702.00	72,412.55	70,000.00	70,000.00
1041	# of vehicle repair work orders completed	4,206	4,728	5,641	4,100	5,000
Public Transportation - MOBILITY MANAGEMENT						
1042	% of senior transportation customers rating services as satisfactory	100%	100%	100%	100%	100%
1043	# of passengers per day utilizing mobility management services	N/A	579.01	508.20	350.00	500.00
1044	# of bus passes distributed to homeless or low-income individuals	53,145	54,254	50,531	45,000	50,000
1045	# of senior transportation trips provided	N/A	36,976	22,972	50,000	45,000
1046	# of Social Service Agency Trips Provided	N/A	55,259	55,069	45,570	50,000

Public Transportation and Parking

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Public Transportation - Oklahoma River Cruises						
1047	# of passengers per River Cruise service hour	6.17	8.55	N/A	0.00	4.29
1048	% of river cruise customers rating service as satisfactory	100%	98%	N/A	96%	98%
1049	% of scheduled river cruise service hours lost	36%	28%	N/A	100%	8%
1050	# of river cruise passengers transported	3,633	3,569	0	3,600	1,800
1051	# of river cruise service hours provided	588.58	417.39	0.00	420.00	120.00
Public Transportation - Spokies Bike Share						
1052	# of Spokies trips per bike per day	837	475	164	0	331
1053	% of Bikes available for use	97.14%	89.55%	92.42%	0.00%	95.00%
1054	# of Bike trips	10,041	5,695	1,972	0	3,972
1055	# of Bikes available for use	68	60	61	60	61
Public Transportation - STREETCAR						
1056	# of streetcar passengers per day	N/A	761.74	433.26	1,036.65	850.05
1057	# of streetcar passengers per service hour	N/A	11.29	5.93	14.00	11.48
1058	% of on-time streetcar departures	N/A	90%	91%	96%	96%
1059	% of surveyed customers who are satisfied with the quality of their service	N/A	80%	92%	85%	90%
1060	Average frequency for streetcar	N/A	14.31	13.87	13.00	13.00
1061	# of miles between streetcar service interruptions	N/A	29,594	54,732	60,000	60,000
1062	# of streetcar passenger trips provided	N/A	278,797	159,107	378,378	310,270

Public Works

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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
1063	% of arterial pothole repairs completed within 3 calendar days of work order issued	N/A	N/A	N/A	50%	N/A
1064	% of residential pothole repairs completed within 5 calendar days of work order issued	N/A	N/A	N/A	1	0
1065	% of utility cut repairs completed within 14 calander days of receipt from line maintenance	54%	39%	36%	91%	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*

1066	# of miles resurfaced and widened annually	110.62	131.21	N/A	72.00	72.00
1067	$ expended on resurfacing and widening	94,942,601	56,089,319	56,089,319	95,000,000	95,000,000
1068	% of arterial street resurfacing projects completed within 4 weeks	48%	0%	N/A	80%	80%

Public Works

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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 arterial streets will meet or exceed 40%						
1069	% of citizens satisfied with the condition of arterial streets	20%	20%	28%	40%	40%
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%						
1070	% of citizens satisfied with condition of residential streets	30%	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						
1071	Citywide average PCI	67	68	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						
1072	% of arterial streets with a Pavement Condition Index (PCI) rating of 70 or above	40%	41%	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						
1073	% of residential streets with a Pavement Condition Index (PCI) rating of 70 or above	63%	64%	64%	63%	63%

Public Works

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
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.						
1074	% of listed 2007 projects completed or under construction	73%	86%	86%	100%	100%
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.						
1075	Total $ of 2017 GO bond projects awarded or completed	N/A	86,625,558	86,625,558	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.						
1076	% of sales tax street resurfacing projects completed or under construction	47%	65%	98%	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.*						
1077	% of facilities projects substantially completed on time	83%	90%	97%	75%	75%
1078	% of facilities construction projects not exceeding 7% in cost increases following award of contract	70%	83%	62%	75%	75%

Public Works

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Long-Term Issue - Capital Project Delivery						
1079	% of infrastructure construction projects substantially completed on time	50%	69%	N/A	77%	77%
1080	% of infrastructure construction projects not exceeding 7% in cost increases following award of contract	74%	72%	N/A	70%	70%

