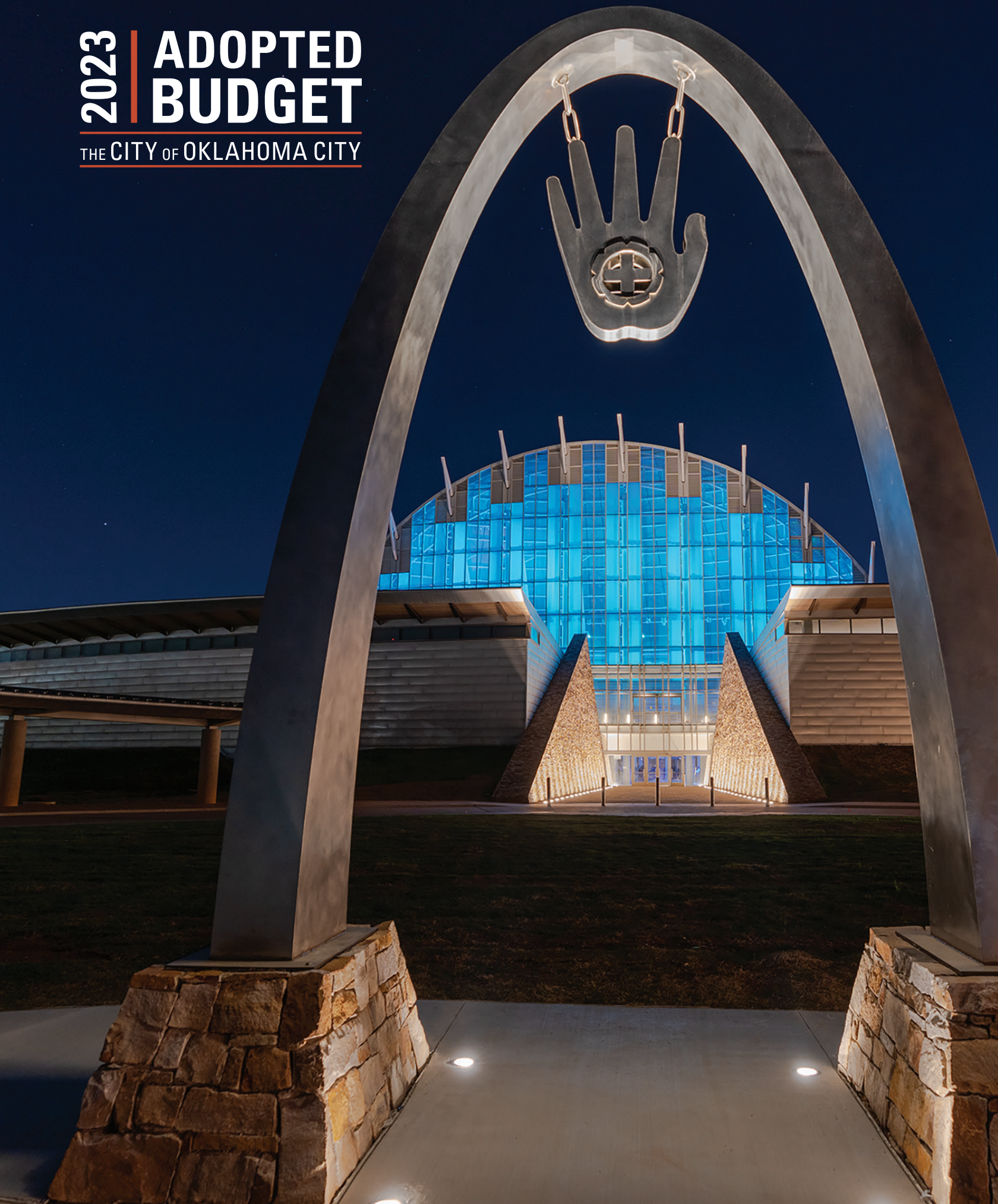
2023 ADOPTED BUDGET

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, 2022

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.

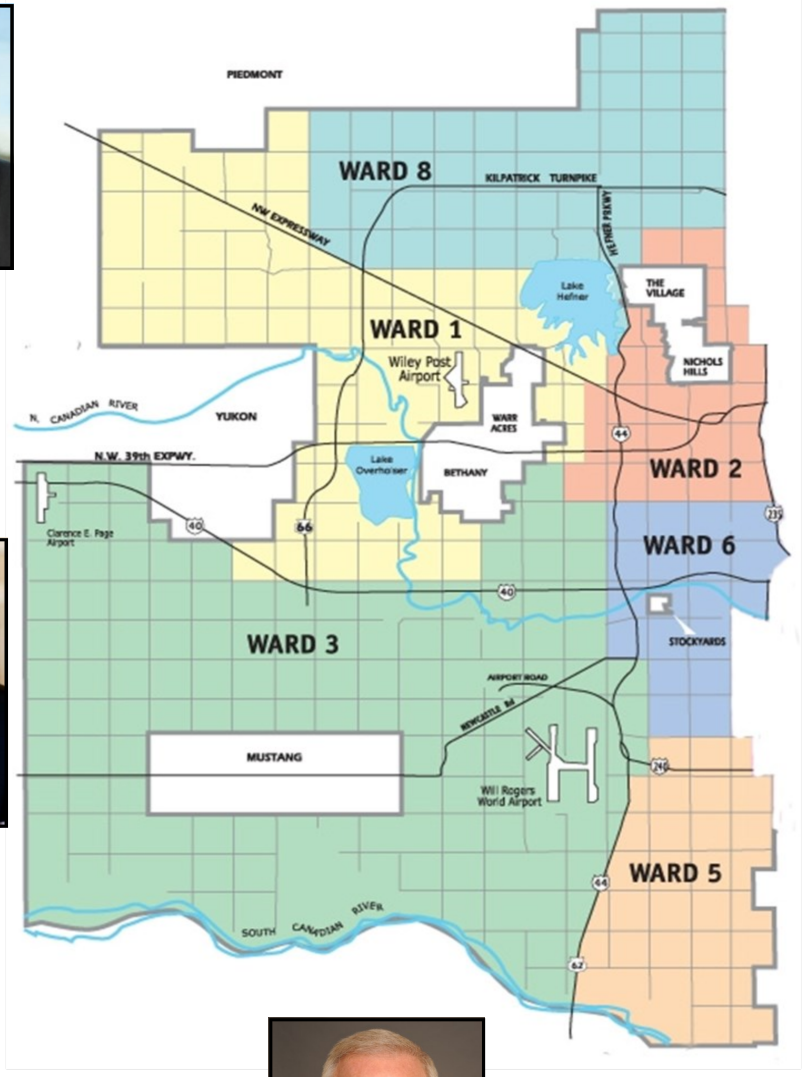
Recently, a committee of diverse, enthusiastic and committed City employees, representing virtually every department and work group in the organization, was convened to update the City's vision and mission statements. Many of the participants are included in the photo below taken on the day City Council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





Mark K. Stonecipher
Ward 8



James Cooper
Ward 2



Barbara Young
Ward 3



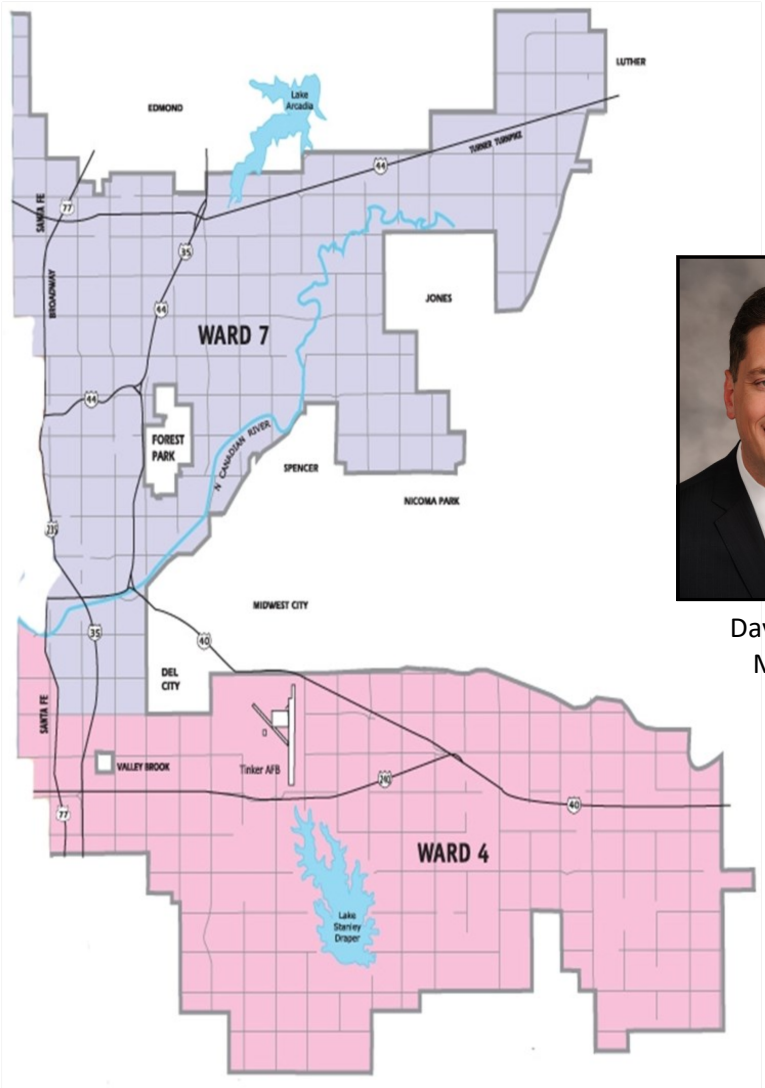
JoBeth Hamon
Ward 6



David Greenwell
Ward 5



Nikki Nice
Ward 7





David Holt
Mayor



Todd Stone
Ward 4

READER'S GUIDE

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

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

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

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

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

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

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

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

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

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

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

MESSAGE FROM THE CITY MANAGER

The City of
OKLAHOMA CITY

THE HONORABLE MAYOR AND CITY COUNCIL:

I am pleased to present to you the proposed Fiscal Year 2022-2023 (FY23) budget. These past two years have been extremely challenging, and I continue to be impressed by the way City staff provide excellent services to our residents every day. In the FY23 budget we have been able to address many key needs within City departments to enable them to provide the levels of service our residents expect.

The FY23 budget totals $1.8 billion, an increase of $141.6 million (8.3%) compared to the FY22 amended budget. While there are many funds that increased to some extent, the primary driver of the increase is the MAPS 4 Program fund, which increased by $131.6 million to $250.4 million. The MAPS 4 Program is ramping up activity and making contributions to the Oklahoma City MAPS Operating and Investment Trust that will invest those contributions and use the earnings to support the operating costs of multiple MAPS 4 projects in future years.

The General Fund is budgeted at $557.1 million, an increase of $57.1 million (11.4%) compared to FY22. This high level of growth is attributable to the extraordinary sales tax growth we have seen in the current year. A budget amendment for FY22 is being considered by Council as this transmittal is being written. Presuming that is adopted, the FY23 budget would only be an increase of $10.1 million (1.8%) over the amended total. The reasons for this lower growth forecast for FY23 are discussed below in the Budget Development section of the letter.

The budget includes funding for 4,989 full-time positions, which is an increase of 123 positions (2.5%) from the FY22 total.

Budget Development

This year's budget development process was unique. Fiscal stimulus from the federal government and a dynamic local economy have produced remarkable sales tax growth this year. This has led to significant growth in revenues in FY22 and gives us a strong foundation as we look to FY23. The outlook into next fiscal year, however, is one of growing uncertainty as inflation, supply chain disruption and the economic impacts of the war in Ukraine reverberate through the economy.

Dr. Russell Evans, Interim Dean of the Meinders School of Business at Oklahoma City University, presented his economic outlook at the February Council workshop. In his outlook he projected US economic growth to slow in calendar year 2022 but cautioned there was a chance of a downturn later in the year or into 2023. Sales tax is the lifeblood of City revenue, accounting for over 53% of General Fund revenue. For Oklahoma City sales tax, Dr. Evans projected growth for FY23 being between 0.5% and 2.6% growth. He did include an alternative forecast should a mild recession occur late in calendar year 2022 that carries into 2023. Under that scenario, Oklahoma City could see a decline of 4.1% in sales tax growth. For the FY23 budget, City staff have projected a 0% increase in sales tax next year. We feel this is an optimistic outlook for the coming year, but one that is not unreasonably so. The May

MESSAGE FROM THE CITY MANAGER

and June sales tax checks will provide an early indication of how the coming year will fare. Last May was the month sales tax collections took off, driven by fiscal stimulus from the federal government and pent-up demand from consumers coming out of the COVID pandemic. The comparison to those very strong months from last year will help us see the strength of the local economy now. A full discussion of our various revenue sources can be found in the Revenue Summary section of the budget book on page B-2.

The City has navigated through the COVID-19 pandemic on sound footing thanks to strong financial management. We expect FY23 to be another year operating in an uncertain environment, but with solid fundamentals. I would note that the City retained its top-tier AAA rating from both Standard & Poor's and Moody's on our 2022 General Obligation bonds. This was another endorsement from the financial markets of the strong financial management practices of Oklahoma City.

Task Force Recommendations

FY23 will see a number of recommendations implemented from recently enacted Mayoral task forces or working groups. The Law Enforcement Policy Task Force and the Community Policing Working Group released their report, which included 39 recommendations on March 1, 2022. The Homelessness Task Force released its report September 28, 2021. Finally, the Human Rights Commission Task Force will be releasing its recommendations in May 2022. City staff are working through the implementation strategies in these areas, but we included $2.4 million in the Non-Departmental budget in the General Fund to implement recommendations on these issues.

MAPS 4

The MAPS 4 program is moving into a pivotal time in the program. The implementation plan was adopted by City Council on September 14, 2021 and guides the timing of all 16 projects. This eight-year one 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.

In FY23 the subcommittees will be diving into the various program areas, design work will be ongoing for many projects, multiple construction contracts are expected to be awarded and the Oklahoma City MAPS Operating and Investment Trust begins investing contributions to create a sustaining fund to support the operations at various MAPS 4 sites. The FY23 budget includes the addition of a Municipal Accountant I in the MAPS Office to assist with all of the financial activity associated with the MAPS 4 program. The FY23 budget for the MAPS 4 Program is $250.4 million.

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 because of the extensive number of projects. Collections in the fund have totaled over $263 million. Work will continue in FY23 with a budget of $102.2 million for projects that have already begun and those that have been identified by the Community and Neighborhood Enhancement 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,

MESSAGE FROM THE CITY MANAGER

Scissortail Park, four Senior Health and Wellness Centers and trails and sidewalks throughout the City. 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 FY23, the remaining funds and interest earnings are budgeted for a total of $80.6 million.

Major Budget Changes

The strong revenue growth the City experienced in FY22 resulted in much better than expected revenue growth. While FY23 growth is expected to be much more muted, the growth from the adopted FY22 to the proposed FY23 budget have resulted in a significant increase in projected revenues in the General Fund. With that we have been able to restore many deleted positions from previous years and make some enhancements to various programs. As previously stated, there are additions of 123 positions in the FY23 budget. 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

Public Safety is a critical, core function of the City and accounts for almost 62% of the General Fund. 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* adds 18 firefighter positions in FY23 paid for by the General Fund to supplement current staffing. These additional positions will help alleviate some of the overtime required with the current staffing level. A Licensed Professional Counselor is being added to assist employees with mental, emotional, and behavioral situations and help treat post critical incident trauma. Other additions include a Systems Analyst I to help develop department systems, a Fleet Services Administrator and an Office Coordinator to support the Deputy Chief of Support Services. In total, the Fire Department is adding 22 positions (2.1%). On behalf of the Fire Department, but included in the General Services Department budget is a crew of seven trades workers who will form a Fire Station Renovation Team. This crew will be focused on renovating and modernizing Fire Stations using materials and supplies purchased by Fire.

The *Municipal Court Department* adds two Quality Control Coordinators to allow for more case files to be audited each year to help increase the integrity of court records.

The *Police Department* addresses a number of needs this year with the addition of 25 civilian positions. Also added in FY23 is funding for a 25% expansion of the size of the Crisis Intervention Team, which aligns with recommendations from the Law Enforcement Policy Task Force and the Community Policing Working Group. A significant change in approach to traffic accidents was made possible this year with the ordinance change to allow non-uniform personnel to respond to and investigate non-injury accidents. Eight new Property Crime Specialist positions will allow for a civilian response to non-injury accidents freeing up officers in the field to respond to higher priority calls. Five 911 Dispatcher positions will help improve coverage in the 911 center and reduce the amount of overtime employees have had to work to meet increasing call volume.

Two Senior Crime Scene Investigators will provide technical oversight of the other Crime Scene Investigators and will develop more expertise in specialized areas of investigation. Two Senior Crime

MESSAGE FROM THE CITY MANAGER

Analyst positions will provide additional capability to research, gather, analyze and disseminate crime data to identify crime patterns, suspect characteristics, and/or demographic data.

The addition of a Program Coordinator for the Family and Community Teamwork (FACT) Program adds a full-time City position that was previously provided by OKC Respond. This aligns with the Law Enforcement Policy Task Force recommendations on youth programs. This position will assist Youth Outreach Officers with character curriculum, mentoring, community outreach, identification of social service programs and implementing supplemental educational programs. Grants have funded two Community Relations Coordinator positions and a Public Information Management Coordinator I position in prior years. The FY23 budget includes these positions as the grants are expected to continue funding those positions for several more years.

The FY23 budget adds a Licensed Professional Counselor position and a Chaplain position to provide in-house mental health resources for Police Department employees and their families to help address mental and emotional stress. This continues the focus on officer wellness as recommended by the Law Enforcement Policy Task Force.

As City leaders and the Police Department continue implementation of recommendations from the Law Enforcement Policy Task Force and the Community Policing Working Group additional changes are likely in the coming year. The Non-Departmental budget contains $2.4 million to help fund implementation of those recommendations, as well as the recommendations from the Homelessness Task Force and the Human Rights Task Force.

Public Services

Public Services is the second largest function in the City accounting for 30.1% 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 *Public Works Department* makes a significant operational change in FY23. In recent years, utility cut repairs have been handled by City staff. With staffing shortages and other issues, City staff have concluded contracting for this service will provide a more effective solution. The change will result in the reduction of 29 positions. Because of the number of vacancies in Public Works, all employees currently working on utility cut repairs will be transferred to other vacant positions in the Streets, Traffic and Drainage Maintenance Division. A Senior Project Manager position is added to manage the contractors who will be working on utility cut repairs. This change looks dramatic from a staffing perspective, but from a cost perspective, it is expected to be cost-neutral. This change will help Public Works staffing levels in their remaining service areas resulting in improved service levels. In addition, the Asphalt Patching section adds four Crew Worker II positions to supplement pothole repair crew staffing.

Other additions in Public Works will supplement staffing to shorten the time required for developer plan reviews, help respond to drainage complaints and issues, provide additional resources for utility locate requests, and manage stormwater compliance strategies and reporting. Although Public Works shows a decline of 17 positions, if the reduction of 28 net positions related to utility cut repairs is factored out, the FY23 budget provides 11 new positions, an increase of 2.6% compared to FY22.

MESSAGE FROM THE CITY MANAGER

The *Development Services Department* shows no change in the number of positions, but this is due to the move of the Subdivision and Zoning Line of Business to the Planning Department. The 7 positions and related line items for Subdivision and Zoning are moved back to the Planning Department, where they were located before the creation of the Development Services Department in FY10. The Subdivision and Zoning Line of Business has multiple points of interaction with the Planning Department and there are several expected benefits of moving this function to the Planning Department. The FY23 budget includes four new positions in the Animal Welfare Line of Business, a 7% increase in staffing in that area. The Development Center adds two Code Technicians and an Electrical Inspector I

As noted above, the *Planning Department* adds 7 positions in the Zoning and Subdivision Line of Business being moved from Development Services. Two Senior Planner positions are also added in FY23. One will work on securing grants and coordinating activities related to the Infrastructure Investment and Jobs Act. The other will work in the Comprehensive Planning Section providing data analysis, project management, research and technical support including extensive use of Geographic Information System (GIS) data.

The Planning Department is managing the implementation of Homelessness Task Force recommendations. A Homelessness Coordinator was added in the FY22 budget funded by the Arnall Family Foundation and the Inasmuch Foundation. In FY23 the position is funded by the City. Planning is also preparing an RFP to expand homeless street outreach services in FY23, a service that will work closely with the Police Department Homeless Outreach Team.

The *Public Transportation and Parking Department* makes several significant changes in the FY23 proposed budget. Operations on the Bus Rapid Transit (BRT) line from Northwest Oklahoma City to downtown will begin in 2023. The FY23 budget includes three City positions and 24 Central Oklahoma Transportation and Parking Authority (COTPA) positions for partial year BRT operations. Another significant change being implemented in FY23 is that parking enforcement downtown will move from the Police Department to the Public Transportation and Parking Department. Four parking enforcement officers and a supervisor are added in FY23. In Police, no reduction in Police Service Technician II positions is proposed because they are needed for traffic, special events, and other support functions. Parking hours are being extended downtown and new areas are being added to metered parking which, is expected to generate the additional revenue to pay for these new positions. A Network Administrator is added to provide additional systems support to the department. With fuel prices having risen significantly, the fuel budget for COTPA increases by $0.6 million. Other increases funded in COTPA include the addition of a Metro Lift Driver, parts and service costs increases, and funding for Oklahoma City's contribution for the Regional Transit Authority. Support from the General Fund has been reduced in recent years because of the availability of CARES Act funding to support transit. As the balance of CARES Act funding has declined, the General Fund is correspondingly increasing the subsidy provided. With additions of new services, cost increases mentioned above and replacing CARES Act funding, the City subsidy of COTPA increases by $10.0 million in FY23.

The *Utilities Department* makes significant additions in the FY23 budget adding 24 new positions to meet the increasing needs of a growing customer base, maintain regulatory compliance and enhance system resiliency and reliability. The Customer Service Line of Business accounts for the majority of

MESSAGE FROM THE CITY MANAGER

additions with 12 new positions. Seven of the positions are Customer Service Representatives to meet targets for response time to customer calls. Solid Waste adds two Refuse Collector III positions to meet the demand from a larger customer base. In addition, a Utilities Assistant Superintendent is added to provide specialized management and field operations support while also providing business continuity and succession planning. Wastewater Quality adds two positions to help the Department meet new regulatory requirements. A new Line of Business is created in FY23 – Utilities Enterprise Systems. This function was a part of Administration, but it has grown in scope and importance and is broken out on its own now. Two new positions are added to help with the growing number of systems in place in Utilities. Additionally, a position is added in the Water Quality, and the Engineering Lines of Business. Finally, a position is added to the Tinker Air Force Base Line of Business paid for through the fees paid by the Air Force.

Culture and Recreation

The next largest function in the General Fund is culture and recreation at 10.8%. Several public-private partnerships are funded within the Parks and Recreation Department budget, including the City's operations contracts with the Civic Center Foundation, Myriad Gardens Foundation, Scissortail Park Foundation, Riversports Foundation and Whitewater Facility and the First Americans Museum. Other contracts provided through the Non-Departmental budget fund operations at the Paycom Center and the Oklahoma City Convention Center.

This past year saw the opening of the First Americans Museum and it is already proving to be a premiere destination. In FY23, the Willa D. Johnson Recreation Center will open in Douglass Park and staffing was added in the FY22 budget and continued in FY23 to ensure staffing is in place when construction is complete.

The *Parks and Recreation Department* adds funding for contract mowing of medians and rights of way that have been handled by Parks and Recreation staff in the past. By contracting for this service ten positions are freed up in the Parks and Recreation Department to help improve mowing frequency in parks and to create a small crew to work on trail maintenance and another crew to provide more maintenance of the equipment at athletic fields. Two Irrigation Technicians are added to ensure all of the irrigation systems are well-maintained and operating efficiently. A Recreation Coordinator is added to manage rentals and events at the Will Rogers Garden Exhibition Center and the Ed Lycan Conservatory. A Management Specialist is also added to the Executive Leadership Program to provide operational support to the various program areas.