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.*

1081	% of drainage repairs completed within 30 calendar days	85%	48%	62%	90%	90%
1082	FEMA Community Rating [1]	8	8	8	6	6
1083	% of the City's drainage basin studies completed	0%	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

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 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						
1084	% of field inspections completed daily	37%	39%	38%	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						
1085	% of active work zones receiving a compliance inspection	13%	12%	12%	40%	40%
Administrative - Executive Leadership						
1086	% of key measures and strategic results achieved	27%	35%	23%	75%	75%
1087	% of performance evaluations completed by the review date	64%	62%	60%	95%	95%
1088	% of underutilized vehicles (excluding heavy equipment) in the Public Works Fleet	26%	24%	26%	10%	10%
Administrative - Business Services						
1089	# of FTE's	N/A	N/A	N/A	N/A	N/A
Engineering - Drainage Engineering						
1090	% of property owner drainage inquiry reviews and responses completed within 30 calendar days	45%	62%	55%	80%	80%
1091	% of bridges that are open to traffic	100%	100%	100%	100%	100%
1092	% of bridges that have an acceptable rating	90%	91%	87%	91%	91%
1093	% of the City's drainage basin studies completed	0%	0%	0%	8%	8%
1094	# of drainage inquiry responses	339	339	423	400	400
1095	FEMA Community Rating	8	8	8	6	6

Public Works

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Engineering - Engineering Technical Review						
1096	% of customers that receive four (4) week initial document review response including drainage, paving and ADA compliance	74%	85%	81%	85%	85%
1097	% of infastructure and site plan reviews requiring more than one review	31%	26%	9%	60%	60%
1098	# of infrastructure and site plans reviewed	1,030	730	923	1,000	1,000
1099	# of revocable permits reviewed	N/A	1,346	2,055	1,200	1,200
1100	# of work orders issued for private development	107	119	124	200	200
1101	# of infrastructure and site plans submitted for review	1,094	762	958	1,000	1,000
Engineering - Paving Engineering						
1102	% of arterial streets with a Pavement Condition Index (PCI) rating of 70 or above	40%	41%	41%	52%	52%
1103	% of residential streets with a Pavement Condition Index (PCI) rating of 70 or above	63%	64%	64%	63%	63%
1104	% of arterial street resurfacing projects completed within 4 weeks	48%	0%	N/A	80%	80%
1105	% of sales tax street resurfacing projects completed or under construction	47%	65%	98%	50%	50%
1106	# of miles of new arterial street sidewalk constructed	11.60	15.32	5.26	4.00	4.00
1107	# of miles of new residential sidewalk constructed	9.51	24.59	54.66	14.00	14.00
1108	# of miles of on-street bike facility installed	N/A	0	0	25	25
1109	# of miles of street widened	3.07	2.50	N/A	2.00	2.00
1110	# of miles of streets resurfaced	107.55	128.71	83.03	70.00	70.00
1111	# of miles of streetscapes/enhancements	0.56	0.00	0.00	0.00	3.00
1112	# of miles resurfaced and widened annually	110.62	131.21	N/A	72.00	72.00
1113	$ expended on resurfacing and widening	94,942,601	56,089,319	56,089,319	95,000,000	95,000,000

Public Works

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Field Services - Construction Inspection and Construction Quality Control						
1114	% of active construction projects receiving a site visit daily	N/A	N/A	N/A	N/A	N/A
1115	% of right of way inspections completed within one day of request	97%	98%	99%	95%	95%
1116	% of field inspections completed daily	37%	39%	38%	50%	50%
1117	# of inspections completed	28,224	27,464	23,356	30,000	30,000
1118	Estimated value of work inspected	580,108,690	449,370,445	554,386,230	400,000,000	400,000,000
1119	# of new projects received	645	586	575	600	600
1120	# of total active projects	542	537	568	500	500
Field Services - Survey						
1121	% of surveys delivered by the proposed date of completion	97%	97%	98%	95%	95%
1122	% of survey proposals provided within 3 business days of survey request	100%	100%	100%	100%	100%
1123	# of surveys completed	153	143	133	150	150
Project Management - Contract Administration						
1124	% of consulting contracts approved within 150 calendar days from advertising the project	34%	43%	14%	50%	50%
1125	# of days that project contracts are in negotiation	9.17	8.41	17.67	15.00	15.00
1126	% of contract amendments completed within 45 calendar days	30%	38%	35%	70%	70%
1127	% of new pre-qualified contractors receiving field evaluations during the application process	0%	0%	0%	100%	100%
1128	% of pre-qualification applications reviewed and approved in 60 calendar days	N/A	N/A	N/A	N/A	N/A
1129	# of consulting contract amendments approved	56	45	70	50	50
1130	# of consulting contracts approved	70	58	41	60	60
1131	# of contractor pre-qualifications approved	231	265	271	250	250
1132	# of work orders issued	N/A	38	N/A	115	N/A

Public Works

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Project Management - Contract Administration						
1133	# of consulting contracts managed	60	40	36	70	70
Project Management - Facilities Project Management						
1134	% of facilities construction projects not exceeding 7% in cost increases following award of contract	70%	83%	62%	75%	75%
1135	% of facilities projects substantially completed on time	83%	90%	97%	75%	75%
1136	% of facilities projects achieving final acceptance within 90 calendar days of substantial completion	83%	88%	78%	75%	75%
1137	Dollar value of facilities construction projects awarded	33,994,447	58,260,312	69,497,708	45,000,000	45,000,000
1138	# of facilities construction projects awarded	117	161	170	90	90
1139	# of work orders issued	63	82	118	50	50
1140	# of facilitiy projects in progress	133	138	127	145	145
Project Management - Infrastructure Project Management						
1141	% of infrastructure construction projects not exceeding 7% in cost increases following award of contract	74%	72%	N/A	70%	70%
1142	% of infrastructure construction projects substantially completed on time	50%	69%	N/A	77%	77%
1143	% of infrastructure projects achieving final acceptance within 90 calendar days of substantial completion	48%	40%	N/A	62%	62%
1144	% of listed 2007 projects completed or under construction	73%	86%	86%	100%	100%
1145	# of infrastructure construction projects awarded	222	144	N/A	200	200
1146	Dollar value of infrastructure construction projects awarded	95,339,534	89,882,882	N/A	100,000,000	100,000,000
1147	# of infrastructure construction projects in process	204	154	154	150	150
Storm Water Quality - Environmental Water Quality						
1148	% of storm water stations where water test results indicate no follow up is needed	88%	87%	87%	78%	78%
1149	# of dry weather sites monitored	225	357	156	200	200

Public Works

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Storm Water Quality - Environmental Water Quality						
1150	# of pounds of floatable debris collected from creeks within the city	17,351	7,329	5,084	11,000	11,000
Storm Water Quality - Household Hazardous Waste Collection						
1151	% of households that are aware of OKC household hazardous waste collection services	55%	62%	57%	65%	65%
1152	Pounds of household hazardous waste collected	768,380.00	624,978.00	874,532.88	576,000.00	576,000.00
1153	# of pounds of household hazardous waste reused and recycled	272,780	276,758	276,758	237,000	237,000
1154	# of residents utilizing household waste services	10,380	10,354	11,770	9,000	9,000
Storm Water Quality - Public Outreach						
1155	% of elementary schools in Oklahoma City contacted that participate in the Storm Water Quality program	7%	67%	67%	11%	11%
1156	# of school visits	20	6	27	24	24
1157	# of student contacts	3,088	407	2,127	2,500	2,500
1158	# of total participants in volunteer programs	814	531	452	875	875
1159	# of total public outreach contacts	5,532,508	6,955,751	7,929,343	4,000,000	4,000,000
Storm Water Quality - Stormwater Permitting						
1160	% of active construction and land disturbance permitted sites receiving a monthly inspection	52%	53%	45%	50%	50%
1161	% of active industrial permitted sites receiving required inspections	N/A	71%	81%	80%	N/A
1162	% of construction and industrial inspections in compliance with storm water pollution prevention plan requirements	98%	99%	99%	99%	99%
1163	% of industrial inspections completed on time monthly	N/A	83%	76%	90%	N/A
1164	# of construction and land disturbance site enforcement actions issued	132	70	51	120	120
1165	# of construction and land disturbance site inspections conducted	8,884	9,741	8,402	8,500	8,500