General Government

General Government is the smallest function in Oklahoma City's General Fund at 9.0%. 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* adds five positions. The first is an Administrative Specialist in the Diversity, Equity and Inclusion program to oversee the development and implementation of City projects and initiatives. Public Information and Marketing adds a Marketing Coordinator to focus on employee communications and an Administrative Coordinator to help with processing special event permits. The

MESSAGE FROM THE CITY MANAGER

MAPS Office adds a Municipal Accountant I to help stay on top of the financial aspects of completing MAPS 3 and implementing MAPS 4. Finally, an Executive Manager/Special Projects Manager is added to address the increased demand for special project management services.

The *Finance Department* adds three Accounting positions in the Financial Reporting and Compliance Program to help address the increasing number of funds, grants, assets and overall financial complexity of the City.

The *General Services Department* restores a Building Maintenance Mechanic II position deleted in FY21 to better maintain City facilities. A Service Writer is added in Fleet Services to provide better service to customers dropping off vehicles for service and allow for a Master Mechanic to focus on repairs rather than having to also handle customers. A Fire facilities renovation crew was requested by the Fire Department and is being added in the General Services Department. This group of seven trades workers will renovate and modernize the dozens of Fire Department facilities throughout the City using the recently completed fire facilities assessment to prioritize their work. The crew will work under the direction of General Services with supplies paid for by the Fire Department.

The *Human Resources Department* adds an Employee and Labor Relations Manager to help with grievance procedures and collective bargaining agreement negotiations. The FY23 budget also includes funding for an annual employee survey to better gauge employee sentiment and a new learning management system to improve the training program for City employees. The survey will help identify strategies for improving employee recruitment and retention.

The *Information Technology Department* adds three positions funded by the Utilities Department to support enterprise business applications, departmental systems and the department's risk and compliance program. The Public Safety Communications program adds an Inventory Technician to meet increased workload demands. The Configuration Management and Security Operations Programs each add one position to address needs in their respective areas. The Information Technology Department adds seven positions for a six percent increase in staffing.

The *Municipal Counselor's Office* adds an Assistant Municipal Counselor I to work in the Economic Development Program and an Assistant Municipal Counselor II in Litigation to keep up with the increasing demand for legal representation in both state and federal lawsuits.

The *City Auditor's* Office adds an Audit Manager, bringing staffing in the office to eight positions. The last time the City Auditor's Office had eight positions was FY 19.

Council Strategic Priorities

The City Council 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

MESSAGE FROM THE CITY MANAGER

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-13.

Our annual resident survey is one of the ways we measure how well we are serving residents. Providing this regular feedback from residents helps us make sure we are directing our efforts to address their needs. Improving streets is the number one priority of our residents and we are striving to improve Oklahoma City roads through the Better Streets, Safer City Sales Tax Fund and through our General Obligation Bond program which is heavily weighted to streets. As noted above, the Public Works Department is transitioning from in-house to contract service for the repair of utility cuts repairs to our roads in an effort to speed up the response time. While we continue to work to address that top priority, Oklahoma City continues to set the standard among large cities in many other areas. Our results in areas such as satisfaction with overall customer service, utility services, and overall ratings of the city as a place to live, work, raise children, retire and visit are tops among our peer cities. 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 deliver excellent service.

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 F-20.

Conclusion
FY23 will be an exciting year that is sure to bring many opportunities and challenges. Oklahoma City has emerged from the pandemic in a strong position to take advantage of opportunities. The economic uncertainties, high inflation and difficulty filling many types of positions pose challenges that I am confident our team can manage.

The investments Oklahoma City residents have made in themselves continue to pay dividends. 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 generations to come.

I want to thank all of our City employees for their commitment to serving our residents. Our employees continue to rise to the challenges we face every day. I am so proud of the work they do and the impact they have.

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

Respectfully submitted,



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.

PRIMARY DEPARTMENT	PROGRESS INDICATORS	FY21 Actual	FY22 Estimate	FY22 Target	FY23 Target
Police	% of person crimes cleared by arrest, prosecution or other means	62%	54%	70%	70%
	% of property crimes cleared by arrest, prosecution or other means	23%	25%	30%	30%
	% of residents who report they feel safe	57%	54%	60%	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	71%	68%	80%	80%
Fire	% of emergency incidents responded to within 7 minutes	64%	71%	70%	70%
EMSA	% of EMSA/Police Call Taker incidents dispatched in 2 minutes	74%	87%	70%	70%
Planning	% of residents who are satisfied with the overall quality of their neighborhood	71%	71%	65%	65%
Development Services	% of property maintenance and code violations resolved voluntarily	72%	84%	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		FY21 Actual	FY22 Estimate	FY22 Target	FY23 Target
Police	% of residents who report they feel safe	57%	54%	60%	60%
	% of officers who have received procedural justice training	100%	100%	100%	100%
	% change in the number of people incarcerated for municipal charges	-75%	-60%	-15%	-15%
	# of prisoner days utilized by Oklahoma City at the Oklahoma County Jail	2,616	3,054	5,000	5,000
Planning	# of people who are homeless in Oklahoma City according to the Point-In-Time Count	1,573	1,573	1,200	1,200
	# of federally assisted affordable rental housing units	9,690	10,241	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		FY21 Actual	FY22 Estimate	FY22 Target	FY23 Target
City Manager's Office	% of residents satisfied with the quality of City Services	67%	69%	75%	75%
	% of service requests received through the Action Center acted upon within 10 working days	96%	93%	96%	96%
Utilities	% of wastewater overflow/backup calls responded to within one hour	91%	93%	95%	95%
	% of water emergencies (main/service line breaks) responded to within one hour	84%	93%	95%	95%
	% of scheduled solid waste routes collected by 5:00 pm	93%	90%	95%	95%
Public Works	% of arterial pothole repairs within 3 calendar days of work order issued	N/A	52%	80%	80%

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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		FY21 Actual	FY22 Estimate	FY22 Target	FY23 Target
Parks and Recreation	% of residents that report regular leisure time physical activity	66%	68%	70%	70%
	% of residents within ½ mile of a recreation facility, trail or park	71%	70%	71%	71%
	% 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		FY21 Actual	FY22 Estimate	FY22 Target	FY23 Target
Public Works	% of residents satisfied with the condition of major City streets	28%	24%	40%	40%
	# of miles of sidewalks constructed	109	83	79	82
Parks and Recreation / MAPS Office	# of miles of trails constructed	29	40	39	46
Public Transportation and Parking	# of bus passengers per service hour	9.03	10.02	12.57	12.58
	# of EMBARK bus service hours	204,489.00	211,702.00	208,081.00	221,875.00
	Average EMBARK frequency (minutes) during peak hours	34.62	33.39	30.00	30.00
Planning	Average commute time (minutes) in Oklahoma City	21.40	21.80	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		FY21 Actual	FY22 Estimate	FY22 Target	FY23 Target
Finance	Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
	% of General Fund budget maintained in unbudgeted reserve	23.79%	22.04%	20.00%	20.00%
	% of General Fund revenue from Sales and Use tax	69%	71%	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		FY21 Actual	FY22 Estimate	FY22 Target	FY23 Target
Finance	# of people employed	680,327	683,632	664,800	680,400
	Average weekly earnings	910	929	937	957
Airports	# of enplanements at Will Rogers World Airport	1,170,401	1,899,283	1,200,000	1,224,000

Location of Performance Measures in Performance Supplemental that Influence Council Priorities

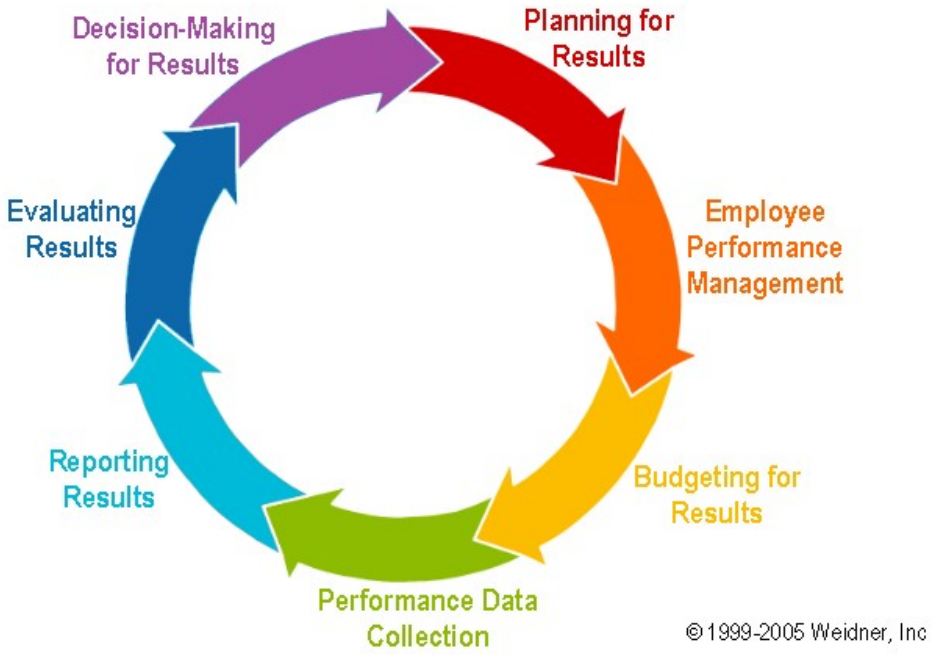
	Safe and Thriving Neighborhoods	Social and Criminal Justice	High Standards for City Services	Recreation and Community Wellness	Transportation System	Strong Financial Management	Robust Local Economy
Airports							G-3 to G-10
City Manager	G-16 to G-23	G-16 to G-23	G-16 to G-23	G-16 to G-23	G-16 to G-23	G-16 to G-23	G-16 to G-23
Development Services	G-24 to G-30						
Finance						G-31 to G-37	G-31 to G-37
Fire	G-38 to G-44						
Parks				G-77 to G-86			
Planning	G-87 to G-95	G-87 to G-95			G-87 to G-95		
Police	G-96 to G-103	G-96 to G-103					
Public Transporation & Parking					G-104 to G-111		
Public Works			G-112 to G-120		G-112 to G-120		
Utilities			G-121 to G-128				

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 2023 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. 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 2023

July –Nov 2021	Departments update strategic business plans for FY23 in the Leading for Results process.
November 2021	OMB begins process of estimating FY23 revenues.
November 2021	OMB prepares Human Resources cost worksheets and budget preparation reports.
December 2021	City Manager establishes budget targets.
December 2021	OMB conducts budget training classes and distributes operating budget instructions.
February 2022	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 2022	Assistant City Managers review departmental budget requests. OMB forwards budget recommendations to the City Manager.
April 2022	City Manager reviews budget submissions. OMB prepares proposed budget document.
May-Jun 2022	Annual budget introduced on May 3.
	City Council holds public hearings and considers the proposed budget on May 3, May 17 and May 31.
	City Council adopts the budget on June 7.
	OMB files adopted Annual Budget with State Auditor and Inspector by June 30.
July 2022	FY 2023 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 contiguous United States, with a total area of 620.4 square miles. The city's 2021 population was estimated at just over 690,000, 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% since 2010, almost twice as quickly as the country as a whole.



With an unemployment rate of 2.8% in January 2022, the area represents the 7th lowest jobless rates in the nation among large metro areas. At the close of 2021, the city rated second in the lowest cost of living for large cities with a population greater than 500,000.

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 and then Mayor Holt was re-elected in 2022. 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 is projected to generate $978 million to fund sixteen projects across the metro area. MAPS 4 has a broad focus on an array of human and community needs, such as homelessness and family justice, in addition to capital improvements, including a multi-purpose stadium, the Clara Luper Civil Rights Center and a new Fairgrounds arena. As preparations for these new projects have been made, the city celebrated the completion of a remaining MAPS 3 project with the opening of Scissortail Park in September 2019 with a free concert headlined by Oklahoma natives Kings of Leon that drew 28,000 people. The MAPS 3 program will conclude when the remaining projects are completed in 2024.

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. New additions to the facility include Surf OKC, an inland surfing experience, which opened in August 2020 and Ski OKC, an indoor slope for alpine skiing and snowboarding, which opened May 2021.

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 and opened in September 2021. The 175,000 square foot museum showcases state-of-the-art exhibitions in First American history, culture, and art, a full-service restaurant presenting unique Native inspired cuisine, and a museum store featuring authentic one-of-a-kind hand-made items by premiere First American artists.

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 ranked No. 2 for lowest cost of living
March, 2022 - C2ER
Oklahoma City ranked No. 2 for Lowest Cost of Living among all reporting large cities over 500,000 population. The C2ER Annual Cost of Living Index for Oklahoma City in 2021 was 86.5.

OKC earns AAA rating for 12th year in a row
March, 2022 - Moody's/S&P
Moody's and S&P affirmed Oklahoma City's AAA rating. The triple-A rating is the highest awarded by each agency. It's the 12th year in a row OKC achieved the highest rating.

OKC's Paycom ranks among World's Most Innovative Companies for 2022
March, 2022 - Fast Company
Paycom Software, Inc., a leading provider of comprehensive, cloud-based human capital management software, has been named to Fast Company's World's Most Innovative Companies list for 2022, which emphasized Paycom's latest innovation Beti™, an industry-first technology that empowers employees to do their own payroll.

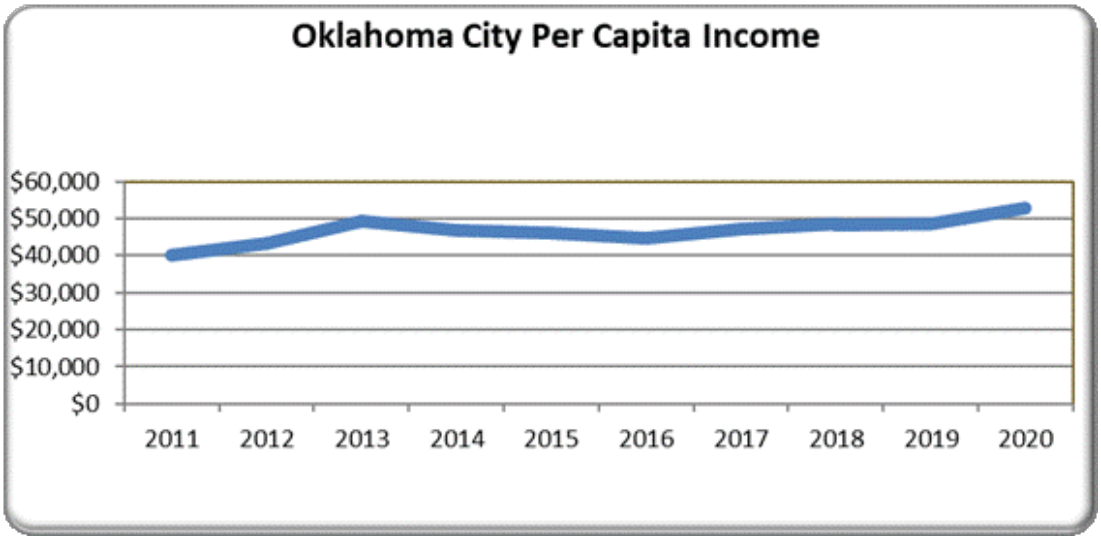
OKC again named among 'best places to live and work as a moviemaker,' moves up in rankings
March, 2022 - MovieMakers
MovieMaker's annual list of "Best Places to Live and Work as a Moviemaker" included Oklahoma City at No. 13 of the big cities list, outpacing cities such as San Diego, Dallas, Kansas City, Portland and San Francisco. The magazine highlighted not only the passage of the Filmed in Oklahoma Act, which increased the incentives cap from $8 million to $30 million of the state's film rebate program (20% to 38%), but also the talent of local crews and the fact that "we've got everything you need for a major production," according to filmmaker Mickey Reece as quoted in the piece.

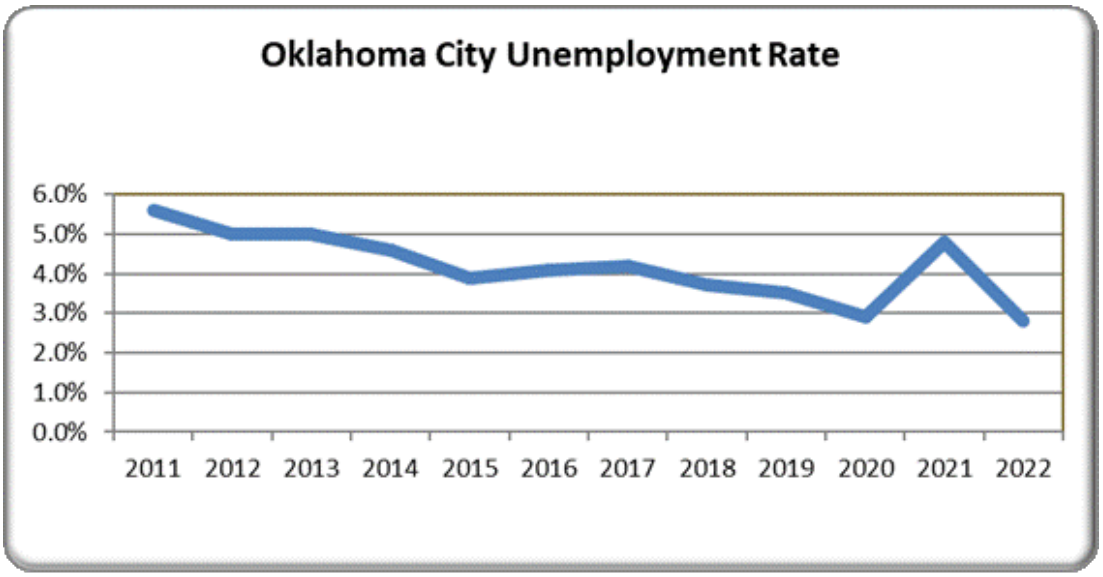
OKC named a top place for creatives
February, 2022 - Thrillist
Through our commitment to public art, our fabulous museums and galleries, and the entertainment options that thrive on musical and theatrical genius, our community is drenched in creative talent. We've been noticed on a national scale for the creativity we take pride in. Oklahoma City was recently named by Thrillist as one of the nation's "Great American Cities for Creatives (That You Can Actually Afford to Live In)."

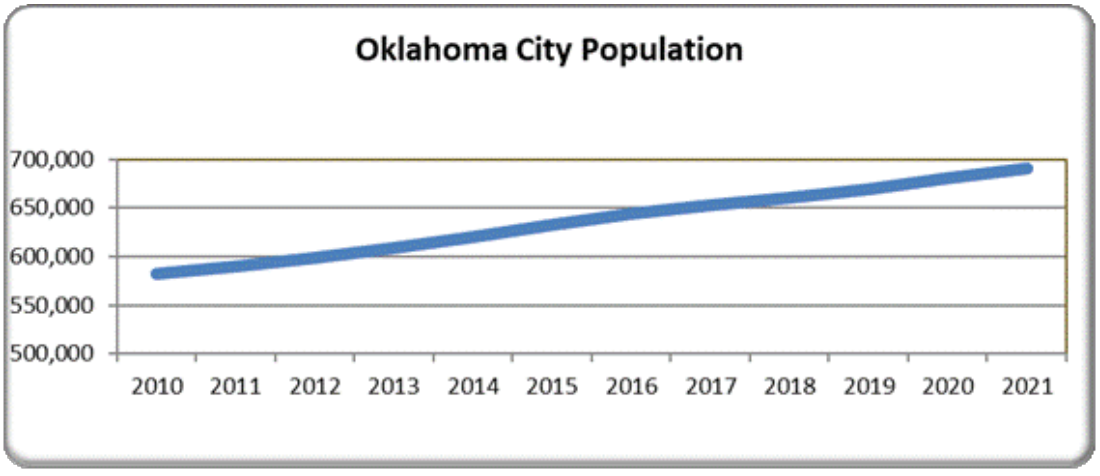
OKC is one of the best cities for startups
February, 2022 - Real Estate Witch
To determine the best cities for starting a business, Real Estate Witch analyzed publicly available data from the U.S. Census Bureau, Bureau of Economic Analysis, Bureau of Labor Statistics, UpCounsel, Google Trends, U.S. Patent Office, and the American Legislative Exchange Council Center for State Fiscal Reform. OKC came in at No. 12 in their rankings.

Oklahoma City named as one of the 100 most-loved destinations around the world
January, 2022 - Tourism Sentiment Index
For the first time ever, destinations around the world have been ranked by Tourism Sentiment Index to uncover those that are most-loved. These top destinations made the list according to consumer sentiment – what people really feel. Being named in the rankings means Oklahoma City has earned the love and an impressive Tourism Sentiment Score® during one of the toughest years the tourism industry has faced.

METRO AREA DEMOGRAPHIC AND ECONOMIC DATA







MAJOR METROPOLITAN AREA EMPLOYERS

Company Name	# Employees	Sector
State of Oklahoma	44,400	Government
Tinker Air Force Base	26,000	Military
University of Oklahoma - Norman	11,085	Higher Education
INTEGRIS Health	11,000	Health Care
Amazon	8,000	Warehouse & Distribution
Hobby Lobby Stores Inc	6,500	Wholesale & Retail
Mercy Hospital	5,540	Health Care
FAA Mike Monroney Aeronautical Center	5,140	Aerospace
University of Oklahoma Health Sciences Center	5,000	Higher Education
City of Oklahoma City	4,800	Government
SSM Health Care of Oklahoma, Inc.	4,000	Health Care
Paycom	3,800	Technology
The Boeing Company	3,600	Aerospace
OU Medical Center	3,400	Health Care
Norman Regional Hospital	3,000	Health Care
Midfirst Bank	2,800	Finance
AT&T	2,700	Telecommunications
Sonic Corp	2,460	Wholesale & Retail
OGE Energy Corp	2,300	Utility
Dell	2,100	Sales & Business Services
Oklahoma City Community College	2,100	Higher Education
Love's Travel Stops & Country Stores	2,000	Retail
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
Devon Energy Corp	1,600	Oil & Gas
University of Central Oklahoma	1,380	Higher Education
Great Plains Coca-Cola Bottling Company	1,300	Beverage Distribution
The Climate Control Group	1,200	Manufacturing
Johnson Controls	1,200	Manufacturing
Farmers Insurance Group	1,160	Customer Service
Costco Member Service Center	1,100	Customer Service
Bank of Oklahoma	1,100	Finance
Continental Resources	1,080	Oil & Gas
Dolese Bros. Co.	1,060	Manufacturing
Cox Communications	1,000	Telecommunications
INTEGRIS-Deaconess Hospital	1,000	Health Care

Source: Economic Development Division of the Greater Oklahoma City Chamber — April 2022

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. The Crystal Bridge is undergoing a massive renovation and plans to re-open in mid-October 2022.

From sporting and special events at the Bricktown Ballpark, Paycom Center and Downtown Convention Center, to theatre, First Americans Museum 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 Paycom Center, 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 September 2022.

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 22 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 eight major airlines offering non-stop service to 28 airports from Austin to New York. In winter of 2022, construction will be completed on a $90.0 million terminal expansion at WRWA, which includes a new east concourse four new gates, restaurants and retail shops. 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.

Bus Rapid Transit (BRT) is a premium transit service that is safe, reliable, and frequent. BRT provides high frequency service with fewer stops, enhanced vehicle, and station passenger amenities, and uses traffic signal prioritization. The first *RAPID* service line will run from the downtown along Classen to Northwest Expressway and as far west as Meridian where a park and ride will be located. Construction is scheduled to start June 2022 and be completed by summer 2023, with passenger service to begin in the fall of 2023. *RAPID* connects several neighborhoods, major employers, and educational institutions with frequent, comfortable rapid transit service. The 9.5-mile route will come within a half mile of more than 40,000 residents and approximately 91,000 jobs – about 23% of Oklahoma City's employment base. The line will connect with the EMBARK's larger fixed-route bus network, the OKC Streetcar, and Spokies bike share. For more information, visit www.EMBARKok.com/brt.