Public Works

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Storm Water Quality - Stormwater Permitting						
1166	# of industrial site enforcement actions issued	26	21	6	12	12
1167	# of industrial site inspections conducted	869	1,239	1,133	1,190	1,190
Streets, Traffic & Drainage Maintenance - Drainage						
1168	% of drainage repairs completed within 30 calendar days	85%	48%	62%	90%	90%
1169	% of preventative maintenance work orders completed on schedule	N/A	N/A	N/A	100%	100%
1170	# of drainage repairs completed	2,441	3,198	2,028	2,500	2,500
1171	# of tons of debris removed from the Oklahoma River	318.31	163.12	83.28	225.00	225.00
1172	# of unimproved acres maintained	N/A	2	N/A	219	219
Streets, Traffic & Drainage Maintenance - Streets						
1173	% of arterial pothole repairs completed within 3 calendar days of work order issued	N/A	N/A	N/A	50%	N/A
1174	% of residential pothole repairs completed within 5 calendar days of work order issued	N/A	N/A	N/A	1	0
1175	% of utility cut repairs completed within 14 calander days of receipt from line maintenance	54%	39%	36%	91%	91%
1176	% of citizens satisfied with condition of residential streets	30%	30%	30%	50%	50%
1177	% of citizens satisfied with the condition of arterial streets	20%	20%	28%	40%	40%
1178	# of potholes repaired	66,452	51,792	37,460	60,000	60,000
1179	# of utility cut repairs	235	235	238	350	350
Streets, Traffic & Drainage Maintenance - Traffic Operations						
1180	% of priority traffic signal calls responded to within 30 minutes	83%	70%	46%	80%	80%
1181	% of traffic sign work orders completed within 7 days	64%	72%	82%	80%	80%
1182	% of traffic signal intersections upgraded to LED	N/A	N/A	N/A	60%	60%
1183	% of traffic signals without a loss of service during the year	N/A	N/A	N/A	0	0
1184	# of traffic sign installation and repairs completed	3,016	2,940	2,184	3,000	3,000

Public Works

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Streets, Traffic & Drainage Maintenance - Traffic Operations						
1185	# of traffic signal repairs completed	9,009	6,636	5,979	6,500	6,500
Traffic Management - Traffic and Transportation Services						
1186	% of work zone permits issued within one business days of application	100%	100%	100%	100%	100%
1187	% of work zones inspected in compliance	75%	84%	86%	80%	80%
1188	% of active work zones receiving a compliance inspection	13%	12%	12%	40%	40%
1189	# of active work zones	4,940	6,174	6,360	4,600	4,600
1190	# of active work zones receiving compliance inspection	626	764	770	1,840	1,840
1191	# of work zone compliance inspections	7,512	9,171	9,240	7,200	7,200
1192	# of work zone permit requests processed	3,473	4,398	5,053	4,600	4,600
Traffic Management - Traffic Engineering						
1193	% of citizens satisfied with the flow of traffic and ease of getting around the City as indicated by the citizen's survey	37%	35%	25%	50%	50%
1194	% of field studies completed within 14 days	100%	100%	100%	100%	100%
1195	% of traffic engineering plan reviews receiving intial response within 3 business days	100%	100%	100%	100%	100%
1196	# of field studies completed	882	432	350	1,000	1,000
1197	# of traffic construction design plans reviewed	520	540	628	475	475
1198	# of traffic modifications that increased safety (monthly avg)	136	268	224	120	120
1199	# of traffic service requests completed	1,628	3,318	2,690	1,300	1,300

Utilities

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*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
1200	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	N/A	84%	86%	80%	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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
1201	% of customers surveyed who are satisfied with solid waste services	91%	91%	91%	89%	89%
1202	% of customers surveyed are satisfied with water services	78%	79%	78%	86%	86%
1203	% of customers surveyed are satisfied with wastewater services	76%	76%	76%	81%	81%

Utilities

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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
1204	% of supervisors on track to complete Utilities University supervisory core classes in three years	90%	20%	20%	100%	75%
1205	% of mid-management employees Lean Green Belt certified	N/A	64%	64%	100%	82%

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.*

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
1206	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
1207	OCEAT will maintain its bond rating of AAA from Standard & Poor's	AAA	AAA	AAA	AAA	AAA