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, 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

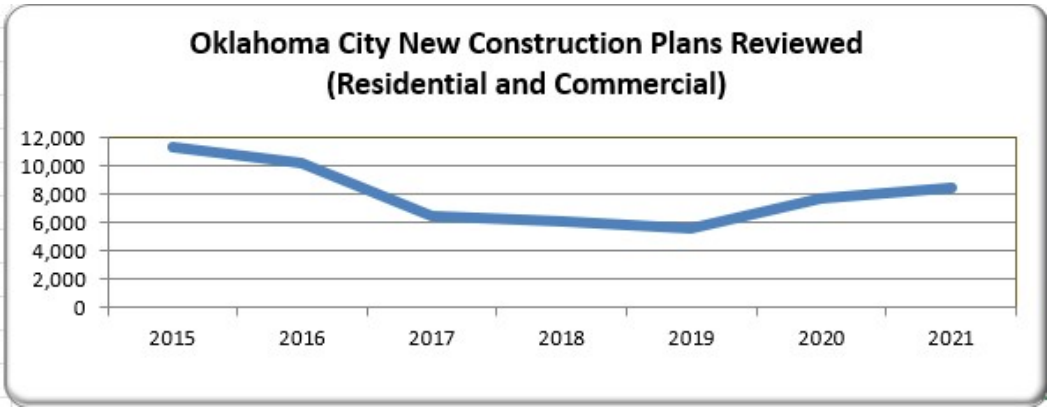
Construction activity in Oklahoma City has continued throughout the year with numerous projects in various stages of completion. In downtown Oklahoma City, construction continues for both residential and mixed-use.

Over 27 months, the Better Streets, Safer City temporary penny sales tax generated $261 million in revenue for better and safer streets, sidewalks, and trails for drivers, pedestrians, and cyclists; $21 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.



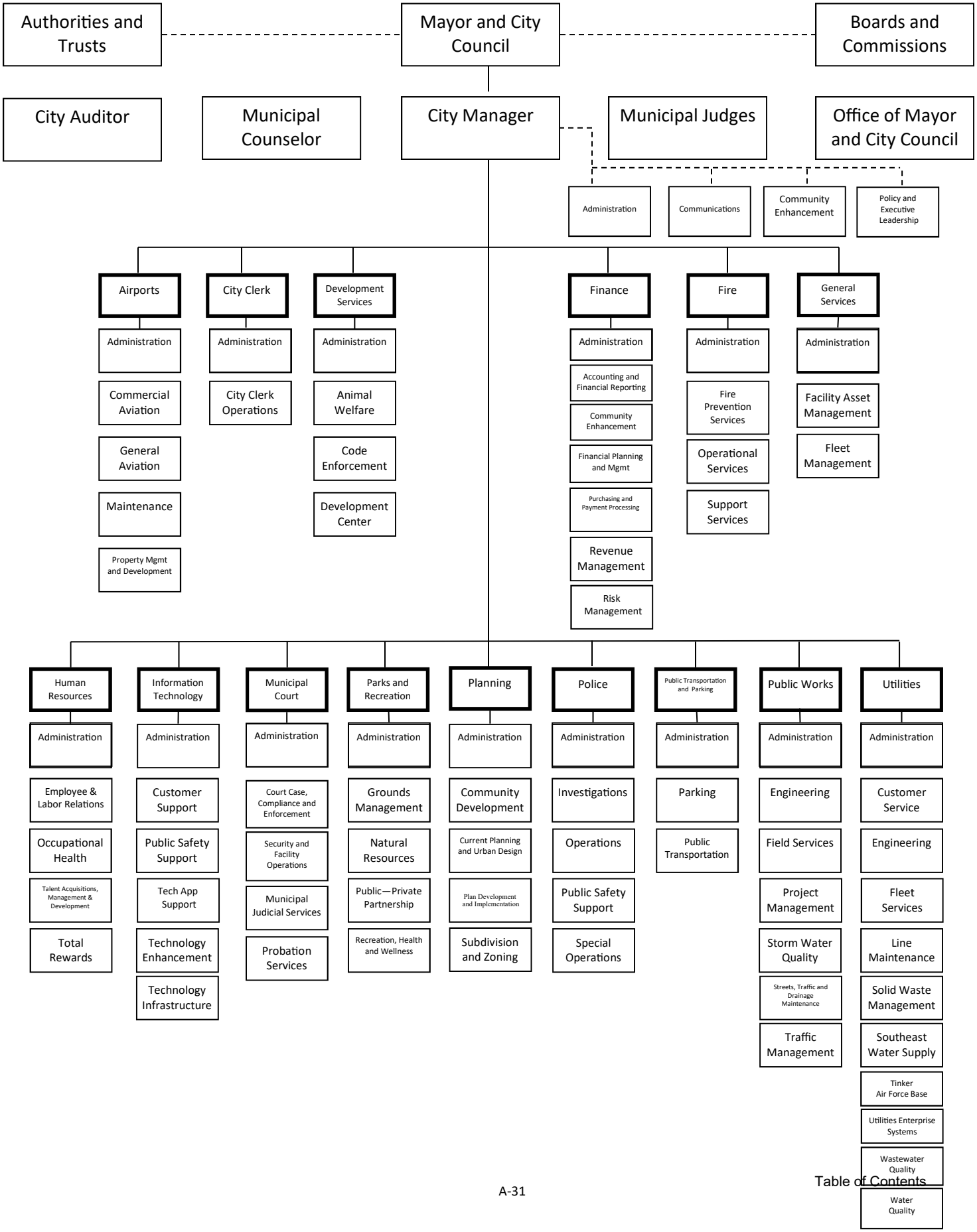
After more than a decade of planning, construction of the Oklahoma City Convention Center has been completed. "The Convention Center is the largest single MAPS project ever and promises to bring a long-term economic impact worthy of that investment," said Mayor David Holt. "It's the linchpin to what 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, Paycom Center, 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 hosts 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 10% increase in FY21. Several large projects are still underway through the MAPS 3 program, with final project completion expected in 2024. These projects include additions to Scissortail Park, new senior health and wellness centers, trails, sidewalks, and the restoration of Union Station.



Source: City of Oklahoma City's Development Services

ORGANIZATION CHART

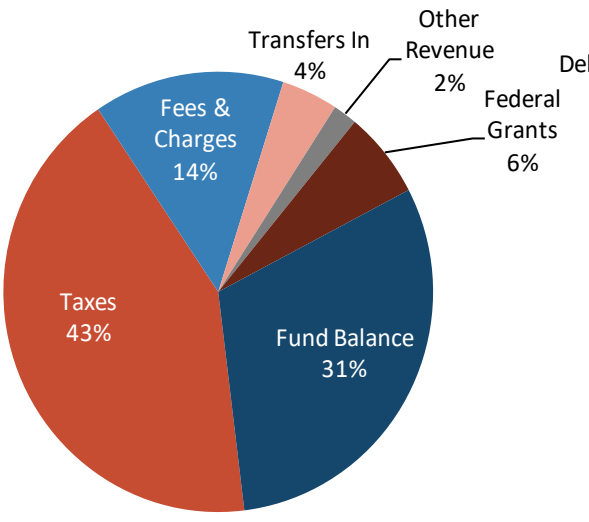


CONSOLIDATED BUDGET OVERVIEW

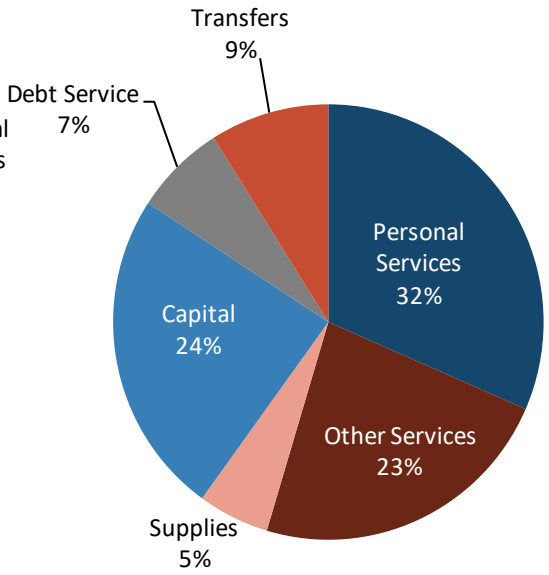
CONSOLIDATED OVERVIEW
REVENUE AND EXPENDITURE SUMMARY FOR ALL FUNDS

	Actual FY21	Adopted FY22	Adopted FY23
Revenue Overview			
Taxes	$699,951,992	$699,535,260	$780,356,324
Fees & Charges	231,225,305	235,285,673	263,397,243
Transfers In	27,388,921	54,901,016	78,152,989
Other Revenue	28,859,494	32,131,261	33,042,824
Federal Grants	44,432,942	188,445,158	117,189,173
Fund Balance	0	484,149,023	563,930,862
Total Revenue	**$1,031,858,654**	**$1,694,447,391**	**$1,836,069,415**
Expenditure Overview			
Personal Services	$499,005,182	$536,474,706	$579,313,095
Other Services	218,425,671	459,493,348	423,509,165
Supplies	48,893,698	96,791,925	98,413,677
Capital	92,178,957	407,272,792	444,748,717
Debt Service	103,377,780	120,746,539	125,894,695
Transfers	66,002,444	73,668,081	164,190,066
Total Expenditures	**$1,027,883,733**	**$1,694,447,391**	**$1,836,069,415**

FY23 REVENUES



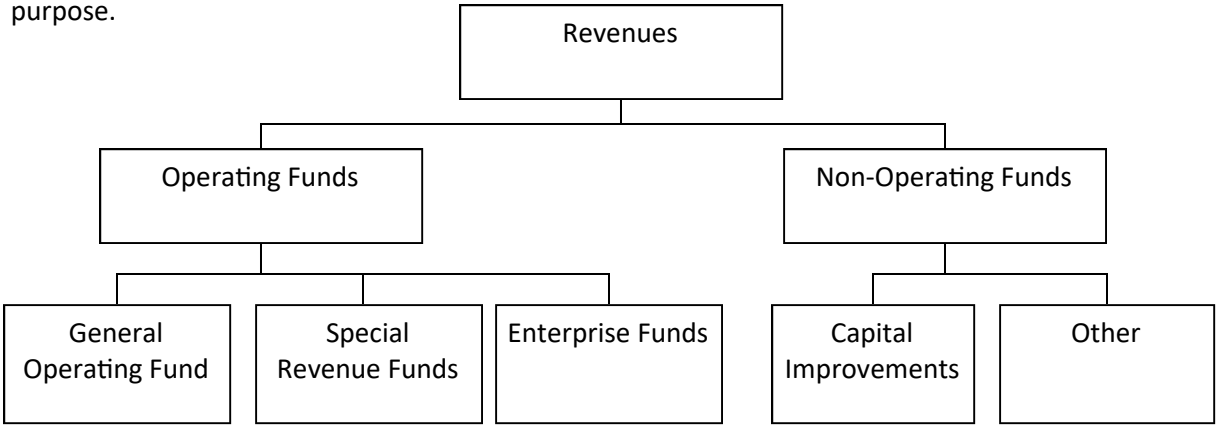
FY23 EXPENDITURES



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

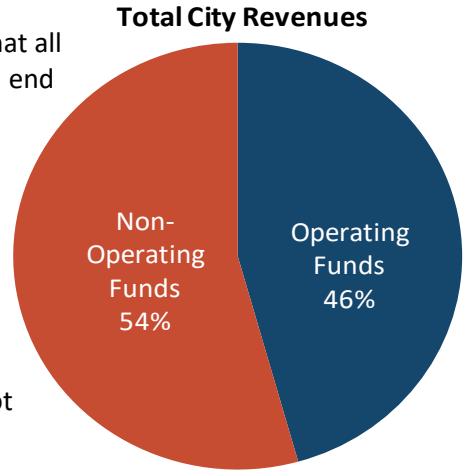
- Airports Fund
- Stormwater Drainage Utility Fund*
- Public Transportation and Parking Cash Fund
- Utilities Fund

- 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
- General Fund—MAPS 4
- Grants Management Fund
- OKC Improvement and Special Assessment District Fund
- Special Assessment District Fund
- Special Purpose Fund

* 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 FY23 are based on estimated year end totals for FY22.

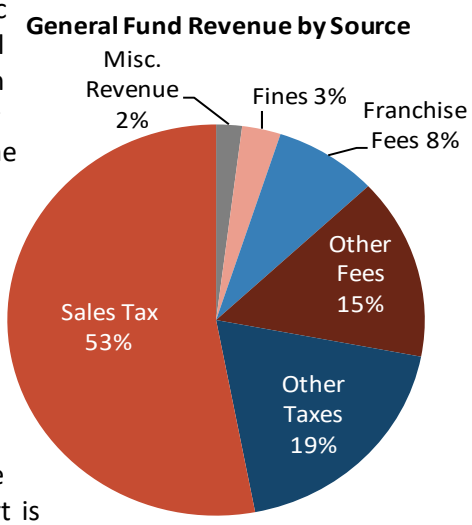
The City classifies its funds as either operating or non-operating. The distinction is that some funds and, in some cases, portions of funds directly support operations; and other funds provide for capital improvements or are so limited in their purpose that they do not support daily operations. This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

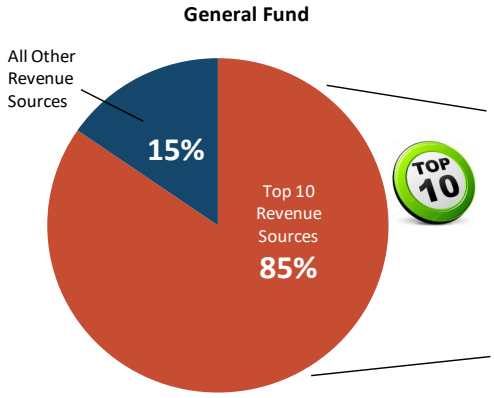
The Operating Funds category includes three major types of funds: General Operating Funds, Special Revenue Funds and Enterprise Funds, all of which will be discussed further; however, the bulk of the discussion focuses on the General Fund, the City's largest fund at $557 million or 30.3% of the FY23 budget.

GENERAL FUND

Due to recent historic inflation and an uncertain future economic forecast, the economic outlook in FY23 is cautiously optimistic with modest growth of 1.9% 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 85% of the FY23 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	$295,700,576	53%
Use Tax	$92,472,879	17%
OG&E Franchise Fee	$23,791,566	4%
Fire Wage Adjustment	$12,770,847	2%
Police Wage Adjustment	$9,805,559	2%
Bond Fund Engineering, Legal, Other Services	$9,219,072	2%
ONG	$7,905,804	1%
Court Costs	$7,311,497	1%
Building Permits	$6,888,397	1%
Commerical Vehicle Tax	$5,570,355	1%
	$471,436,552	85%

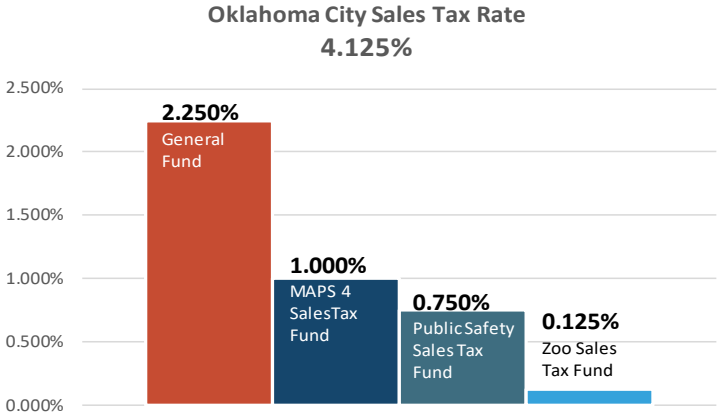
GENERAL FUND - TAXES

The largest category of revenue in the General Fund is taxes at $402.4 million or 72.2%. Within the taxes category, all revenue sources are authorized by the state and collected by the Oklahoma Tax Commission.

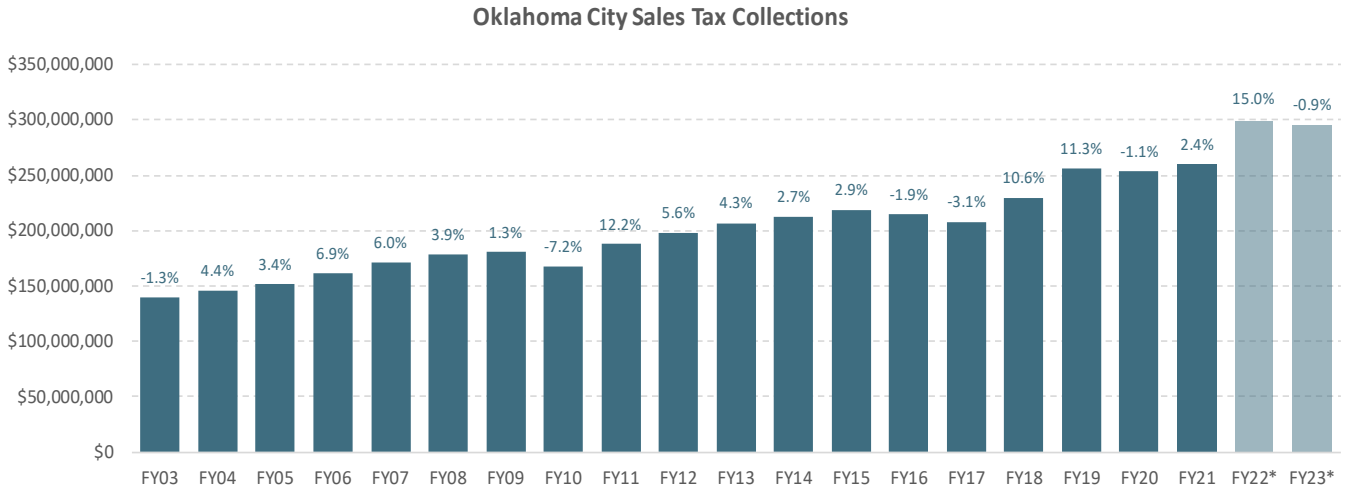
Sales Tax

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% (3/4 cent) 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 two year long COVID-19 pandemic which has greatly affected economies on all levels including our local economy. The unprecedented amount of Federal stimulus payments coupled with record inflation and looming recessionary fears has made projecting sales tax receipts very challenging. Through careful analysis, the City has developed the FY23 budget based upon a –0.9% growth rate in sales tax as compared to projected FY22 year end collections. Sales Tax collections are projected to be $295.7 million and account for 53% of the FY23 General Fund 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 9.9% growth rate and Sales Tax has averaged 3.4% growth over the past 10 years. The Use Tax rate is 4.125% of the purchase price and is budgeted at $92.5 million or 16.6% of the General Fund budget for FY23. Together, Sales and Use Tax make up 69.7% 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 FY23 is projected to remain flat at $6.8M or 1.2% 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 FY23, 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 FY23 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 $46 million or 8.3% of the FY23 General Fund operating revenue budget. Three of largest remitters of franchise fees are Oklahoma Gas & Electric (OG&E) with FY23 estimated revenue of $23.8 million, Oklahoma Natural Gas (ONG) at $7.4 million and Cox Cable at $4.9 million. OG&E and ONG are top 10 General Fund revenue sources and make up 6.5% 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 $16.0 million or 2.9% of the General Fund revenue budget. Building permits are a top 10 revenue source at a projected $6.7 million or 1.2% of the budget. Overall, this category is projected to have flat growth in FY23.

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 $44.8 million or 8.0% of the FY23 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. Until recently, both of these were 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 still remains a top 10 revenue source and is projected at $6.7 million or 0% as

compared to the FY22 budget. No longer a top 10 revenue source, Traffic Fines is projected at $5.0 million or flat growth as compared to the FY22 budget. The Fines category is $14.7 million or 2.6% 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 $33.3 million or 6.0% of the FY23 budget.

Administrative Charges

Administrative Charges are $24.2 million or 4.3% of the FY23 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 $9.0 million in FY23 or 1.6% 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 FY23, the Transfers category is projected to stay flat at $68K . In total, the Transfers category is 0.01% of the General Fund revenue budget.

Fund Balance

No fund balance is budgeted in FY23.

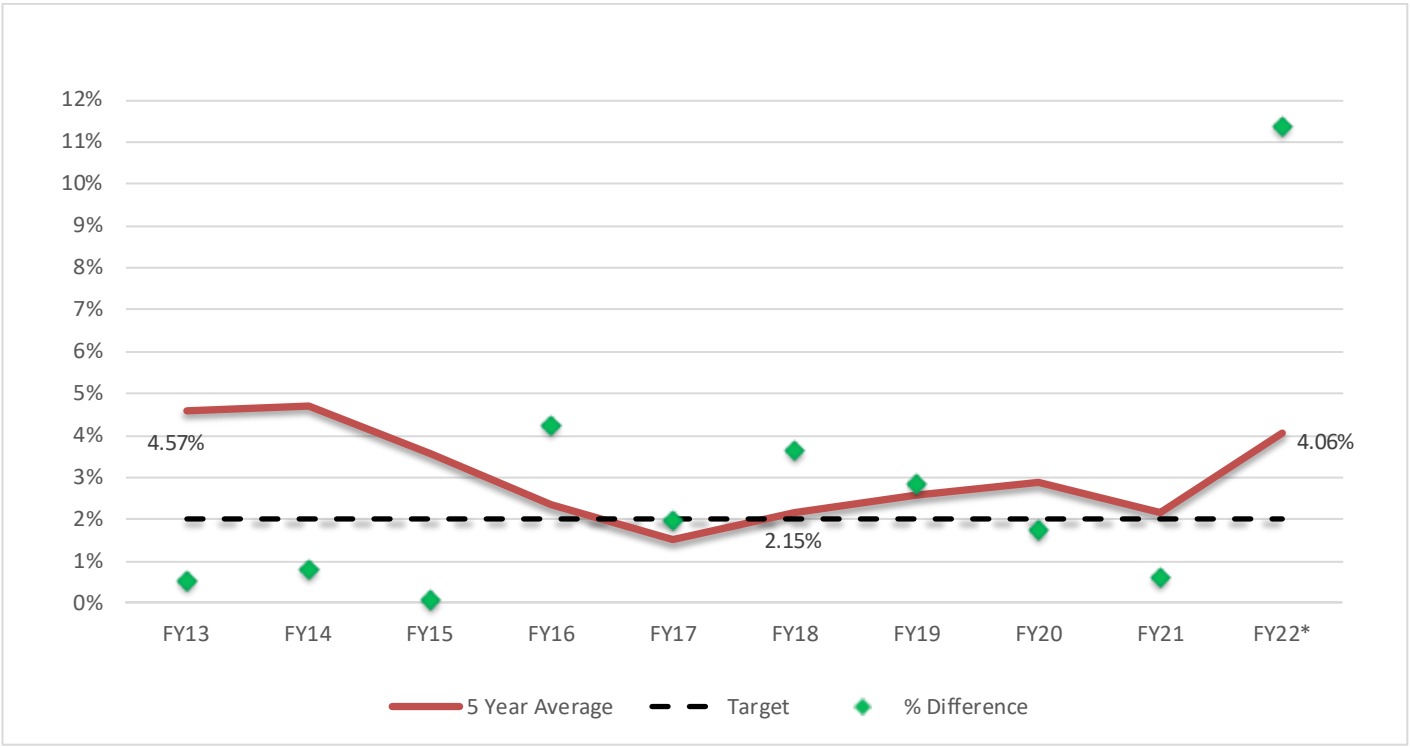
GENERAL FUND HISTORICAL REVENUE SHORTFALL OR SURPLUS

The chart on the following page 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 2022, for the twelfth 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 12 years was 3.2% 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 2.4%. 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 resulting in 3.2% growth in the General Fund. More Federal stimulus money in FY22 fueled higher than expected sales tax receipts with FY22 projected to end the year at 11.4% growth. The City continues to work with Dr. Russell Evans and Dr. Jacob Dearmon 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.

*FY22 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 FY23 operating budget of $65.6 million, which is a 16.8% increase compared to the FY22 adopted budget. Major changes to each internal service fund are summarized in the department section of the budget book. Internal Service funds combined are 3.6% of FY23's $1.83 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 –0.9%; 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 FY23 budget is $0.9 million, an -80% decrease from FY22 due to the remaining balances being spent down.

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 FY23.

Emergency Management Fund

The Emergency Management Fund supports the E-911 system for Oklahoma City and is budgeted at $10.2 million in FY23, which is an 6.5% increase over from the FY22 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 $3.6 million in FY23.

Hotel/Motel Tax Fund

The Hotel/Motel Tax Fund FY23 budget is $26.9 million and is supported by a 5.5% hotel occupancy tax. This fund is divided between operating activities ($14.5 million) dedicated to the promotion of special events, convention and tourism development and non-operating activities ($12.3 million) dedicated to capital projects at the State Fairgrounds. Overall revenue from the Hotel/Motel Tax fund is projected have 25% growth when compared to FY22 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 $16.8 million in FY23.

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 FY23 budget of $7.3 million is up 6.7% compared to FY22 as program expenses are expected to increase.

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, Public Transportation and Parking, Stormwater Drainage Utility, and Utilities**. With the exception of Stormwater Drainage Utility, all of these funds have a public trust that oversees operations and receives all revenues. Revenues in each of the enterprise funds may be growing at a different rate than growth reflected in the City funds and each trust's revenue budget is individually based on customer rates and expected usage. The trusts generally make capital investments directly and 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

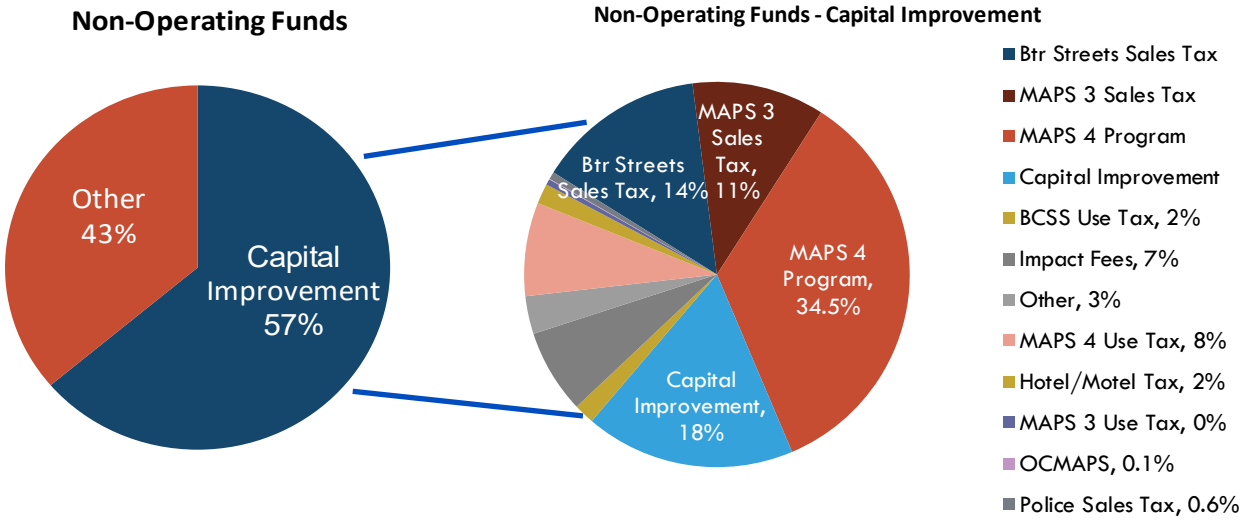
As mentioned earlier, the City classifies its funds as either operating or non-operating. The distinction is that some funds and, in some cases, portions of funds directly support operations; and other funds provide for capital improvements or are so limited in their purpose that they do not support 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 FY23, the budget for non-operating funds is $1.13 billion, a 6.7% increase from the FY22 adopted budget due to an expected increase in expenditures for MAPS 4 projects. 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 54% of the total FY23 $1.83 billion budget.

CAPITAL IMPROVEMENTS

The majority of non-operating funds are for capital improvements and have a FY23 budget of $725.2 million, an increase of 20.3%. 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 FY23: 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 $101.4 million, all of which is budgeted for FY23.



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 $12.4 million, all of which is budgeted for FY23.

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 FY23 budget of $250.4 million is comprised of a General Fund transfer of $132.1 million, fund balance usage of $116.9 million and $1.5 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 $29.4 million in FY23.

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 FY23 budget is $51.1 million, which is an increase of 37.1% over the FY22 adopted budget. The increase is a combination of increased impact fee revenue and 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 FY23 budget is $80.6 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 FY23 non-operating budget, comprised of fund balance and interest, is $3.5 million, a decline of –16.7% from the FY22 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 MAPS 4 Use Tax Fund.

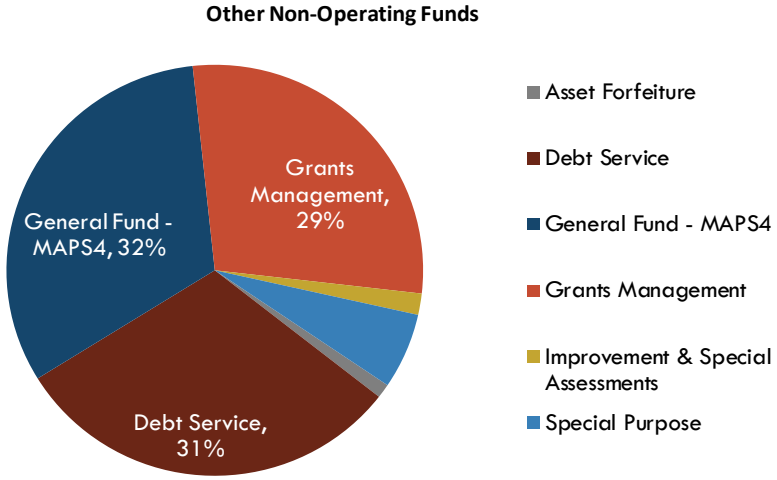
The **Hotel/Motel Tax Fund** supports three distinct purposes: convention and tourism development, promotions for specific events, and capital improvements at the Fairgrounds. It is this last capital portion of the Hotel/Motel Tax that is classified as non-operating. Revenue in FY23 for the non-operating portion of the Hotel/Motel Tax matches the growth rate for the operating portion and is expected to grow at 25% in FY23 due to increased hotel stays as we continue to emerge from the

COVID-19 pandemic, with a budget of $12.3M.

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 FY23 for each of these funds are based primarily on the level of projected fund balance remaining at the end of FY22.

OTHER NON-OPERATING FUNDS

The Other Non-Operating Funds are budgeted at $411 million in FY23, a –11.1% decrease, largely due to the completion of the Cares Act grant. 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 $125.8 million and is supported directly by property taxes that will be in effect during FY22. Overall, the budget increased 4.2% in FY23 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 FY23 budget of $5.1 million is a 13.2% increase due to an increase 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 FY23 budget is decreasing –37.8% at $117.2 million due to the completion of the Cares Act grant.

The **Special Purpose Fund** is used primarily for donations to the City. The FY23 budget is $24.5 million, an increase of 0.7%.

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 is the largest of the **Other Non-Operating Funds** and has a FY23 budget of $132.1 million or 32.1% of the category.

REVENUE DETAIL TABLE

	Actual FY21	Adopted FY22	Adopted FY23
General Operating Funds			
General Fund			
Taxes			
Sales Tax	$259,536,257	$263,482,460	$295,700,576
Use Tax	73,573,274	80,292,979	92,472,879
Other Taxes	4,362,087	4,313,411	4,273,519
Commercial Vehicle Tax	4,793,898	4,564,893	5,570,355
Motor Fuels Tax	1,115,398	1,111,871	1,237,351
Occupational Tax	1,494,067	1,322,368	1,306,574
Alcoholic Beverage Tax	1,701,851	1,793,965	1,811,864
Total Taxes	**$346,576,832**	**$356,881,947**	**$402,373,118**
Franchise/Utility Fees			
Oklahoma Natural Gas	$5,951,396	$6,034,690	$7,905,804
Oklahoma Gas & Electric	19,636,521	20,367,305	23,791,566
Caddo Electric Coop.	213,926	221,471	253,472
Oklahoma Electric Coop.	1,361,728	1,367,765	1,453,092
Tri-Gen	378,511	371,202	485,765
AT&T	201,988	176,807	156,420
AT&T Video	1,085,778	1,128,368	870,215
Cox Cable	5,107,236	5,334,749	4,888,809
Cox Fibernet	502,774	0	0
Other Telephone	131,767	125,720	127,954
Utility Fees - Water	3,153,448	3,008,905	3,008,905
Utility Fees - Wastewater	2,049,702	1,939,369	1,939,369
Utility Fee - Solid Waste	979,510	1,104,283	1,104,283
Total Franchise/Utility Fees	**$40,754,283**	**$41,180,634**	**$45,985,654**
Licenses, Permits, and Fees			
Abandoned Building Registration	$72,510	$34,229	$61,970
Fire Prevention Permits	221,407	207,099	249,601
Alarm Permits	624,210	467,927	756,055
Police Alarm Fees	57,390	219,574	63,823
Oil & Gas Well Inspections	229,570	208,780	310,030
General Licenses	501,384	893,879	911,120
Building Permits	6,132,801	5,945,850	6,888,397
Electrical Wiring Permits	1,573,272	1,551,797	1,843,039
Plumbing Permits	1,856,166	1,884,332	2,076,248
Boiler & Elevator Permits	211,539	238,904	151,422
Offsite Wagering Fee	39,388	30,695	41,792
Pre-Qualification Application Fee	236,420	230,170	278,934
Refrig. & Forced Air Permits	1,231,058	1,411,882	1,318,080
Sidewalk & Paving Fees	472,149	604,846	608,149
Work Zone Permits	39,505	38,443	43,895
Other Fees	661,280	46,854	44,454
Hunting and Fishing Permits	157,781	204,989	144,934

	Actual FY21	Adopted FY22	Adopted FY23
Vending Stamps	147,262	126,386	122,639
Garage Sale Permits	68,704	50,681	58,975
Total Licenses, Permits, & Fees	**$14,533,793**	**$14,397,317**	**$15,973,557**
Administrative Charges			
Airport Administrative Payments	$1,093,261	$958,772	$873,390
Airport Police Payments	3,486,887	3,528,657	3,571,945
Water/Wastewater Admin Payments	6,317,416	5,768,949	6,086,674
Drainage Utility Administrative Payment	1,174,964	1,106,582	1,186,560
Solid Waste Mgmt. Admin Payments	860,947	800,134	1,171,738
Convention & Tourism Admin Payments	473,578	377,187	430,326
Zoo Administrative Payments	300,000	300,000	300,000
Golf Administrative Payments	91,295	87,476	107,838
Other Administrative Payments	104,979	122,059	212,908
MAPS3 Administrative Payments	907,539	1,098,552	1,087,806
Better Streets Administrative Payments	430,222	394,294	337,858
Risk Management Administrative Payments	681,332	618,105	722,641
Public Transportation Administrative Pmts.	1,282,780	1,177,925	1,302,901
Parking Administrative Payments	132,177	176,056	191,971
IT Administrative Payments	1,517,618	1,517,991	1,660,868
Print Shop Administrative Payments	141,860	132,292	131,023
Fleet Services Admin Payments	60,594	45,350	35,236
Banking Fee Payments	168,780	140,000	140,000
Nuisance Abatement Payments	685,788	729,557	394,947
Econ Dev,TIF Engineering, Legal, Other Svcs	594,366	564,666	592,421
Mowing, Liter, and Landscaping Adm Payments	1,331,572	1,361,740	1,388,952
Pavement Maintenance Payments	2,028,988	2,200,000	2,296,695
Total Administrative Charges	**$23,866,944**	**$23,206,344**	**$24,224,698**
Other Service Charges			
Bond Fund Engineering, Legal, Other Services	$8,028,274	$9,219,072	$9,219,072
Animal Shelter Fees	283,983	257,185	275,394
Engineering Fees	2,716,043	2,332,974	3,347,206
Planning Fees	948,250	897,975	1,099,098
Fire Service Recovery	35,000	28,000	28,000
Fire Wage Adjustment Reimbursement	12,250,650	12,251,873	12,770,847
Police Wage Adjustment Reimbursement	9,406,146	9,407,087	9,805,559
Police Fees	1,040,067	2,445,986	2,522,442
Parking Meters	980,601	1,191,933	1,790,648
Reimbursement - Grants	163	181,370	294,612
Refunds and Reimbursements - Operating	1,407,948	1,373,696	1,132,799
Mowing Services - OCRRA	35,393	0	0
Damage to City Property	124,307	159,098	161,015
Miscellaneous Service Charges	19,440	0	673,353
Recreation Fees	884,593	1,557,348	1,646,322
Total Other Service Charges	**$38,160,859**	**$41,303,597**	**$44,766,367**

	Actual FY21	Adopted FY22	Adopted FY23
Fines			
Traffic Fines	$5,795,112	$4,761,452	$5,035,136
Parking Fines	859,758	680,755	1,124,617
Court Fees	8,296,038	6,917,630	7,311,497
Court of Record, Jury Division	783,508	641,729	758,912
Criminal Court	234,421	204,406	203,567
Jail Cost Recovery Program	151,969	106,789	141,000
Other Fines	14,600	9,502	12,399
Juvenile Fines	86,896	58,327	83,875
Total Fines	**$16,222,302**	**$13,380,590**	**$14,671,003**
Other Revenue			
Leases	$2,611,416	$3,240,668	$2,869,721
Sale of City Property	62,511	23,521	23,521
Check Service Charge	380	416	195
Royalties	102,027	92,186	227,683
Miscellaneous	2,690,666	1,955,904	4,513,213
Wrecker Service Payments	0	0	0
Operating Interest	1,610,968	717,000	1,400,000
Total Other Revenue	**$7,077,968**	**$6,029,695**	**$9,034,333**
Transfers			
Transfers from OCPPA - DAS	$0	$0	$0
Transfers - Miscellaneous	60,840	58,684	68,762
Total Transfers	**$60,840**	**$58,684**	**$68,762**
Fund Balance	**$0**	**$3,748,813**	**$0**
Total General Fund - Operating**	**$487,253,821**	**$500,187,621**	**$557,097,492**
Internal Service Funds**			
Interest	$172,916	$56,204	$58,680
Information Technology	28,110,304	31,236,659	34,488,860
Risk Management	12,919,039	15,728,939	19,796,799
Print Shop	808,609	935,668	992,377
Fleet Services	8,046,187	8,235,498	10,431,978
Other	390,666	375,585	433,110
Services	124,649	0	0
Transfers	4,303	(1,411,530)	(1,744,217)
Fund Balance	0	991,618	1,142,467
Total Internal Service Funds	**$50,576,673**	**$56,148,641**	**$65,600,054**
Total General Operating Funds	**$537,830,495**	**$556,336,262**	**$622,697,546**

	Actual FY21	Adopted FY22	Adopted FY23
Special Revenue Funds			
Court Administration & Training Fund			
Fees	$161,903	$154,632	$150,332
Fines	50	400	225
Interest	1,746	1,760	1,349
Fund Balance	0	90,865	75,094
Total Court Administration & Training Fund	**$163,699**	**$247,657**	**$227,000**
Emergency Management Fund			
Tariffs	$6,235,562	$6,326,315	$6,393,731
Interest	20,094	20,896	10,442
Transfers	2,061,455	3,020,280	3,584,933
Other	3,514	0	0
Fund Balance	0	200,000	200,000
Total Emergency Management Fund	**$8,320,624**	**$9,567,491**	**$10,189,106**
Fire Sales Tax Fund			
Sales Tax	$43,253,152	$43,914,382	$49,283,429
Interest	168,253	159,086	144,261
Other	17,323	14,177	15,495
Service Charges	75,718	0	0
Fund Balance	0	3,761,857	0
Total Fire Sales Tax Fund	**$43,514,447**	**$47,849,502**	**$49,443,185**
Hotel/Motel Tax Fund**			
Hotel/Motel Tax	$5,040,289	$6,204,897	$7,775,474
Interest	30,562	28,634	26
Other	0	0	250,000
Transfers	3,799,490	4,915,828	6,220,379
Fund Balance	0	332,743	300,000
Total Hotel/Motel Tax Fund	**$8,870,341**	**$11,482,102**	**$14,545,879**
MAPS Operations Fund**			
Use Tax	$0	$0	$0
Interest	21,258	0	0
Other	4,000	0	0
Transfers	0	0	0
Fund Balance	0	0	0
Total MAPS Operations Fund	**$25,258**	**$0**	**$0**
MAPS 3 Use Tax Fund**			
Use Tax	($117,979)	$0	$0
Interest	57,114	32,021	7,194
Other	37,333	0	50,000
Service Charges	825,262	600,000	600,000
Transfers	32,039	0	0
Fund Balance	0	3,840,288	236,753
Total MAPS 3 Use Tax Fund	**$833,770**	**$4,472,309**	**$893,947**

	Actual FY21	Adopted FY22	Adopted FY23
MAPS 4 Use Tax Fund**			
Use Tax	$0	$0	$0
Interest	0	0	10,000
Service Charges	0	0	0
Transfers	0	1,740,752	7,047,719
Fund Balance	0	0	9,775,378
Total MAPS 4 Use Tax Fund	**$0**	**$1,740,752**	**$16,833,097**
Medical Service Program Fund			
Medical Service Program Fee	$6,890,293	$6,748,200	$7,264,344
Interest	112,496	134,012	78,808
Other	8,400	0	0
Fund Balance	0	0	0
Total Medical Service Program Fund	**$7,011,189**	**$6,882,212**	**$7,343,152**
OCMAPS Sales Tax Fund**			
City/Schools Sales Tax	$0	$0	$0
Interest	496	0	0
Other	2,262	0	0
Transfers	0	0	0
Fund Balance	0	0	0
Total OCMAPS Sales Tax Fund	**$2,758**	**$0**	**$0**
Police Sales Tax Fund**			
Sales Tax	$43,253,152	$43,914,436	$49,283,429
Interest	174,686	156,319	178,690
Other	1,564	0	0
Service Charges	168,999	261,316	232,784
Transfers	0	(575,987)	(3,657,719)
Fund Balance	0	1,611,074	3,478,472
Total Police Sales Tax Fund	**$43,598,401**	**$45,367,158**	**$49,515,656**
Zoo Sales Tax Fund			
Sales Tax	$14,417,718	$14,638,127	$16,427,810
Interest	934	2,058	1,000
Other	0	0	328,556
Fund Balance	0	292,763	0
Total Zoo Sales Tax Fund	**$14,418,652**	**$14,932,948**	**$16,757,366**
Total Special Revenue Funds	**$126,759,138**	**$142,542,131**	**$165,748,388**

	Actual FY21	Adopted FY22	Adopted FY23
Enterprise Funds			
Airports Fund			
Transfer from Airport Trust (OCAT)	$18,680,300	$20,703,542	$19,950,711
Interest	21,692	10,385	19,177
Other	4,486	100,101	73,340
Fund Balance	0	0	2,361,055
Total Airports Fund	**$18,706,478**	**$20,814,028**	**$22,404,283**
Solid Waste Management Fund			
Interest	$15,687	$0	$0
Transfers	9,693,000	0	0
Fund Balance	0	0	0
Total Solid Waste Management Fund	**$9,708,687**	**$0**	**$0**
Stormwater Drainage Utility Fund**			
Fees	$18,259,743	$18,049,941	$19,498,800
Interest	162,286	71,230	137,388
Other	320	0	0
Permits	119,440	117,581	134,997
Reimbursements	255,766	255,766	255,766
Service Charges	44,576	42,703	49,012
Transfers	191,786	(1,000,001)	(1,000,000)
Fund Balance	0	2,765,886	1,223,358
Total Stormwater Drainage Utility Fund	**$19,033,918**	**$20,303,106**	**$20,299,321**
Transportation and Parking Fund			
Interest	$5,278	$5,745	$3,964
Service Charges	241,913	362,892	507,953
Transfers	3,783,729	4,466,760	5,529,021
Fund Balance	0	50,000	0
Total Transportation and Parking Fund	**$4,030,919**	**$4,885,397**	**$6,040,938**
Utilities Fund			
Interest	$193,067	$139,904	$137,645
Other	$0	$0	$0
Transfers	85,701,127	108,252,233	113,824,377
Fund Balance	0	2,335,568	1,800,000
Total Utilities Fund	**$85,894,194**	**$110,727,705**	**$115,762,022**
Total Enterprise Funds	**$137,374,197**	**$156,730,236**	**$164,506,564**
Subtotal Operating Funds	**$801,963,829**	**$855,608,629**	**$952,952,498**
Less Operating Interfund Transfers (1)	(95,190,313)	(102,901,147)	(114,677,783)
Total Operating Funds	**$706,773,516**	**$752,707,482**	**$838,274,715**

	Actual FY21	Adopted FY22	Adopted FY23
Non-Operating Funds			
Non-Operating Capital Improvements			
Better Streets, Safer City Sales Tax Fund			
Sales Tax	$1,092,980	$0	$338,716
Interest	1,634,080	0	419,202
Fund Balance	0	137,211,598	101,399,369
Total Better Streets, Safer City Sales Tax Fund	**$2,727,060**	**$137,211,598**	**$102,157,287**
Better Streets, Safer City Use Tax Fund			
Use Tax	$135,135	$0	$15,692
Interest	333,145	160,000	54,089
Fund Balance	0	30,435,666	12,445,510
Total Better Streets, Safer City Use Tax Fund	**$468,280**	**$30,595,666**	**$12,515,291**
Capital Improvement Projects Fund			
Interest	$551,127	$0	$615,510
Other	395,365	0	300,000
Service Charges	22,753	0	0
Transfers	44,684,252	19,807,448	44,065,000
Fund Balance	0	66,591,424	82,810,320
Total Capital Improvement Projects Fund	**$45,653,498**	**$86,398,872**	**$127,790,830**
City and Schools Capital Projects Use Tax Fund			
Use Tax	$0	$0	$0
Interest	40,286	20,000	8,926
Other	162,238	0	100,000
Transfers	0	0	0
Fund Balance	0	3,521,887	2,464,005
Total City and Schools Cap. Projects Use Tax Fund	**$202,524**	**$3,541,887**	**$2,572,931**
Hotel/Motel Tax Fund**			
Hotel/Motel Tax	$6,048,347	$7,445,876	$9,330,568
Interest	34,366	38,626	41,308
Transfers	(644,707)	885,842	2,937,092
Fund Balance	0	0	0
Total Hotel/Motel Tax Fund	**$5,438,006**	**$8,370,344**	**$12,308,968**
Impact Fees Fund			
Impact Fees	$10,714,131	$5,848,846	$9,804,725
Interest	345,917	144,186	451,239
Fund Balance	0	31,315,911	40,874,706
Total Impact Fees Fund	**$11,060,048**	**$37,308,943**	**$51,130,670**