Utilities

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
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.*						
1208	% of water leaks repaired within five business days	94%	92%	96%	90%	90%
1209	# of tons recycled	17,207.51	15,873.04	16,267.63	16,500.00	16,500.00
Administrative - Administration						
1210	% of key measures and strategic results achieved	67%	68%	73%	75%	75%
1211	% of mid-management employees Lean Green Belt certified	N/A	64%	64%	100%	82%
1212	% of performance evaluations completed by the review date	56%	65%	61%	95%	95%
1213	% of supervisors on track to complete Utilities University supervisory core classes in three years	90%	20%	20%	100%	75%
Customer Service - Customer Service/Billing						
1214	% of utility customer calls answered within 30 seconds of first ring	86%	85%	68%	85%	85%
1215	% of billing discrepancies resolved within five business days	95%	99%	99%	95%	95%
1216	# of utility customer service calls	432,914	425,740	411,896	365,222	435,000
Customer Service - Field Support						
1217	% of accurate meter reads	100%	100%	100%	99%	99%
1218	% of service requests completed as scheduled	87%	89%	93%	89%	90%
1219	% of bills issued within two business days of meter read	100%	100%	100%	95%	95%
1220	# of meter readings	2,703,445	2,827,222	2,530,814	2,858,734	2,800,000

Utilities

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Customer Service - Field Support						
1221	# of routine bills issued	N/A	2,735,791	2,681,983	2,700,000	2,700,000
1222	# of service requests	228,141	242,377	130,575	245,000	245,000
Engineering - ENGINEERING MANAGEMENT						
1223	% of Inter-Departmental projects reviewed within five business days	79%	92%	78%	90%	90%
1224	% of projects completing construction within the contract time	44%	43%	80%	90%	90%
1225	% of wastewater collection system assessed	N/A	11%	11%	10%	10%
1226	# of construction projects outstanding	20	24	10	24	24
1227	# of Inter-Departmental projects presented for review	81	131	121	80	80
Engineering - Infrastructure Records						
1228	% of water and wastewater record requests completed within 30 minutes	95%	85%	88%	90%	90%
1229	# of water and wastewater record requests	7,403	5,126	2,841	5,000	5,000
Engineering - Private Development						
1230	% of water and wastewater private development plans reviewed within ten business days of receipt	99%	99%	80%	95%	95%
1231	# of water and wastewater private development plans received	714	893	929	700	700
Fleet Services - Fleet Services						
1232	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	N/A	79%	77%	75%	80%
1233	% of scheduled vehicle and equipment preventative maintenance inspections completed within 24 hours	98%	97%	98%	95%	95%
1234	% of Utilities fleet vehicles utilized	82%	80%	82%	85%	85%
1235	% of Utilities vehicles and equipment available for use	96%	96%	97%	95%	95%
1236	# of standard Utilities fleet vehicles	305	300	304	367	314
1237	# of Utilities vehicle and equipment maintenance and repairs *	8,166	8,749	8,648	9,500	9,500

Utilities

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Fleet Services - Fleet Services						
1238	# of Utilities vehicle and equipment preventative maintenance inspections	8,088	8,394	8,133	8,000	8,400
1239	# of vehicle and equipment preventative maintenance tasks required	8,294	8,667	8,329	8,000	8,400
Line Maintenance - UTILITIES METER MAINTENANCE						
1240	% of required Utility locates completed on time	N/A	60%	91%	100%	100%
1241	% of scheduled, aging meters replaced	108%	108%	N/A	100%	100%
1242	# of meters scheduled for replacement	18,333	18,084	N/A	18,000	18,000
1243	# of Utility locate requests received	N/A	57,285	47,151	59,426	59,426
Line Maintenance - Wastewater Line Maintenance						
1244	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	N/A	63%	69%	70%	70%
1245	% of wastewater overflow/backup calls responded to within one hour	91%	80%	90%	95%	95%
1246	# of wastewater overflow/backup calls	3,182	2,904	2,655	2,820	2,820
1247	# of work orders	N/A	9,594	10,544	9,246	9,446
Line Maintenance - Water Line Maintenance						
1248	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	N/A	84%	82%	70%	75%
1249	% of water emergencies (main/service line breaks) responded to within one hour	99%	90%	96%	95%	95%
1250	% of inoperable public fire hydrants repaired within five business days	93%	87%	94%	90%	90%
1251	% of water leaks repaired within five business days	94%	92%	96%	90%	90%
1252	# of inoperable fire hydrants reported	225	241	230	300	300
1253	# of public fire hydrants in system	N/A	298,651	300,740	298,541	298,541
1254	# of water leaks	N/A	2,282	2,376	2,310	2,310