	Actual FY21	Adopted FY22	Adopted FY23
Internal Service Funds**			
Interest	$5,100	$0	$5,500
Transfers	228,500	2,086,530	1,844,217
Fund Balance	0	445,238	1,637,278
Total Internal Service Funds	**$233,600**	**$2,531,768**	**$3,486,995**
MAPS Operations Fund**			
Use Tax	$0	$0	$0
Interest	31,746	32,073	31,528
Transfers	0	0	0
Fund Balance	0	2,285,360	2,204,588
Total MAPS Operations Fund	**$31,746**	**$2,317,433**	**$2,236,116**
MAPS Sales Tax Fund			
Sales Tax	$0	$0	$0
Interest	63	0	43
Other	628	0	6
Fund Balance	0	159,782	159,859
Total MAPS Sales Tax Fund	**$692**	**$159,782**	**$159,908**
MAPS 3 Sales Tax Fund			
Sales Tax	($60,858)	$0	$500,000
Interest	1,434,294	4,779,744	329,821
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	108,656,280	79,785,374
Total MAPS 3 Sales Tax Fund	**$1,373,435**	**$113,436,024**	**$80,615,195**
MAPS 3 Use Tax Fund**			
Use Tax	$0	$0	$0
Interest	49,127	22,840	26,789
Other	45,414	0	5,000
Transfers	0	0	0
Fund Balance	0	4,198,193	3,485,015
Total MAPS 3 Use Tax Fund	**$94,541**	**$4,221,033**	**$3,516,804**
MAPS 4 Program Fund			
Interest	$772,489	$1,686,490	$1,524,780
Transfers	114,318,193	117,103,316	132,062,015
Fund Balance	0	0	116,826,164
Total MAPS 4 Program Fund	**$115,090,682**	**$118,789,806**	**$250,412,959**

	Actual FY21	Adopted FY22	Adopted FY23
MAPS 4 Use Tax Fund**			
Use Tax	$23,604,016	$25,831,700	$29,365,494
Interest	159,904	209,211	314,065
Other	0	0	0
Transfers	0	(1,740,752)	(7,047,719)
Fund Balance	0	15,403,605	34,248,137
Total MAPS 4 Use Tax Fund	**$23,763,919**	**$39,703,764**	**$56,879,977**
OCMAPS Sales Tax Fund**			
Interest	$30,358	$43,971	$2,538
Other	0	0	0
Transfers	0	0	0
Fund Balance	0	1,915,557	426,492
Total OCMAPS Sales Tax Fund	**$30,358**	**$1,959,528**	**$429,030**
Oklahoma City Sports Facilities Sales Tax Fund			
Sales Tax	$0	$0	$0
Interest	555	0	179
Other	(14,712)	0	0
Fund Balance	0	50,373	36,196
Total OKC Sports Facilities Sales Tax Fund	**($14,157)**	**$50,373**	**$36,375**
Oklahoma City Sports Facilities Use Tax Fund			
Use Tax	$0	$0	$0
Interest	1,005	0	15
Other	(96,459)	0	0
Fund Balance	0	98,652	3,678
Total OKC Sports Facilities Use Tax Fund	**($95,454)**	**$98,652**	**$3,693**
Oklahoma City Tax Increment Financing Fund			
Tax Increment Financing Match	$0	$1,490,144	$200,000
Interest	1,480	0	70
Fund Balance	0	300,000	9,235
Total Oklahoma City TIF Fund	**$1,480**	**$1,790,144**	**$209,305**
Police Sales Tax Fund**			
Sales Tax	$0	$0	$0
Interest	24,222	15,620	12,108
Other	0	0	0
Service Charges	257,101	0	0
Transfers	0	575,987	3,657,719
Fund Balance	0	2,034,318	753,026
Total Police Sales Tax Fund	**$281,323**	**$2,625,925**	**$4,422,853**

	Actual FY21	Adopted FY22	Adopted FY23
Police/Fire Capital Equipment Sales Tax Fund			
Police and Fire Equipment Sales Tax	$0	$0	$0
Interest	28,524	17,211	10,028
Other	63,042	0	0
Fund Balance	0	2,485,751	2,424,070
Total Police/Fire Equipment Sales Tax Fund	**$91,565**	**$2,502,962**	**$2,434,098**
Stormwater Drainage Utility Fund**			
Fees	$0	$0	$0
Interest	97,303	0	62,524
Transfers	457,329	1,000,001	3,000,000
Fund Balance	0	8,087,334	8,835,393
Total Storm Water Drainage Utility Fund	**$554,632**	**$9,087,335**	**$11,897,917**
Street & Alley Capital Fund			
Interest	$1,027	$0	$5
Other	(69,927)	0	0
Fund Balance	0	0	98
Total Street & Alley Capital Fund	**($68,900)**	**$0**	**$103**
Total Non-Operating Capital Improvements	**$206,918,878**	**$602,701,839**	**$725,217,305**
Other Non-Operating Funds			
Asset Forfeiture Fund			
Asset Seizure Revenues	$1,104,366	$3,655,951	$4,125,159
Other	99,312	5,976	34,320
Service Charges	0	0	9,678
Interest	31,470	40,028	22,994
Transfers	100,323	0	0
Fund Balance	0	430,365	369,638
Total Asset Forfeiture Fund	**$1,335,471**	**$4,132,320**	**$4,561,789**
Debt Service Fund			
Ad Valorem (Property)	$102,391,015	$83,600,579	$83,600,579
Interest	2,144,136	2,000,000	2,000,000
Other	11,134,329	10,000,000	10,000,000
Fund Balance	0	25,135,960	30,284,116
Total Debt Service Fund	**$115,669,480**	**$120,736,539**	**$125,884,695**
General Fund - MAPS 4**			
Sales Tax	$114,318,193	$117,103,316	$132,062,015
Fund Balance	0	0	0
Total General Fund	**$114,318,193**	**$117,103,316**	**$132,062,015**

	Actual FY21	Adopted FY22	Adopted FY23
Grants Management Fund			
Grant Awards	$44,432,942	$188,445,158	$117,189,173
Total Grants Management Fund	**$44,432,942**	**$188,445,158**	**$117,189,173**
OKC Improvement & Special Assessment Dist.			
Assessments	$3,101,602	$4,505,576	$5,113,307
Interest	28,602	33,938	22,415
Service Charges	3,002	4,206	6,336
Transfers	0	0	0
Fund Balance	0	0	0
Total OKC Improv. & Spcl Assess. Districts Fund	**$3,133,206**	**$4,543,720**	**$5,142,058**
Special Assessment Districts Fund			
Assessments	$0	$2,054,856	$1,754,000
Interest	1,031	0	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	1,276,358	0
Total Special Assessment Districts Fund	**$1,031**	**$3,331,214**	**$1,754,000**
Special Purpose Fund			
Donations	$171,958	$187,905	$64,459
Fees	244,005	228,117	153,110
Interest	165,699	184,535	264,246
Other	(789,196)	25,000	1,020,500
Service Charges	56,195	119,080	136,850
Transfers	13,099,000	1,500,000	1,000,000
Fund Balance	0	22,087,936	21,856,018
Total Special Purpose Fund	**$12,947,662**	**$24,332,573**	**$24,495,183**
Total Other Non-Operating Funds	**$291,837,984**	**$462,624,840**	**$411,088,913**
Total Non-Operating Funds	**$498,756,862**	**$1,065,326,679**	**$1,136,306,218**
Subtotal All Funds	**$1,205,530,378**	**$1,818,034,161**	**$1,974,580,933**
Less Interfund Transfers (2)	(173,671,724)	(123,586,770)	(138,511,518)
Total All Funds	**$1,031,858,654**	**$1,694,447,391**	**$1,836,069,415**

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

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

	Actual FY21	Adopted FY22	Adopted FY23
(1) Transfers between Operating Funds			
Gen Fund Transfer to Emerg Mgmt	$1,947,970	$2,688,335	$4,080,480
Gen Fund to Transit Fund via COTPA	2,953,598	3,864,748	4,446,128
Gen Fund to City and Schools Use Tax Fund	0	0	0
Various Funds to Internal Service Fund	49,884,140	56,136,764	65,710,014
Fire Sales Tax to General Fund	12,250,650	12,510,361	12,770,846
Police Sales Tax to General Fund	9,406,146	9,605,555	9,805,560
Grants to General Fund	163	181,370	294,612
Gen Fund to Parking Cash Fund	807,588	603,233	1,114,426
Speval Purpose to Maps 3	0	0	0
Various Non-Operating Pmts to Gen Fund	982	1,801,614	1,640
Various Funds Admin Pmts to Gen Fund	17,939,077	15,509,167	16,454,077
Total	**$95,190,313**	**$102,901,147**	**$114,677,783**
(2) Transfers to Non-Operating Funds			
Gen Fund Transfer to MAPS 4 Prog Fund	$114,318,193	$117,103,316	$132,062,015
Various to CIP Fund	45,081,829	6,290,000	6,312,349
Various Miscellaneous Transfers	32,039	0	0
Various Funds to Special Purpose	13,099,000	60,362	4,347
Various Funds to Grant Fund	1,140,663	133,092	132,807
Total	**$173,671,724**	**$123,586,770**	**$138,511,518**

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.

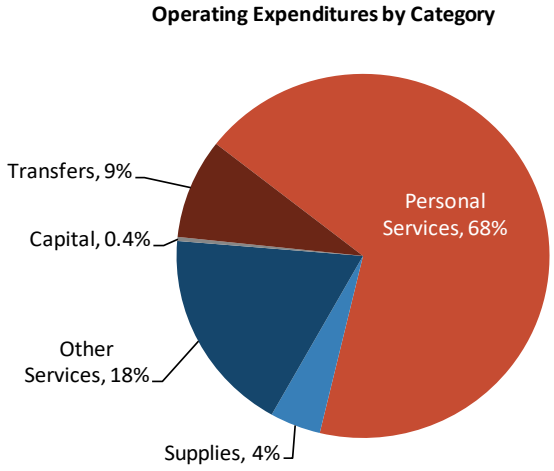
The budget is also divided between operating and non-operating expenditures. This division helps take out the significant fluctuations in capital and non-operating expenses that occur as a result of projects such as the MAPS 3 program. Most of the discussions about the budget focus on the operating portion of the budget because it allows for better year-to-year comparisons. The operating budget totals $838,274,715.

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 68% 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 18% 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.



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.

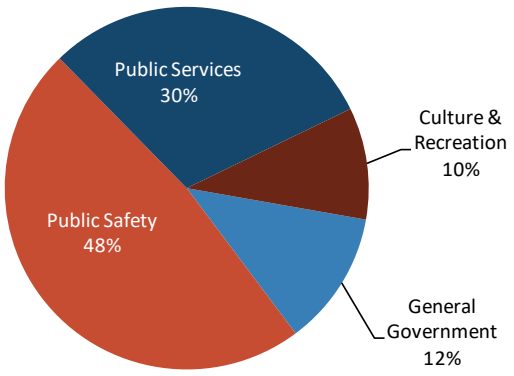
The next function of city government is Public Safety which includes Police, Fire, Animal Welfare and Municipal Courts. This function comprises 48% of the operating expenditure budget.

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.

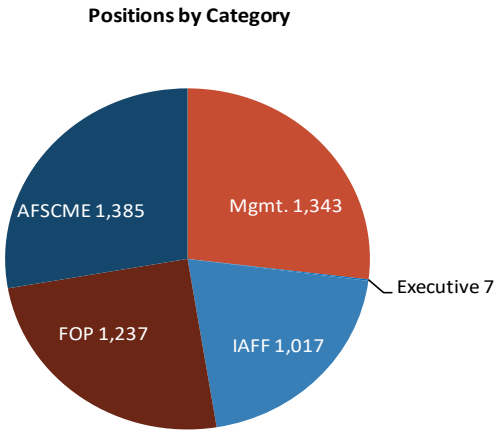
The Culture and Recreation function includes Parks and Recreation, the Zoo Sales Tax Fund, OCMAPS, MAPS 3 and the Hotel/Motel Tax Special Revenue Fund; and makes up 10% of the operating expenditure budget.

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 Paycom Center 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

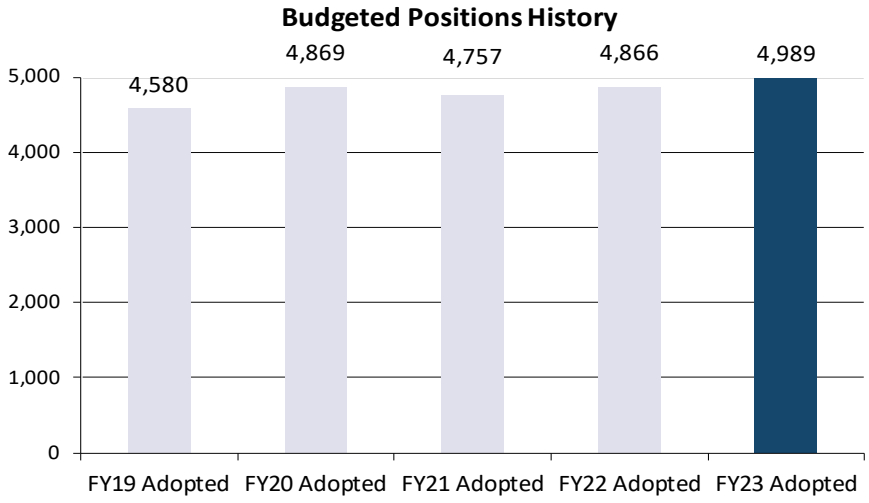


The FY23 Budget contains authorization for 4,989 positions throughout the City. This is an increase of 123 positions (2.5%) from the FY22 adopted budget. The table on the following page shows the changes on a department-by-department basis.

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 1,385 positions. The Fraternal Order of Police (FOP) represents all sworn positions within the Police Department. The adopted budget includes 1,237 FOP positions.

The International Association of Firefighters (IAFF) represents all of the uniformed positions within the Fire Department. The adopted budget contains 1,017 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 1,343 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

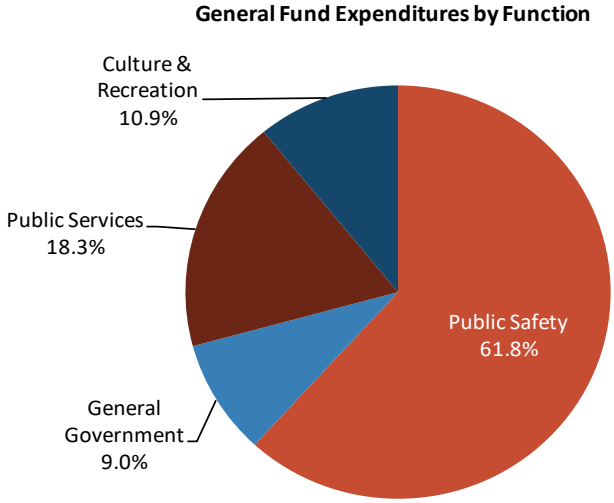
Department	FY21 Adopted	FY22 Adopted	FY23 Adopted	Change	%
Airports	130.00	131.00	144.00	13.00	9.9%
City Auditor	7.00	7.00	8.00	1.00	14.3%
City Clerk	9.00	9.00	10.00	1.00	11.1%
City Manager	45.40	47.40	52.40	5.00	10.5%
Development Services	177.00	190.00	190.00	0.00	0.0%
Finance	83.00	87.00	90.00	3.00	3.4%
Fire	1,032.45	1,039.00	1,061.00	22.00	2.1%
Fire Grants	4.55	0.00	0.00	0.00	N/A
General Services	66.00	71.00	80.00	9.00	12.7%
Human Resources	29.00	33.00	34.00	1.00	3.0%
Information Technology	112.00	116.00	123.00	7.00	6.0%
Mayor and Council	6.60	6.60	6.60	0.00	0.0%
Municipal Counselor	54.00	56.00	58.00	2.00	3.6%
Municipal Court	58.00	62.00	65.00	3.00	4.8%
Parks and Recreation	165.00	183.00	186.00	3.00	1.6%
Planning	26.93	28.93	38.70	9.77	33.8%
Planning Grants	18.07	19.07	21.30	2.23	11.7%
Police	1,527.00	1,542.00	1,564.00	22.00	1.4%
Police Grants	0.00	0.00	3.00	3.00	N/A
Public Transportation and Parking	34.00	37.00	46.00	9.00	24.3%
Public Works	399.00	417.00	400.00	(17.00)	(4.1%)
Utilities	773.00	784.00	808.00	24.00	3.1%
Subtotal	**4,757.00**	**4,866.00**	**4,989.00**	**123.00**	**2.5%**
Positions Frozen in FY21					
City Manager	(1.00)	0.00	0.00	0.00	N/A
Fire	(21.00)	0.00	0.00	0.00	N/A
Police	(34.00)	0.00	0.00	0.00	N/A
Total Frozen Positions	**(56.00)**	**0.00**	**0.00**	**0.00**	**N/A**
Total	**4,701.00**	**4,866.00**	**4,989.00**	**123.00**	**2.5%**

THE GENERAL FUND

The General Fund is the largest fund within the City budget and makes up $557,097,492 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 61.8% of the total budget is expended in this area.

Public Services is the second largest area of spending at 18.3%. 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 9.0% 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 FY21	Adopted FY22	Adopted FY23
General Fund Expenses			
City Auditor	$1,064,484	$1,265,883	$1,445,923
City Clerk	1,215,366	1,182,470	1,287,683
City Manager	3,736,778	3,639,900	4,063,682
Development Services	18,543,170	19,649,683	19,560,736
Finance	8,772,576	9,629,510	9,801,150
Fire	100,412,306	111,049,220	118,439,966
General Services	4,508,402	5,186,776	5,957,496
Human Resources	3,668,232	4,105,218	4,573,199
Mayor & Council	1,155,740	1,238,035	1,281,123
Municipal Counselor	7,620,772	7,848,926	8,315,666
Municipal Court	7,575,574	8,468,593	8,949,175
Non-Departmental Operating	80,405,059	75,671,225	101,209,410
Parks & Recreation	27,985,601	33,048,933	35,954,720
Planning	3,792,257	4,795,185	5,917,482
Police	153,118,846	157,112,887	163,911,659
Public Transportation and Parking	15,854,790	20,645,507	30,610,906
Public Works	34,311,710	35,649,670	35,817,516
Total Expenses	**$473,741,664**	**$500,187,621**	**$557,097,492**

EXPENDITURE SUMMARY TABLE

	Actual FY21	Adopted FY22	Adopted FY23
Operating Funds			
General Operating Funds			
General Fund*	$473,741,664	$500,187,621	$557,097,492
Internal Service Fund*	50,288,792	56,148,641	65,600,054
Total General Operating Funds	**$524,030,456**	**$556,336,262**	**$622,697,546**
Special Revenue Funds			
Court Admin. and Training Fund	$135,734	$247,657	$227,000
Emergency Management Fund	8,352,744	9,567,491	10,189,106
Fire Sales Tax Fund	42,065,245	47,849,502	49,443,185
Hotel/Motel Tax Fund*	8,389,925	11,482,102	14,545,879
MAPS Operations Fund*	0	0	0
MAPS 3 Use Tax Fund*	3,412,704	4,472,309	893,947
MAPS 4 Use Tax Fund*	0	1,740,752	16,833,097
Medical Service Program Fund	8,828,620	6,882,212	7,343,152
Police Sales Tax Fund*	40,350,009	45,367,158	49,515,656
Zoo Sales Tax Fund	14,418,652	14,932,948	16,757,366
Total Special Revenue Funds	**$125,953,633**	**$142,542,131**	**$165,748,388**
Enterprise Funds			
Airports Fund	$18,361,039	$20,814,028	$22,404,283
Solid Waste Management Fund	11,008,970	0	0
Stormwater Drainage Utility Fund*	15,945,287	20,303,107	20,299,321
Public Trans. and Parking Fund	3,784,728	4,885,397	6,040,938
Utilities Fund	83,648,263	110,727,705	115,762,022
Total Enterprise Funds	**$132,748,288**	**$156,730,237**	**$164,506,564**
Subtotal Operating Funds	**$782,732,377**	**$855,608,630**	**$952,952,498**
Less Interfund Transfers (1)	(95,190,313)	(102,901,147)	(114,677,783)
Total Operating Funds	**$687,542,064**	**$752,707,483**	**$838,274,715**

	Actual FY21	Adopted FY22	Adopted FY23
Non-Operating Funds			
Capital Improvement Funds			
Better Streets, Safer City Sales Tax Fund	$49,992,346	$137,211,598	$102,157,287
Better Streets, Safer City Use Tax Fund	19,357,460	30,595,666	12,515,291
Capital Improvement Projects Fund	12,974,968	86,398,872	127,790,830
City and Sch Cap Proj Use Tax Fund	1,676,216	3,541,887	2,572,931
Hotel/Motel Tax Fund*	6,077,230	8,370,344	12,308,968
Impact Fees Fund	959,186	37,308,943	51,130,670
Internal Service Funds*	131,341	2,531,768	3,486,995
MAPS Operations Fund*	966,584	2,317,433	2,236,116
MAPS Sales Tax Fund	0	159,782	159,908
MAPS 3 Sales Tax Fund	59,440,867	113,436,024	80,615,195
MAPS 3 Use Tax Fund*	2,157,568	4,221,033	3,516,804
MAPS 4 Program Fund	1,030,000	118,789,806	250,412,959
MAPS 4 Use Tax Fund*	0	39,703,764	56,879,977
OCMAPS Sales Tax Fund	3,010,649	1,959,528	429,030
OKC Sports Facilities Sales Tax Fund	0	50,373	36,375
OKC Sports Facilities Use Tax Fund	0	98,652	3,693
OKC Tax Increment Financing Fund	0	1,790,144	209,305
Police Sales Tax Fund*	1,434,454	2,625,925	4,422,853
Police/Fire Cap Equip Sales Tax Fund	98,556	2,502,962	2,434,098
Stormwater Drainage Utility Fund*	3,511,971	9,087,334	11,897,917
Street and Alley Fund	78,613	0	103
Total Capital Improvement Funds	**$162,898,008**	**$602,701,838**	**$725,217,305**
Other Non-Operating Funds			
Asset Forfeiture Fund	$1,604,485	$4,132,320	$4,561,789
Debt Service Fund	103,371,515	120,736,539	125,884,695
General Fund - MAPS 4*	114,318,193	117,103,316	132,062,015
Grants Management Fund	125,657,709	188,445,158	117,189,173
OKC Improv. and Special Assess Dist.	2,541,299	4,543,720	5,142,058
Special Assessment Districts Fund	2,457,029	3,331,214	1,754,000
Special Purpose Fund	1,165,155	24,332,573	24,495,183
Total Other Non-Operating Funds	**$351,115,385**	**$462,624,840**	**$411,088,913**
Total Non-Operating Funds	**$514,013,393**	**$1,065,326,678**	**$1,136,306,218**
Subtotal All Funds	**$1,201,555,457**	**$1,818,034,161**	**$1,974,580,933**
Less Interfund Transfers (2)	(173,671,724)	(123,586,770)	(138,511,518)
Total All Funds	**$1,027,883,733**	**$1,694,447,391**	**$1,836,069,415**

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

	Actual FY21	Adopted FY22	Adopted FY23
(1) Transfers between Operating Funds			
Gen Fund Transfer to Emerg Mgmt	$1,947,970	$2,688,335	$4,080,480
Gen Fund to Transit Fund via COTPA	2,953,598	3,864,748	4,446,128
Various Funds to Internal Service Fund	49,884,140	56,136,764	65,710,014
Fire Sales Tax to General Fund	12,250,650	12,510,361	12,770,846
Grants Funds to General Fund	163	181,370	294,612
General Fund to Parking Cash Fund	807,588	603,233	1,114,426
Various Funds Pmts to Gen Fund	982	1,801,614	1,640
Police Sales Tax to General Fund	9,406,146	9,605,555	9,805,560
Speval Purpose to Maps 3	0	0	0
Various Funds Admin Pmts to Gen Fund	17,939,077	15,509,167	16,454,077
Total	**$95,190,313**	**$102,901,147**	**$114,677,783**
(2) Transfers to Non-Operating Funds			
Gen Fund Transfer to MAPS 4 Prog Fund	$114,318,193	$117,103,316	$132,062,015
Various to CIP Fund	45,081,829	6,290,000	6,312,349
Various Miscellaneous Transfers	32,039	0	0
Various Funds to Special Purpose	13,099,000	60,362	4,347
Various Funds to Grant Funds	1,140,663	133,092	132,807
Total	**$173,671,724**	**$123,586,770**	**$138,511,518**

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

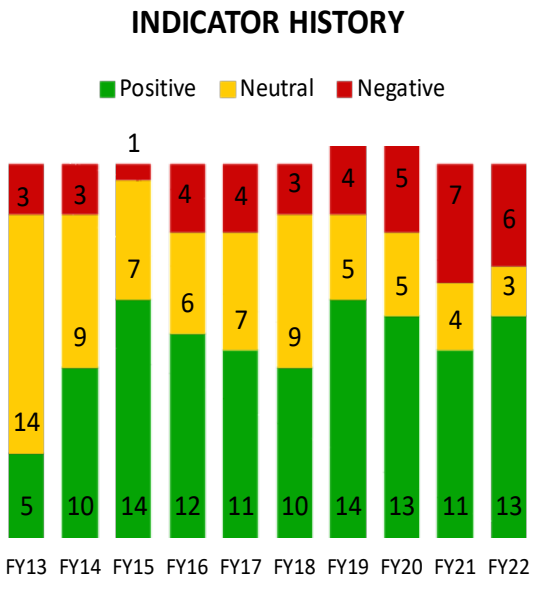
By identifying long-term issues and assessing resources, the Five-Year Financial Forecast provides the Mayor and City Council with the necessary information to create continuity between annual budget cycles and long term needs of the City. The forecast is a valuable tool for identifying potential problems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

SUMMARY

Overall, the City is fairing well in Fiscal Year 2022 (FY22) despite the economic disruption from the COVID-19 pandemic. We expect collections in the last half of the fiscal year to continue to exceed projections and end the year at 9.6% growth over FY21 levels. 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 for sales tax growth in the current year is for growth between 15.5% and 16.7%. This growth is clearly not sustainable nor a reflection of local economic conditions alone. It reflects the artificial support of unprecedented policy. As policy is withdrawn and the economy is left to stand on its own, real activity is expected to fall. The question that dominates the uncertainty, however, is by how much. This uncertainty is reflected in sales tax growth ranging from -4.1% to 2.6%. For FY23, the City's forecasted budget was based on policy withdraw and rising consumer prices.