Utilities

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Line Maintenance - Water Line Maintenance						
1255	# of work orders	N/A	8,799	8,516	8,029	8,029
1256	# water emergencies	N/A	3,807	3,602	3,889	3,889
Solid Waste - Bulk Waste Collections						
1257	% of bulk waste collected on schedule	N/A	100%	100%	100%	99%
1258	% of customers reporting satisfactory bulk waste service	82%	84%	85%	84%	84%
1259	% of customer requests for missed bulk waste resolved in two business days	72%	85%	89%	95%	95%
1260	# of customers receiving bulk waste service	N/A	207,966	210,413	209,661	212,400
1261	# of customers requests for missed bulk waste collection	N/A	3,365	2,587	3,500	2,900
Solid Waste - Environmental Clean-Up						
1262	% of litter collection routes completed on schedule	67%	63%	43%	50%	45%
1263	# of litter routes	N/A	1,320	1,320	1,320	1,320
Solid Waste - Solid Waste Collection						
1264	% of scheduled solid waste routes collected by 5:00 pm	99%	98%	95%	95%	95%
1265	% of customer requests for missed cart collections resolved in one business day	94%	94%	88%	95%	95%
1266	% of customers surveyed who are satisfied with solid waste services	91%	91%	91%	89%	89%
1267	% of solid waste collection carts delivered, repaired or replaced within three business days of request	99%	91%	91%	95%	95%
1268	% of trash recycled	6%	6%	5%	6%	6%
1269	# of customer requests for missed cart collection	N/A	4,791	4,690	4,654	4,654
1270	# of service requests for solid waste collection carts delivered, repaired or replaced	N/A	45,896	52,004	48,000	50,000
1271	# of solid waste customers	N/A	210,456	213,114	213,605	216,900
1272	# of solid waste routes scheduled	N/A	1,135	1,147	1,125	1,125

Utilities

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Southeast Water Supply - Pumping Station Maintenance						
1273	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed *	N/A	N/A	88%	80%	80%
1274	# of work orders *	N/A	N/A	172	554	330
Wastewater Quality - Lift Station Maintenance						
1275	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	N/A	79%	85%	80%	80%
1276	# of work orders	286	1,719	1,911	2,900	2,900
Wastewater Quality - Pretreatment						
1277	% of commercial customers in compliance with pre-treatment program	100%	100%	100%	95%	95%
1278	% of industrial customers in compliance with pre-treatment program	99%	100%	100%	95%	95%
1279	# of commercial customers monitored	N/A	462	689	394	800
1280	# of industrial customers monitored	N/A	1,384	458	684	1,400
Wastewater Quality - Wastewater Treatment						
1281	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	N/A	94%	96%	80%	85%
1282	# of work orders	N/A	19,391	19,538	21,500	20,000
Water Quality - Property Maintenance						
1283	% of property maintenance requests by citizens responded to within three business days of receipt	100%	100%	100%	95%	95%
1284	# of property maintenance requests	87	67	60	100	100
Water Quality - Pumping Station Maintenance						
1285	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	N/A	92%	90%	80%	90%
1286	# of work orders	N/A	188	209	180	220

Utilities

		FY19 Actual	FY20 Actual	FY21 Projection	FY21 Target	FY22 Target
Water Quality - Water Treatment						
1287	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	N/A	84%	86%	80%	80%
1288	% of water quality tests meeting primary drinking water standards	100%	99%	98%	100%	100%
1289	% of water quality tests meeting secondary drinking water standards	101%	99%	100%	100%	100%
1290	# of billion gallons of water treated	32.35	37.54	40.70	35.00	35.00
1291	# of required primary drinking water tests	N/A	23,850	23,870	23,850	23,850
1292	# of scheduled secondary drinking water tests	937	947	950	970	970
1293	# of work orders	1,484	1,256	1,101	1,250	1,250
1294	% of planned and scheduled versus corrective maintenance work orders completed	82%	84%	86%	80%	80%