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 59% trending positive, 14% neutral, and 27% trending negative as shown in the graph. Changes from the previous year included Grant Revenue and Pension Funding, both moving to a positive trend. Grant revenues, as a percentage of operating revenues, typically remains in the 4% to 5% range. In FY14, Federal and state grant funding was at its lowest level since 2001, but gradually returned to the 4-5% range, before dropping again in FY18 due to $24.2 million in disaster recovery grants coming to an end. The decline continued through FY19, but increased significantly in FY21 primarily due to over $103 million in expenditures from grants from the Department of Treasury as part of the Coronavirus Aid, Relief, and Economic Security (CARES) Act and the Consolidated Appropriations Act, 2021 for emergency rental assistance to residents. With growth above the 4-5% range the indicator has moved to a positive rating.



LONG RANGE FINANCIAL SUMMARY

There were six indicators trending negative: Office Vacancy Rates, Airport Activity, 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 restoring 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. 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 52 issues were identified in the forecast with the seven most significant issues highlighted:



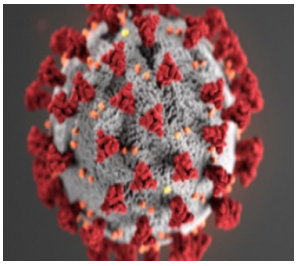
First Americans Museum. The City assumed this project from the State and has partnered with the Chickasaw Nation for capital and operating support. The facility opened in September 2021 with the City responsible for any operating deficit which could place pressure on the General Fund.



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.



COVID-19. The COVID-19 pandemic has adversely affected the City's revenue collections , in addition to many residents and businesses.. The City received over $114 million in Cares Act funding and $19.6 million from ERAP1 to provide economic aid to businesses and residents throughout the community. An additional $122 million in American Rescue Funds for City project and aid for resident and businesses is available.

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 is currently completing a classification and compensation study, and is expected to be completed until the fall of 2022.

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.

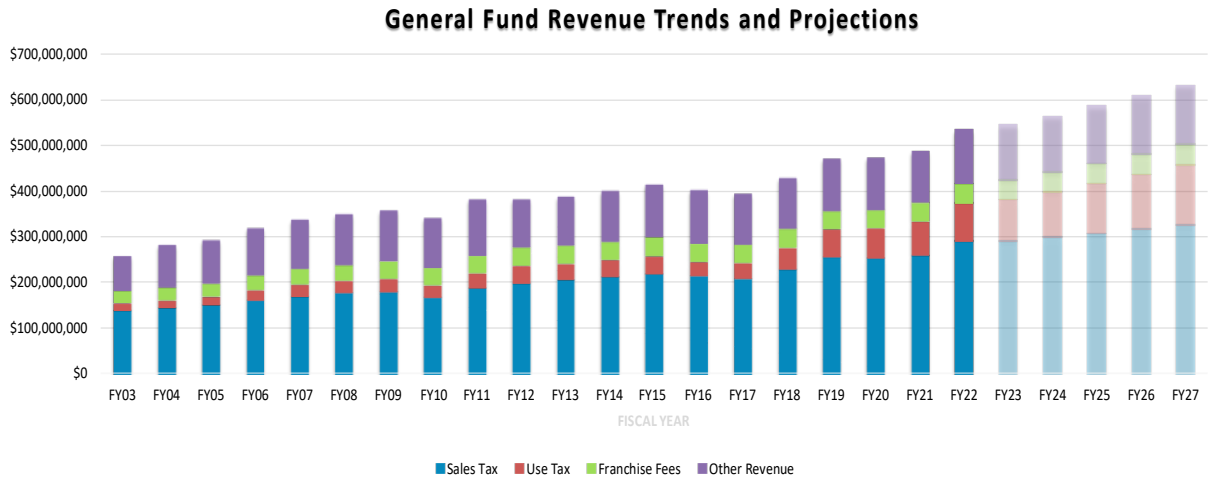
The forecast also closed the communication loop on 6 previously identified issues that were resolved with successful outcomes including voter approval of a permanent one-quarter cent sales tax increase that went into effect January 1, 2018 which generates approximately $27 million per year for the General 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

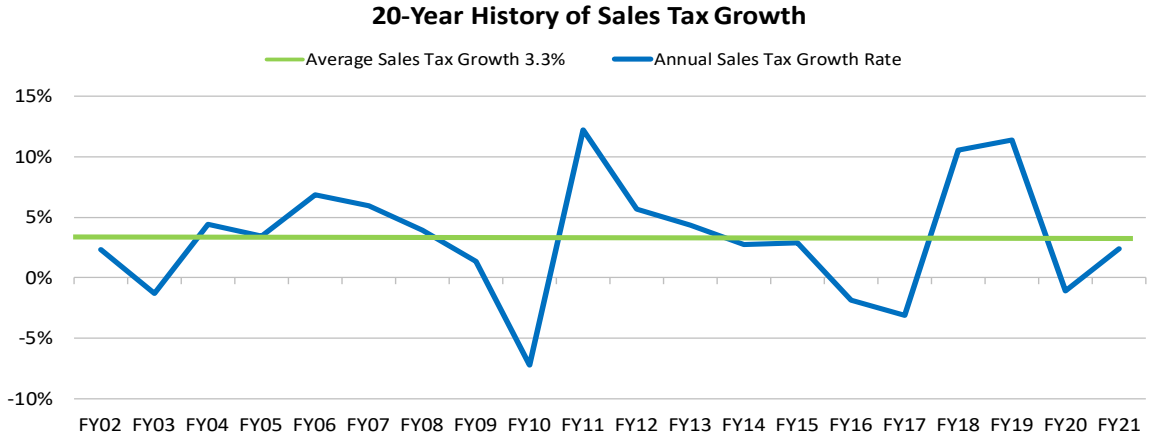
The General Fund is the largest fund within the City and serves as the mechanism from which many of the core services are primarily funded.

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 3.4% per year over the next five years and reach $631.7 million in FY27.



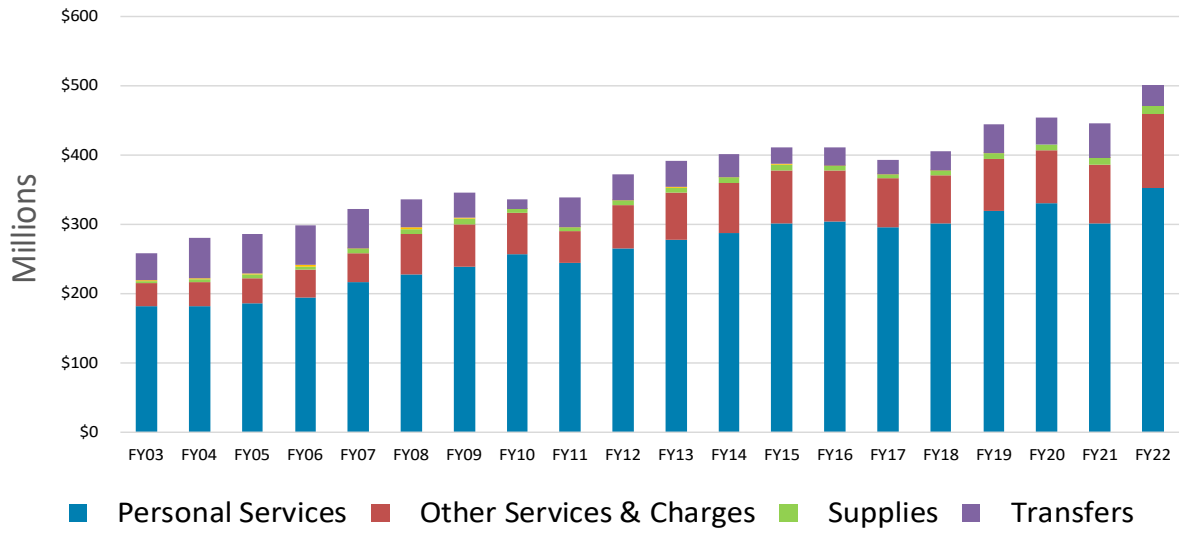
With the current revenue mix, sales tax accounts for more than half of General Fund revenue, so continued stability of the General Fund is contingent upon conservative financial management because sales tax revenue growth can be volatile as shown in the table below.



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 grown by 418 or 9.4% over the last 20 years. Besides normal historical growth, additional capital, operating and/or maintenance costs were added for the COTPA Cares Act subsidy replacement, First Americans Museum, Northwest Bus Rapid Transit, Streetcar capital replacement, and streetlight LED upgrades.

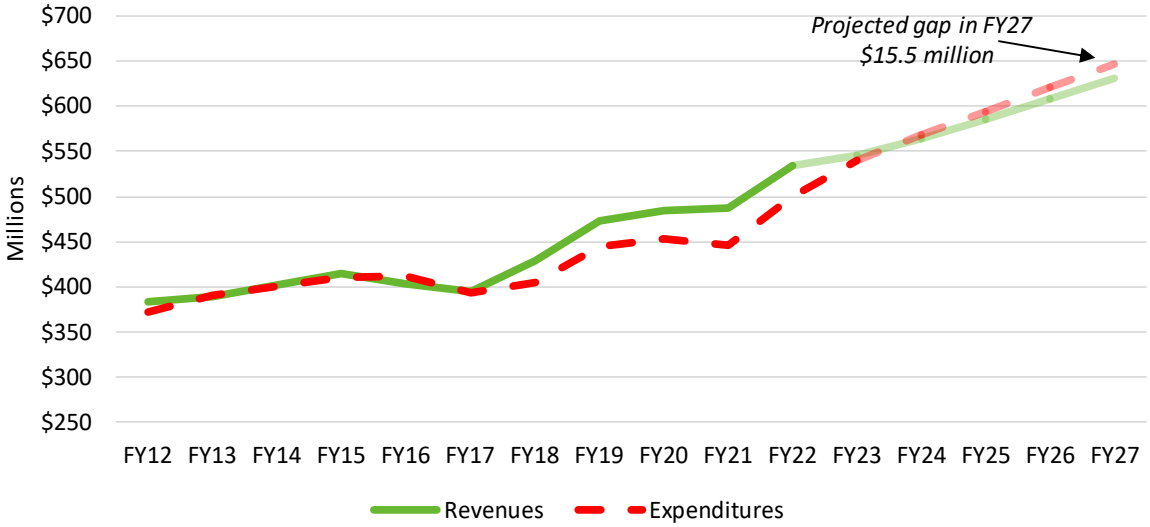
LONG RANGE FINANCIAL SUMMARY

The additional costs range from $6.2 million to $8.7 million annually from FY22 to FY26. Overall, General Fund expenditures are projected to have annual growth of 5.3% and reach $647.2 million in FY27.



Projected Revenue/Expenditure Gap. Over the next five years, a gap between General Fund revenues and expenses is expected 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 3.4%. Expenses were projected to grow at the same rate as long-term trends and average growth of 5.3% annually. Known increases to expenses, such as subsidies to COTPA, streetlight LED upgrades, 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 $15.5 million by FY27.

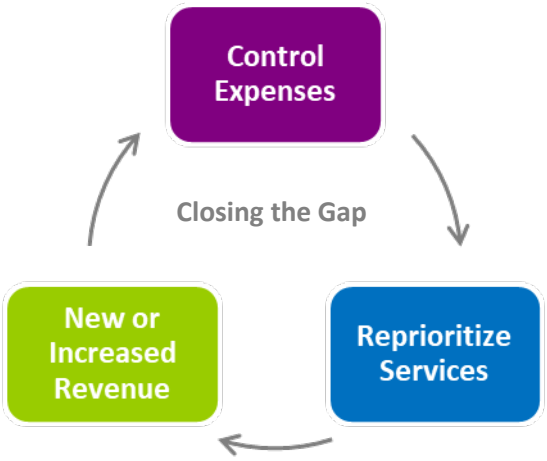
General Fund Revenues and Expenditures



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

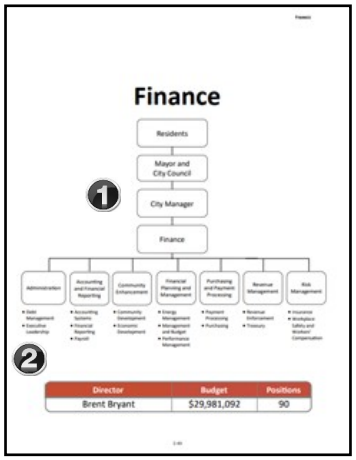
Each department develops a Mission Statement to clearly communicate the purpose of the department. The Mission Statement includes the results the department will achieve for its customers, the future direction of the department, and its commitment to public service.

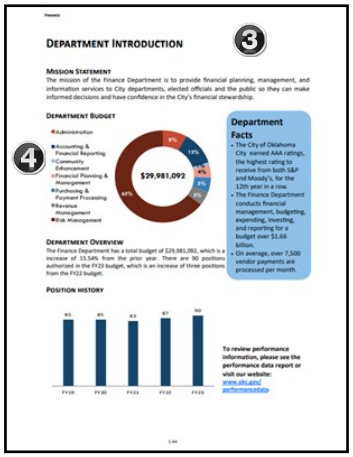
4 DEPARTMENT BUDGET, OVERVIEW AND POSITION HISTORY

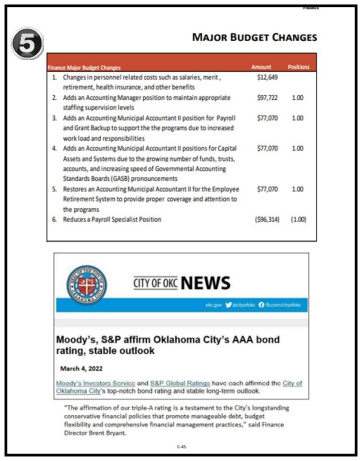
The Department Budget shows the budget by Line of Business to include any non-operating components of the budget, such as capital spending. The Department Overview is a quick snap shot of the current budget, how it changed since last fiscal year and any significant changes. The Position History is a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

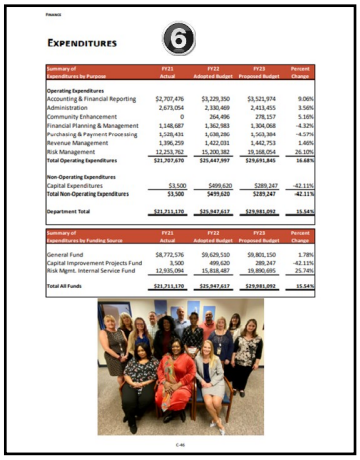
The first table lists the department's positions by Line of Business or purpose and the second table lists the positions by funding source.

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.


EXPENDITURES 6

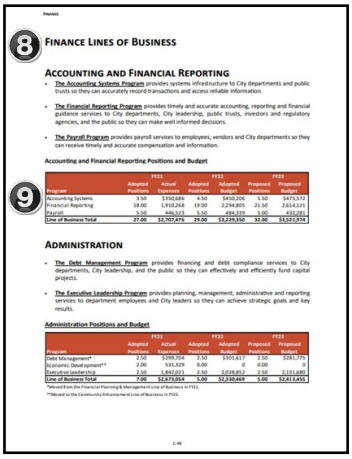
Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Proposed Budget	Percent Change
Operating Expenditures				
Accounting & Financial Reporting	$2,707,476	$3,229,350	$3,521,974	9.06%
Administration	2,673,054	2,330,469	2,413,455	3.56%
Community Enhancement	0	264,496	278,157	5.16%
Financial Planning & Management	1,148,687	1,362,983	1,304,068	-4.32%
Purchasing & Payment Processing	1,509,431	1,638,286	1,563,304	-4.57%
Revenue Management	1,396,259	1,422,031	1,442,753	1.46%
Risk Management	12,253,762	15,200,382	19,168,054	26.10%
Total Operating Expenditures	$21,707,670	$25,447,997	$29,691,845	16.68%
Non-Operating Expenditures				
Capital Expenditures	$3,500	$499,620	$289,247	-42.11%
Total Non-Operating Expenditures	$3,500	$499,620	$289,247	-42.11%
Department Total	$21,711,170	$25,947,617	$29,981,092	15.54%

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Proposed Budget	Percent Change
General Fund	$8,772,576	$9,629,510	$9,801,150	1.78%
Capital Improvement Projects Fund	3,500	499,620	289,247	-42.11%
Risk Mgmt. Internal Service Fund	12,935,094	15,818,487	19,890,695	25.74%
Total All Funds	$21,711,170	$25,947,617	$29,981,092	15.54%


7 POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Proposed Budget	Percent Change
Accounting & Financial Reporting	27.00	29.00	32.00	10.34%
Administration	7.00	5.00	5.00	0.00%
Community Enhancement	0.00	2.00	2.00	0.00%
Financial Planning & Management	11.00	12.00	12.00	0.00%
Purchasing and Payment Processing	17.00	17.00	17.00	0.00%
Revenue Management	10.00	10.00	10.00	0.00%
Risk Management	11.00	12.00	12.00	0.00%
Department Total	83.00	87.00	90.00	3.45%

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Proposed Budget	Percent Change
General Fund	72.00	75.00	78.00	4.00%
Risk Mgmt. Internal Service Fund	11.00	12.00	12.00	0.00%
Department Total	83.00	87.00	90.00	3.45%


8 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

9

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Proposed Positions	FY23 Proposed Budget
Accounting Systems	3.50	$350,886	4.50	$450,206	5.50	$473,372
Financial Reporting	18.00	1,910,268	19.00	2,294,805	21.50	2,614,121
Payroll	5.50	446,323	5.50	484,339	5.00	432,481
Line of Business Total	27.00	$2,707,476	29.00	$3,229,350	32.00	$3,521,974

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.

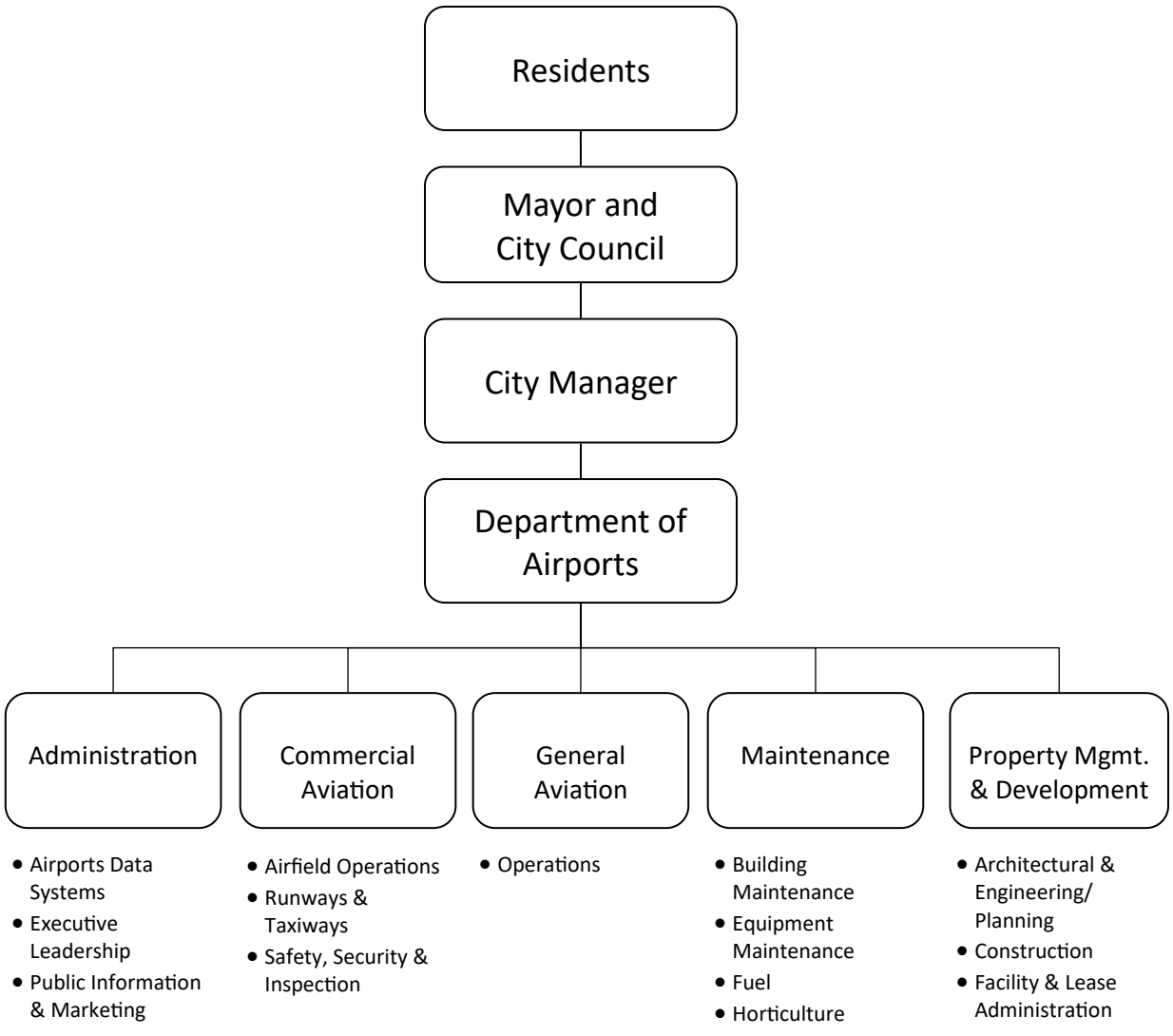
Administration Positions and Budget

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Proposed Positions	FY23 Proposed Budget
Debt Management*	2.50	$299,704	2.50	$303,817	2.50	$281,271
Economic Development**	2.00	531,329	0.00	0	0.00	0
Executive Leadership	2.50	1,842,021	2.50	2,028,852	2.50	2,131,680
Line of Business Total	7.00	$2,673,054	5.00	$2,330,469	5.00	$2,413,455

*Moved from the Financial Planning & Management Line of Business in FY22.
**Moved to the Community Enhancement Line of Business in FY22.

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Airports



Director	Budget	Positions
Jeffrey Mulder	$22,404,283	144

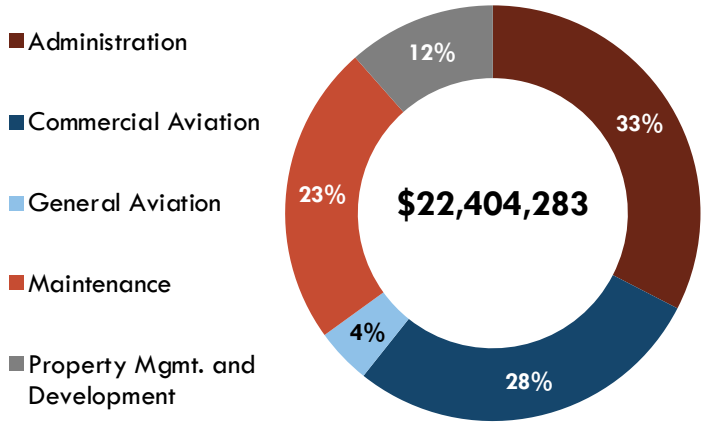
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DEPARTMENT INTRODUCTION

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



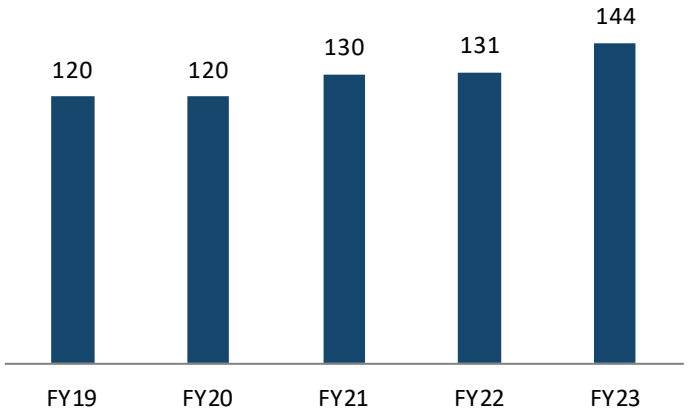
DEPARTMENT OVERVIEW

The Airports Department has a total budget of $22,404,283, which is an increase of 7.64%. There are 144 positions authorized in the FY23 budget, which is an increase of thirteen positions from FY22.

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.
- WRWA terminal expansion project added an additional 133,000 square feet of new terminal space and renovated over 43,000 square feet of existing terminal space.

POSITION HISTORY



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	$272,483	
2. Adds an Airport Operations Officer to assist with the efficiency and workload of the division	$71,529	1.00
3. Adds a Municipal Accountant II to take over full responsibilities for Airport billing	$77,070	1.00
4. Adds a Contract Coordinator to help ensure the successful completion of the capital improvement projects	$71,529	1.00
5. Adds an Equipment Maintenance Mechanic so they can meet their LFR goals for on-time completion of scheduled preventative maintenance work orders	$61,022	1.00
6. Adds a Building Maintenance Mechanic I so they can have more coverage on the 3rd shift	$61,022	1.00
7. Adds a Grounds Maintenance Operator II so they can better meet their LFR goals of 90% of landscape maintained according to schedule	$57,342	1.00
8. Adds a Grounds Maintenance Operator I that will assist in the operations and maintenance of the two general aviation airports.	$52,375	1.00
9. Adds a Construction Equipment Operator II so they can maintain a safe operational airfield and be FAA compliant	$59,089	1.00
10. Deletes an Engineering Assistant I and adds an Engineering Assistant II in order to better assist on major engineering projects	$0	
11. Adds a Construction Project manager to allow for better oversight and management of the capital improvement program	$83,278	1.00
12. Adds a Revenue Auditor so they can ensure that expenditures and revenues are reported accurately to stay in compliance with FAA revenue requirements	$86,519	1.00
13. Deletes a Municipal Accountant II and adds a Municipal Accountant III to better align with department accounting needs	($25,452)	
14. Adds a Grounds Maintenance Operator I so they can better meet their LFR goals of 90% of landscape maintained according to schedule	$52,375	1.00
15. Adds a Construction Equipment Operator I so they can maintain a safe operational airfield and be FAA compliant	$57,342	1.00

EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$5,735,466	$6,521,385	$7,297,082	11.89%
Commercial Aviation	5,642,659	6,016,026	6,302,604	4.76%
General Aviation	851,365	892,567	970,831	8.77%
Maintenance	4,155,766	5,038,580	5,251,821	4.23%
Property Mgmt. and Development	1,975,782	2,345,470	2,581,945	10.08%
Total Operating Expenditures	**$18,361,039**	**$20,814,028**	**$22,404,283**	**7.64%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Airport Cash Fund	$18,361,039	$20,814,028	$22,404,283	7.64%
Total All Funds	**$18,361,039**	**$20,814,028**	**$22,404,283**	**7.64%**



POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	25.00	24.00	28.00	16.67%
Commercial Aviation	25.00	26.00	29.00	11.54%
General Aviation	10.00	10.00	11.00	10.00%
Maintenance	50.00	49.00	52.00	6.12%
Property Mgmt. and Development	20.00	22.00	24.00	9.09%
Department Total	**130.00**	**131.00**	**144.00**	**9.92%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Airport Cash Fund	130.00	131.00	144.00	9.92%
Department Total	**130.00**	**131.00**	**144.00**	**9.92%**



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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

	FY21		FY22		FY23	
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	5,539,784	21.95	6,305,316	25.95	7,096,111
Public Information and Marketing	2.05	195,682	2.05	216,069	2.05	200,971
Line of Business Total	**25.00**	**$5,735,466**	**24.00**	**$6,521,385**	**28.00**	**$7,297,082**

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	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Airfield Operations	8.00	$770,244	8.00	$767,995	8.00	$780,810
Runways and Taxiways	14.00	1,136,024	15.00	1,458,216	18.00	1,679,858
Safety, Security, and Inspections	3.00	3,736,392	3.00	3,789,815	3.00	3,841,936
Line of Business Total	**25.00**	**$5,642,659**	**26.00**	**$6,016,026**	**29.00**	**$6,302,604**

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	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Operations	10.00	$851,365	10.00	$892,567	11.00	$970,831
Line of Business Total	**10.00**	**$851,365**	**10.00**	**$892,567**	**11.00**	**$970,831**

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	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Building Maintenance	19.00	$1,680,895	19.00	$1,846,520	20.00	$1,931,813
Equipment Maintenance	8.00	824,295	8.00	1,353,737	9.00	1,423,655
Fuel	7.00	676,941	7.00	740,008	7.00	735,520
Horticulture	16.00	973,635	15.00	1,098,315	16.00	1,160,833
Line of Business Total	**50.00**	**$4,155,766**	**49.00**	**$5,038,580**	**52.00**	**$5,251,821**

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.

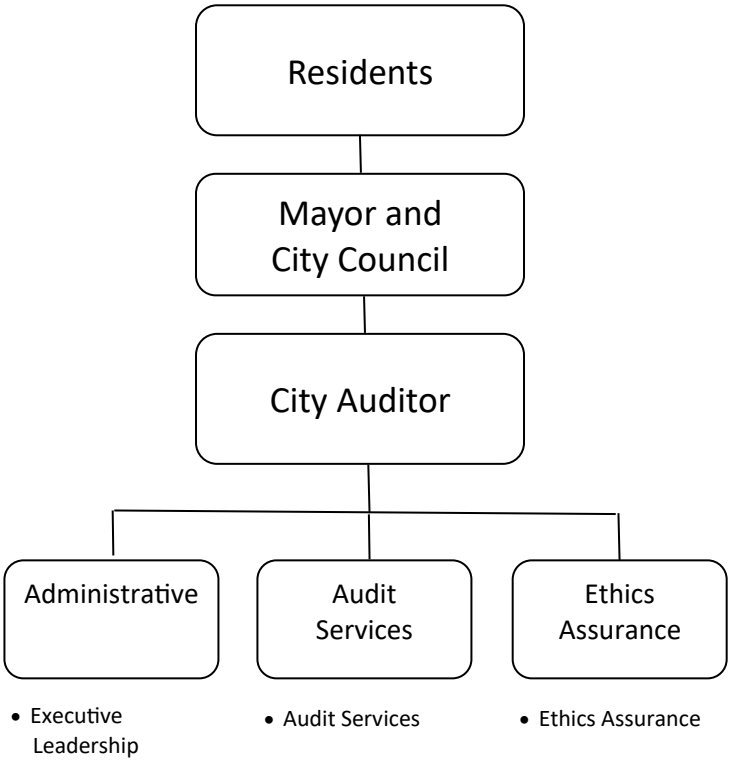
- **The Construction Program** provides capital improvement construction services to tenants and other Airport divisions so they can have the buildings, facilities and infrastructure necessary to meet their needs within budget and time constraints.

- **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	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Architectural and Engineering/Planning	6.00	$700,598	6.00	$738,802	7.00	$835,703
Construction	8.00	688,744	8.00	840,936	9.00	952,162
Facility and Lease Administration	6.00	586,440	8.00	765,732	8.00	794,080
Line of Business Total	**20.00**	**$1,975,782**	**22.00**	**$2,345,470**	**24.00**	**$2,581,945**

City Auditor



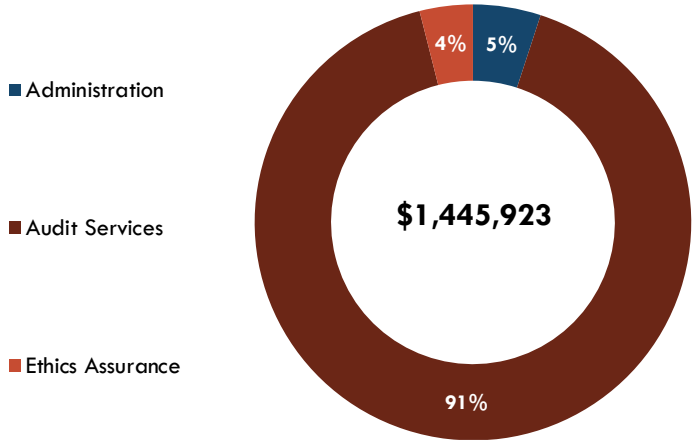
Director	Budget	Positions
Matt Weller	$1,445,923	8

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



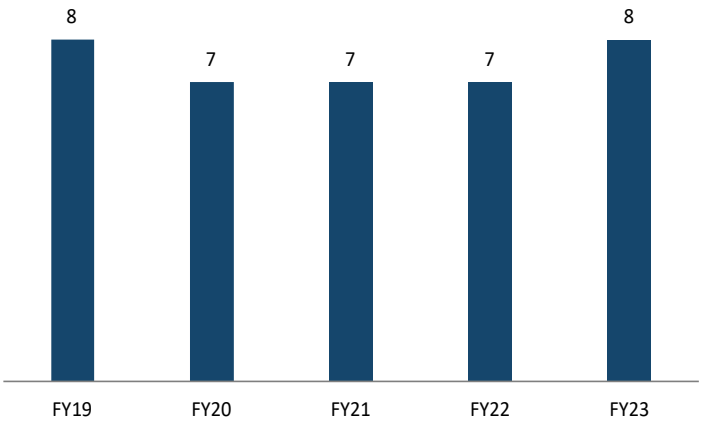
DEPARTMENT OVERVIEW

The Office of the City Auditor (OCA) has a FY23 budget of $1,445,923, which is an increase of 14.22%. There are eight positions authorized in the FY23 budget, which is an increase of one position from the FY22 budget.

Department Facts

- The OCA is audited every three years to ensure compliance with Generally Accepted Government Auditing Standards.
- The OCA determines audits to perform by developing a triennial audit plan that is based upon a citywide risk assessment .
- The OCA has issued four audit reports so far in FY22, and three audit reports were issued in FY21. All reports are available on the Department's official City website.

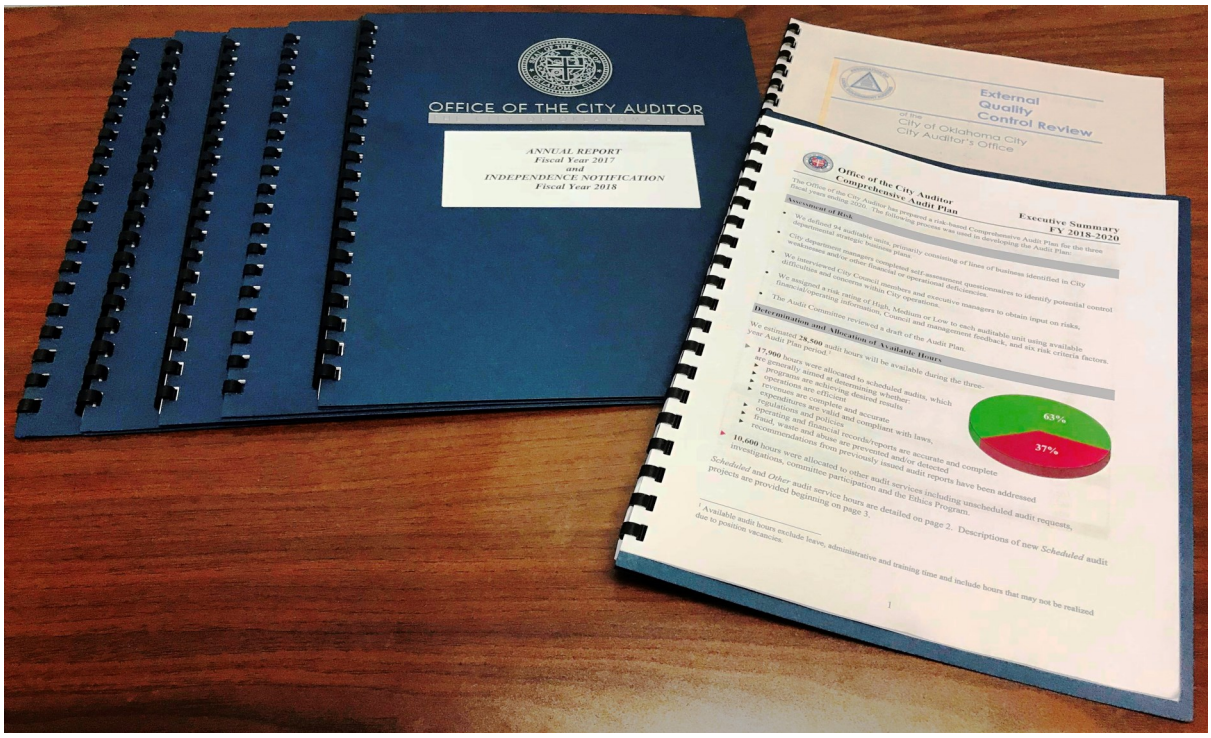
POSITION HISTORY



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	$68,814	
2. Adds an Audit Manager to the Audit Services program to increase the Departments ability to conduct audits and provide advisory services	$104,776	1.00



EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$72,980	$69,199	$72,580	4.89%
Audit Services	935,159	1,141,916	1,316,420	15.28%
Ethics Assurance	56,346	54,768	56,923	3.93%
Total Operating Expenditures	**$1,064,484**	**$1,265,883**	**$1,445,923**	**14.22%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$1,064,484	$1,265,883	$1,445,923	14.22%
Total All Funds	**$1,064,484**	**$1,265,883**	**$1,445,923**	**14.22%**



POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	0.20	0.20	0.20	0.00%
Audit Services	6.45	6.45	7.45	15.50%
Ethics Assurance	0.35	0.35	0.35	0.00%
Department Total	**7.00**	**7.00**	**8.00**	**14.29%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	7.00	7.00	8.00	14.29%
Department Total	**7.00**	**7.00**	**8.00**	**14.29%**



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	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Executive Leadership	0.20	$72,980	0.20	$69,199	0.20	$72,580
Line of Business Total	**0.20**	**$72,980**	**0.20**	**$69,199**	**0.20**	**$72,580**

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	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Audit Services	6.45	$935,159	6.45	$1,141,916	7.45	$1,316,420
Line of Business Total	**6.45**	**$935,159**	**6.45**	**$1,141,916**	**7.45**	**$1,316,420**

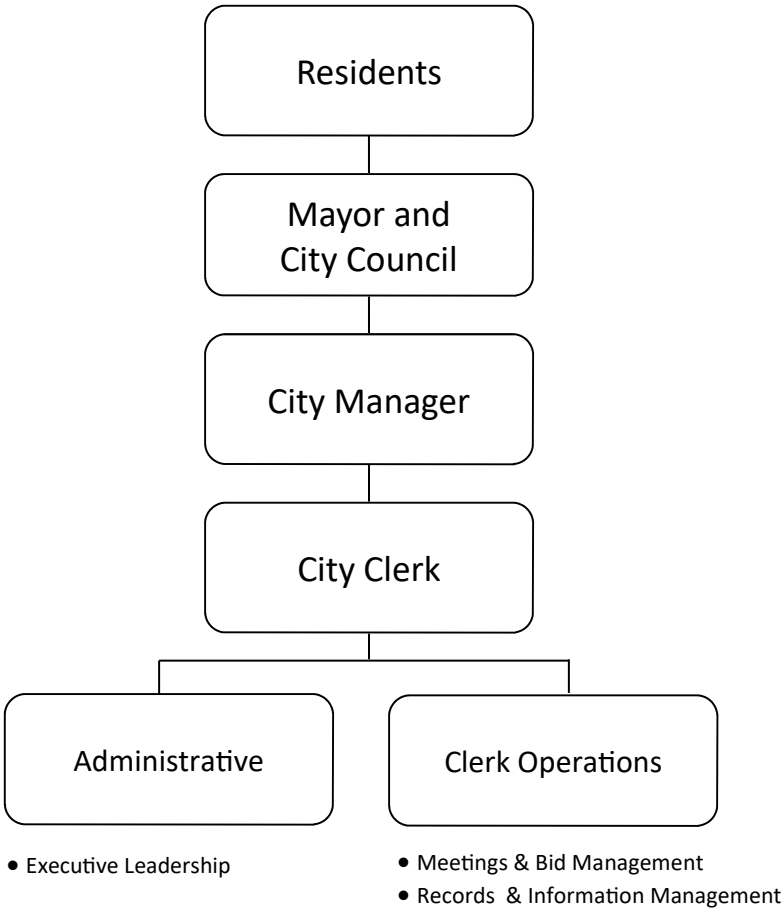
ETHICS ASSURANCE

- **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	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Ethics Assurance	0.35	$56,346	0.35	$54,768	0.35	$56,923
Line of Business Total	**0.35**	**$56,346**	**0.35**	**$54,768**	**0.35**	**$56,923**

City Clerk



Director	Budget	Positions
Amy Simpson	$1,448,453	10

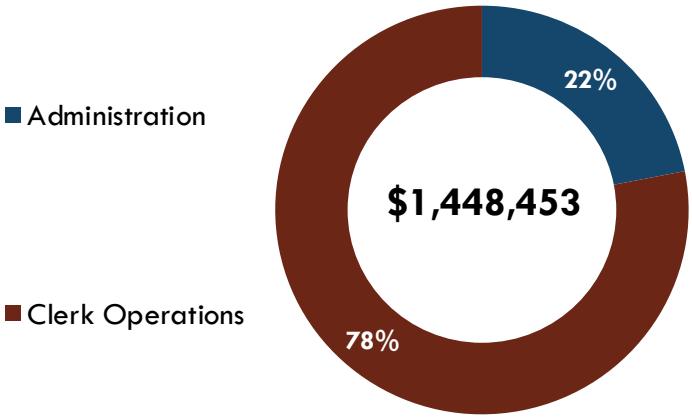
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DEPARTMENT INTRODUCTION

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.

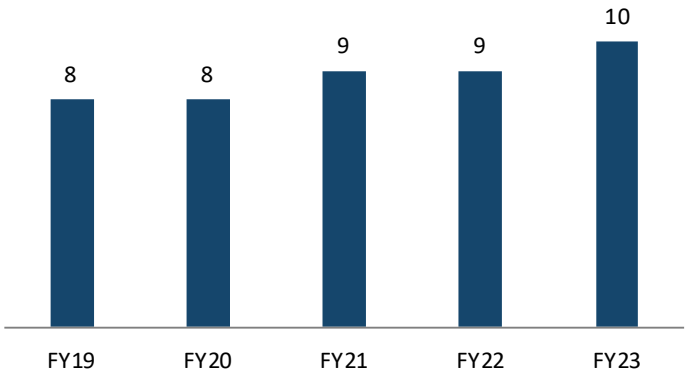
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Office of the City Clerk has a total budget of $1,448,453, which is an increase of 19.78%. There are ten positions authorized in the FY23 budget, which is an increase of one position from the FY22 budget.

POSITION HISTORY



Department Facts

- The Office of the City Clerk is responsible for preserving and maintaining records dating as far back as 1890.
- The Office of the City Clerk received an estimated 4,900 record requests in FY21.
- The Office of the City Clerk provides agenda management services for over 70 City Trusts, Boards and Commissions.
- The Office of the City Clerk receives all lawsuits, protests, appeals, claims, bids and campaign reports for City elections.

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. Adds an Administrative Assistant position	$71,529	1.00



EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$257,454	$248,939	$282,676	13.55%
Clerk Operations	957,912	933,531	1,005,007	7.66%
Total Operating Expenditures	**$1,215,366**	**$1,182,470**	**$1,287,683**	**8.90%**
Non-Operating Expenditures	$0	$26,817	$160,770	499.51%
Department Total	**$1,215,366**	**$1,209,287**	**$1,448,453**	**19.78%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$1,215,366	$1,182,470	$1,287,683	8.90%
Capital Improvement Projects	0	26,817	160,000	496.64%
Special Purpose Fund	0	0	770	N/A
Total All Funds	**$1,215,366**	**$1,209,287**	**$1,448,453**	**19.78%**



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POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	0.68	0.68	0.75	10.29%
Clerk Operations	8.32	8.32	9.25	11.18%
Department Total	**9.00**	**9.00**	**10.00**	**11.11%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	9.00	9.00	10.00	11.11%
Department Total	**9.00**	**9.00**	**10.00**	**11.11%**



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	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Executive Leadership	0.68	$257,454	0.68	$248,939	0.75	$282,676
Line of Business Total	**0.68**	**$257,454**	**0.68**	**$248,939**	**0.75**	**$282,676**



CLERK OPERATIONS

- **The Meeting and Bid Management Program** provides oversight and coordination services for public meetings and bidding to the City and its Trusts so they can conduct official business and maintain the confidence and trust of the residents of Oklahoma City.

- **The Records and Information Management Program** provides record preservation, management, and storage services to City departments and the public so they can receive or access official information requested in a timely manner.

Clerk Operations Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bid Management*	1.49	$116,725	1.49	$124,882	0.00	$0
Election Management**	0.00	0	0.00	212	0.00	0
Meetings and Bid Management	2.00	240,868	2.00	236,714	3.85	410,213
Records and Information Management	3.38	395,617	3.38	418,663	5.40	594,794
Records Management***	1.45	204,703	1.45	153,060	0.00	0
Line of Business Total	**8.32**	**$957,912**	**8.32**	**$933,531**	**9.25**	**$1,005,007**

* Consolidated with Meetings and Bid Management Program in FY23

** Program Deactivated and moved to Executive Leadership in FY23

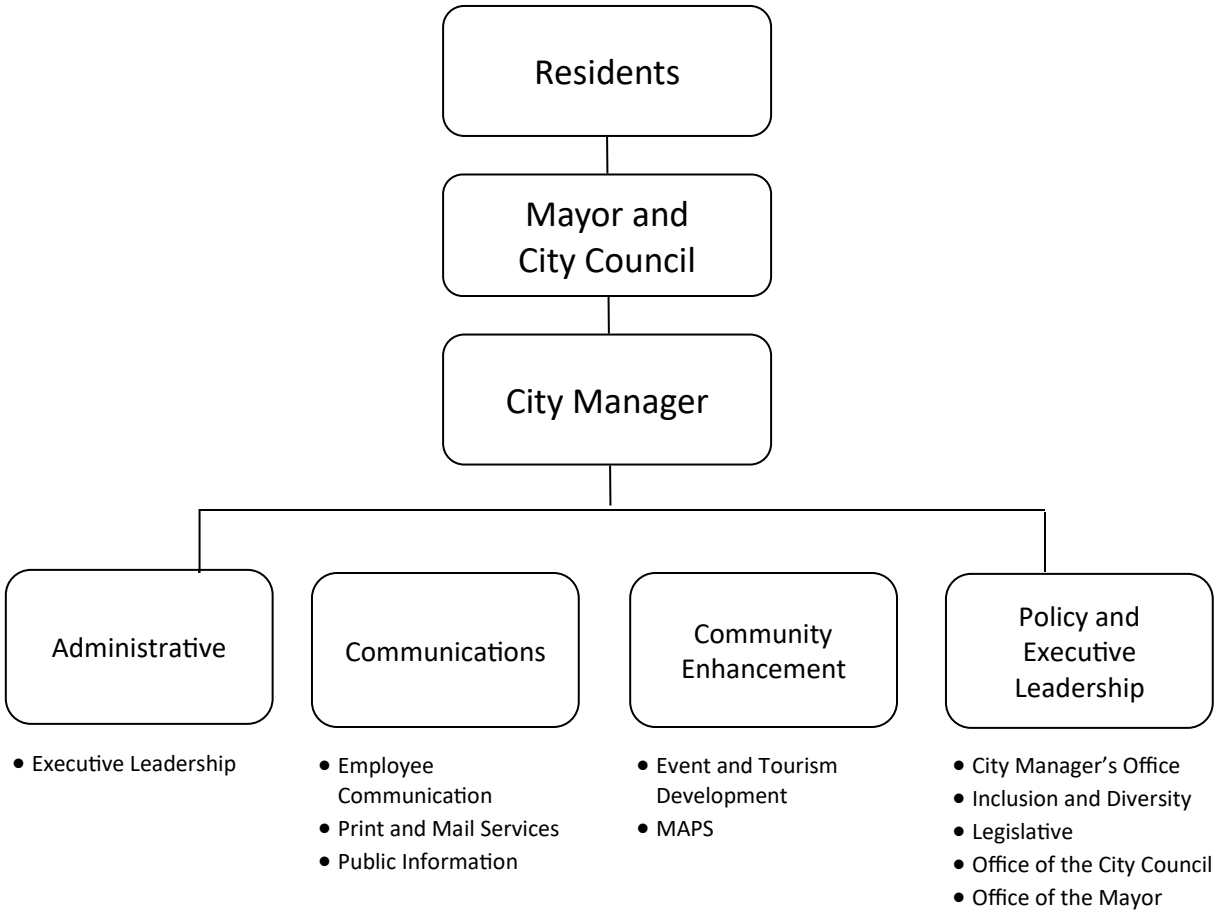
*** Consolidated with Records and Information Management Program in FY23



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SEAL OF THE CITY OF
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City Manager



Director	Budget	Positions
Craig Freeman	$358,278,614	52.40

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DEPARTMENT INTRODUCTION

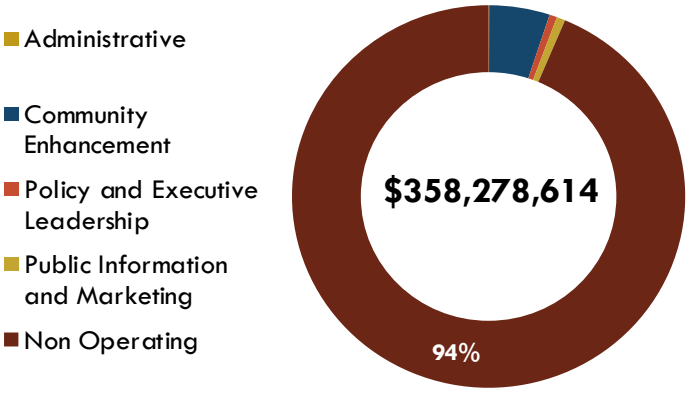
MISSION STATEMENT

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.

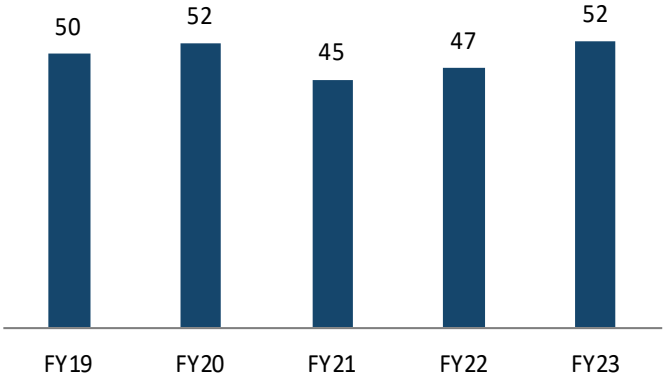
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The City Manager's Office has a total FY23 budget of $358,278,614, an increase of 42.21% from FY22. There are 52.40 authorized positions, an increase of 5 positions from FY22. 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 FY25.
- 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. Adds a Municipal Accountant I to the MAPS Office to assist with providing funding information for MAPS projects and research invoice and payment discrepancies	$70,809	1.00
2. Adds a Public Information and Marketing Coordinator to the Public Information and Marketing Program to work on developing, implementing, and evaluating employee communication plans and events	$50,919	1.00
3. Adds an Administrative Specialist to the Inclusion and Diversity program to oversee the development and implementation of City projects and	$77,070	1.00
4. Adds an Administrator Coordinator to Public Information and Marketing Program so they can assist with processing permits	$48,036	1.00
5. Adds an Executive Manager/Special Projects Manager to the City Manager's Office to address an increased demand in special project management	$127,238	1.00



EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administrative	$174,778	$155,069	$187,163	20.70%
Communications	2,125,983	2,691,313	2,529,671	-6.01%
Community Enhancement	4,049,586	6,343,177	17,823,835	180.99%
Policy and Executive Leadership	1,538,638	1,850,336	2,242,434	21.19%
Total Operating Expenditures	**$7,888,985**	**$11,039,895**	**$22,783,103**	**106.37%**
Non-Operating Expenditures				
Capital Expenditures	$63,793,326	$240,898,177	$335,495,511	39.27%
Total Non-Operating Expenditures	**$63,793,326**	**$240,898,177**	**$335,495,511**	**39.27%**
Department Total	**$71,682,311**	**$251,938,072**	**$358,278,614**	**42.21%**

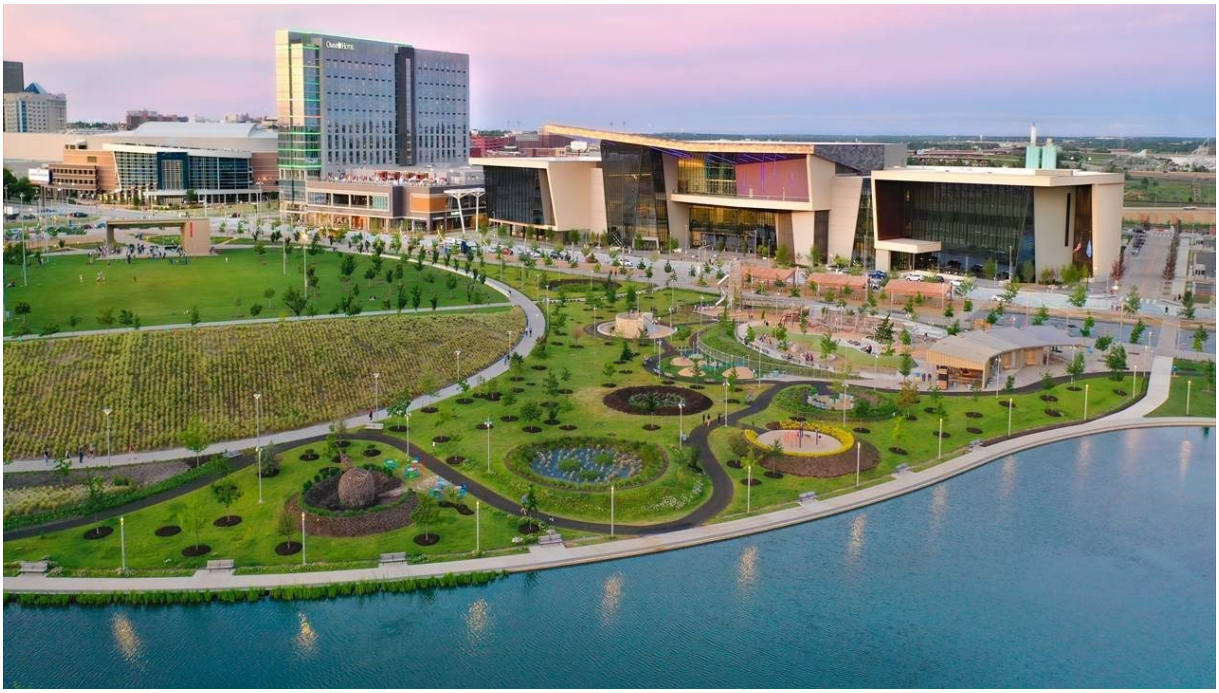
Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$3,736,778	$3,639,900	$4,063,682	11.64%
Capital Improvement Projects Fund	212,375	2,923,680	2,173,589	-25.66%
MAPS 4 Use Tax Fund - Operating	0	1,740,752	16,833,097	867.00%
MAPS 4 Program Fund	1,030,000	118,789,806	250,412,959	110.80%
MAPS 3 Sales Tax Fund	59,440,867	113,436,024	80,615,195	-28.93%
MAPS 3 Use Tax Fund	3,412,704	4,472,309	893,947	-80.01%
MAPS Sales Tax Fund	0	159,782	159,908	0.08%
OCMAPS Sales Tax Fund - Non-Operating	3,010,649	1,959,528	429,030	-78.11%
OKC Tax Increment Financing Fund	0	1,790,144	209,305	-88.31%
Police & Fire Capital Sales Tax Fund	98,556	1,468,592	1,180,322	-19.63%
Operating	739,502	935,909	992,377	6.03%
Print Shop Internal Service Fund - Capital	0	251,025	263,787	5.08%
Special Purpose Fund	880	221,596	11,348	-94.88%
Sports Facilities Sales Tax Fund	0	50,373	36,375	-27.79%
Sports Facilities Use Tax Fund	0	98,652	3,693	-96.26%
Total All Funds	**$71,682,311**	**$251,938,072**	**$358,278,614**	**42.21%**

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POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administrative	0.70	0.70	0.70	0.00%
Communications	14.00	15.00	17.00	13.33%
Community Enhancement	22.70	22.70	23.70	4.41%
Policy and Executive Leadership	8.00	9.00	11.00	22.22%
Department Total	**45.40**	**47.40**	**52.40**	**10.55%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	20.95	22.95	26.95	17.43%
Print Shop Internal Service Fund	2.45	2.45	2.45	0.00%
MAPS 3 Use Tax Fund	22.00	22.00	3.45	-84.32%
MAPS 4 Use Tax Fund	0.00	0.00	19.55	N/A
Department Total	**45.40**	**47.40**	**52.40**	**10.55%**



CITY MANAGER LINES OF BUSINESS

ADMINISTRATION

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

Administration Positions and Budget

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Executive Leadership	0.70	$174,778	0.70	$155,069	0.70	$187,163
Line of Business Total	**0.70**	**$174,778**	**0.70**	**$155,069**	**0.70**	**$187,163**

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

Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Employee Communication	1.10	$149,454	1.10	$177,283	2.10	$233,017
Print and Mail Services	2.45	739,657	2.45	1,186,934	2.45	992,377
Public Information	10.45	1,236,872	11.45	1,327,096	12.45	1,304,277
Line of Business Total	**14.00**	**$2,125,983**	**15.00**	**$2,691,313**	**17.00**	**$2,529,671**

COMMUNITY ENHANCEMENT

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

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

Community Enhancement Positions and Budget

Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Development*	0.00	$1,960	0.00	$0	0.00	$0
Economic Development**	0.00	5,544	0.00	0	0.00	0
Event and Tourism Development	0.70	629,378	0.70	130,116	0.70	96,791
MAPS	22.00	3,412,704	22.00	6,213,061	23.00	17,727,044
Line of Business Total	**22.70**	**$4,049,586**	**22.70**	**$6,343,177**	**23.70**	**$17,823,835**

*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 Inclusion and Diversity Program** provides strategic guidance in advancing equity to all employees so the City will be positioned as an inclusive employer and community of choice for all.

- **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

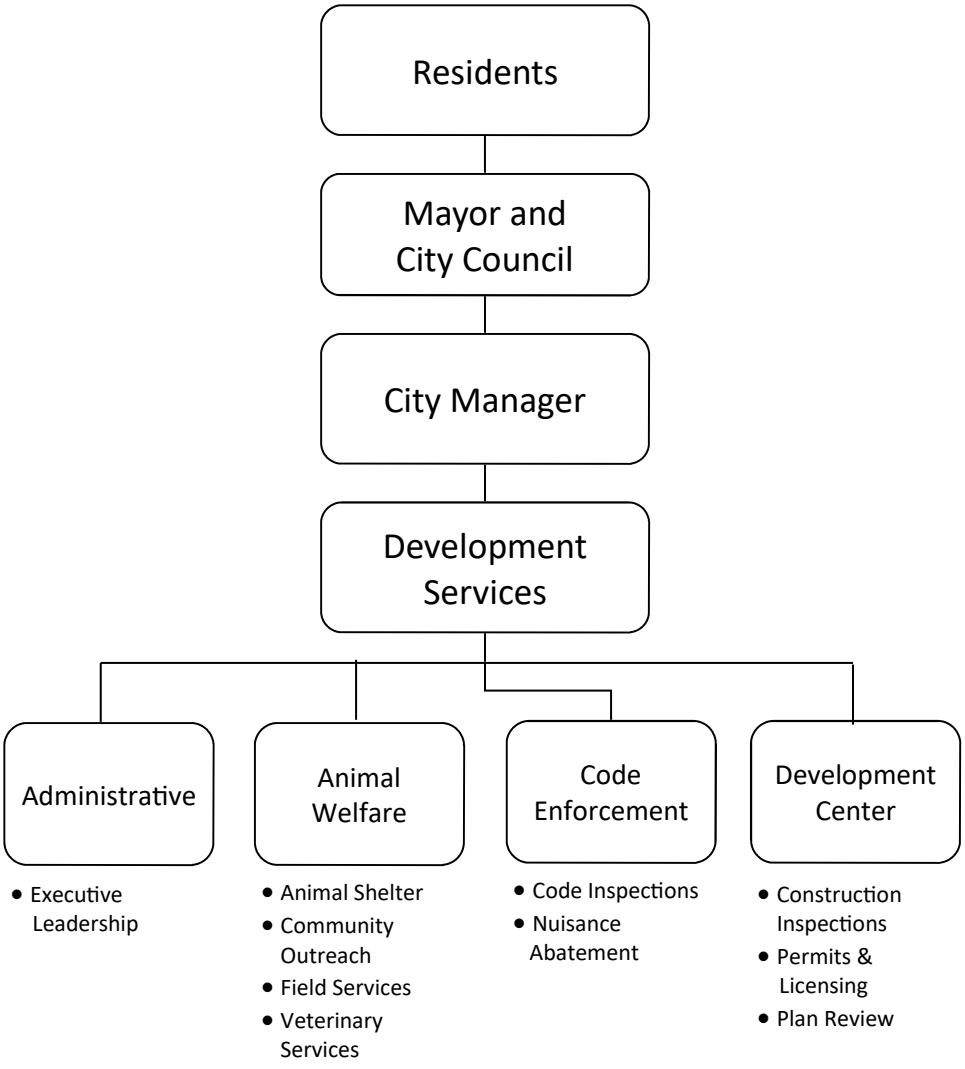
	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
City Manager's Office	7.40	$1,422,242	8.40	$1,737,072	8.40	$1,867,560
Inclusion and Diversity*	0.00	0	0.00	0	2.00	256,686
Legislative	0.60	116,395	0.60	113,264	0.60	118,188
Line of Business Total	**8.00**	**$1,538,638**	**9.00**	**$1,850,336**	**11.00**	**$2,242,434**

*Added during the FY22 Strategic Business Plan update process



The City of
OKLAHOMA CITY

Development Services



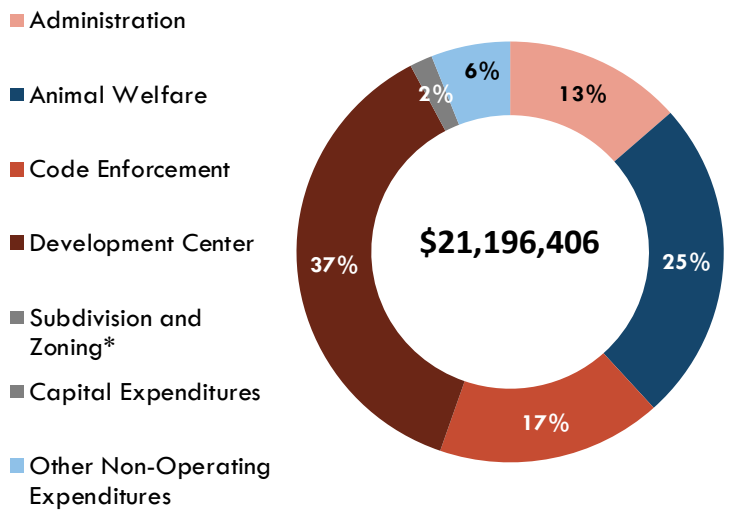
Director	Budget	Positions
Rick Wickenkamp	$21,196,406	190

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



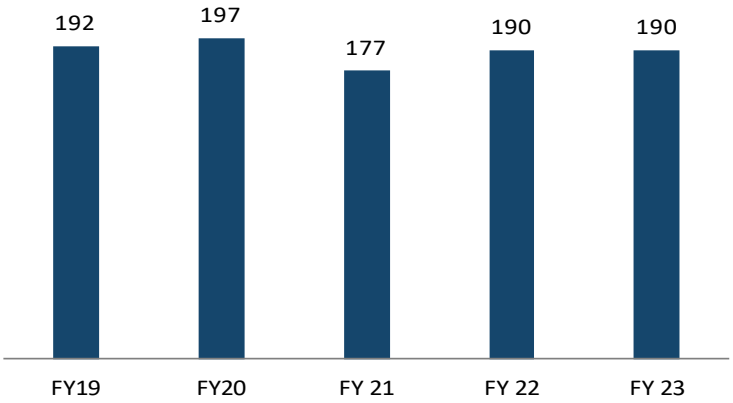
Department Facts

- There were over 14,200 live releases from the Animal Shelter in FY21.
- There were over 22,600 code complaints received in FY21.
- Development Center completed over 122,200 construction related inspections in FY21.

DEPARTMENT OVERVIEW

The Development Services Department has a total budget of $21,196,406 which is a decrease of 0.59%. There are 190 positions authorized in the FY23 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

Development Services Department Major Budget Changes	Amount	Positions
1. Changes in personal related costs such as salaries, merit, retirement, health insurance, and other benefits	$391,732	
2. Adds one Code Inspector II position and eliminates one Neighborhood Support Representative position in the Code Inspections Program to meet the growing demand and continued expansion of code enforcement and construction inspection programs	$4,483	-
3. Adds one Veterinary Assistant position and one Animal Welfare Supervisor to the Veterinary Services Program to aide in providing a safe and healthy environment for the humane treatment of animals	$73,927	2.00
4. Adds one Animal Welfare Officer I position to the Animal Shelter Program to provide care the appropriate level of care to animals	$56,194	1.00
5. Adds two Code Technician's, one Electrical Inspector I, and one Veterinarian position to the base budget to enhance services	$294,574	4.00
6. Moves the Subdivision and Zoning Line of Business from the Development Services Department to the Planning Department	($860,794)	(7.00)



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EXPENDITURES

Summary of Expenditures by Purpose	FY 21 Actual	FY 22 Adopted Budget	FY 23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$2,969,354	$2,957,017	$2,863,527	-3.16%
Animal Welfare	4,422,223	4,957,311	5,248,027	5.86%
Code Enforcement	3,069,074	3,511,564	3,612,451	2.87%
Development Center	7,314,043	7,419,043	7,836,731	5.63%
Subdivision and Zoning*	768,476	804,748	0	-100.00%
Total Operating Expenditures	**$18,543,170**	**$19,649,683**	**$19,560,736**	**-0.45%**
Non-Operating Expenditures				
Capital Expenditures	$10,566	$340,625	$364,784	7.09%
Other Non-Operating Expenditures	234,350	1,332,501	1,270,886	-4.62%
Total Non-Operating Expenditures	**$244,916**	**$1,673,126**	**$1,635,670**	**-2.24%**
Department Total	**$18,788,086**	**$21,322,809**	**$21,196,406**	**-0.59%**

*Subdivision and Zoning moved from the Development Services Department to the Planning Department during the FY23 update process

Summary of Expenditures by Funding Source	FY 21 Actual	FY 22 Adopted Budget	FY 23 Adopted Budget	Percent Change
General Fund	$18,543,170	$19,649,683	$19,560,736	-0.45%
Capital Improvement Projects Fund	10,566	340,625	364,784	7.09%
Grants Management Fund	81,414	75,000	25,000	-66.67%
Special Purpose Fund	152,936	1,257,501	1,245,886	-0.92%
Total All Funds	**$18,788,086**	**$21,322,809**	**$21,196,406**	**-0.59%**

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POSITIONS

Summary of Positions by Purpose	FY 21 Actual	FY 22 Adopted Budget	FY 23 Adopted Budget	Percent Change
Administration	4.00	4.00	4.00	0.00%
Animal Welfare	52.00	56.00	60.00	7.14%
Code Enforcement	36.00	40.00	40.00	0.00%
Development Center	79.00	83.00	86.00	3.61%
Subdivision and Zoning*	6.00	7.00	0.00	-100.00%
Department Total	**177.00**	**190.00**	**190.00**	**0.00%**

*Subdivision and Zoning moved from the Development Services Department to the Planning Department during the FY23 update process

Summary of Positions by Funding Source	FY 21 Actual	FY 22 Adopted Budget	FY 23 Adopted Budget	Percent Change
General Fund	177.00	190.00	190.00	0.00%
Department Total	**177.00**	**190.00**	**190.00**	**0.00%**



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 21 Adopted Positions	FY 21 Actual Expenses	FY 22 Adopted Positions	FY 22 Adopted Budget	FY 23 Adopted Positions	FY 23 Adopted Budget
Executive Leadership	4.00	$2,969,354	4.00	$2,957,017	4.00	$2,863,527
Line of Business Total	**4.00**	**$2,969,354**	**4.00**	**$2,957,017**	**4.00**	**$2,863,527**



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 21		FY 22		FY 23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Animal Shelter	22.05	1,737,893	25.40	2,031,916	26.40	2,099,411
Community Outreach	3.05	330,266	3.20	297,090	3.20	306,774
Field Services	19.75	$1,362,472	19.75	$1,550,353	19.75	$1,566,299
Veterinary Services	7.15	991,592	7.65	1,077,952	10.65	1,275,543
Line of Business Total	**52.00**	**$4,422,223**	**56.00**	**$4,957,311**	**60.00**	**$5,248,027**



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 21		FY 22		FY 23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Abandoned Buildings*	9.00	$664,632	0.00	$0	0.00	$0
Code Inspections	20.50	1,817,691	28.50	2,516,479	29.50	2,669,348
Nuisance Abatement	6.50	586,751	11.50	995,085	10.50	943,103
Line of Business Total	**36.00**	**$3,069,074**	**40.00**	**$3,511,564**	**40.00**	**$3,612,451**

* The Abandoned Buildings Program was moved to Code Inspections and Nuisance Abatement during the 2020 strategic business 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 21		FY 22		FY 23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspections	44.50	$4,297,048	46.80	$4,243,944	47.80	$4,462,182
Permits and Licensing	17.50	1,320,784	18.80	1,473,721	18.80	1,529,871
Plan Review	17.00	1,696,211	17.40	1,701,378	19.40	1,844,678
Line of Business Total	**79.00**	**$7,314,043**	**83.00**	**$7,419,043**	**86.00**	**$7,836,731**

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.

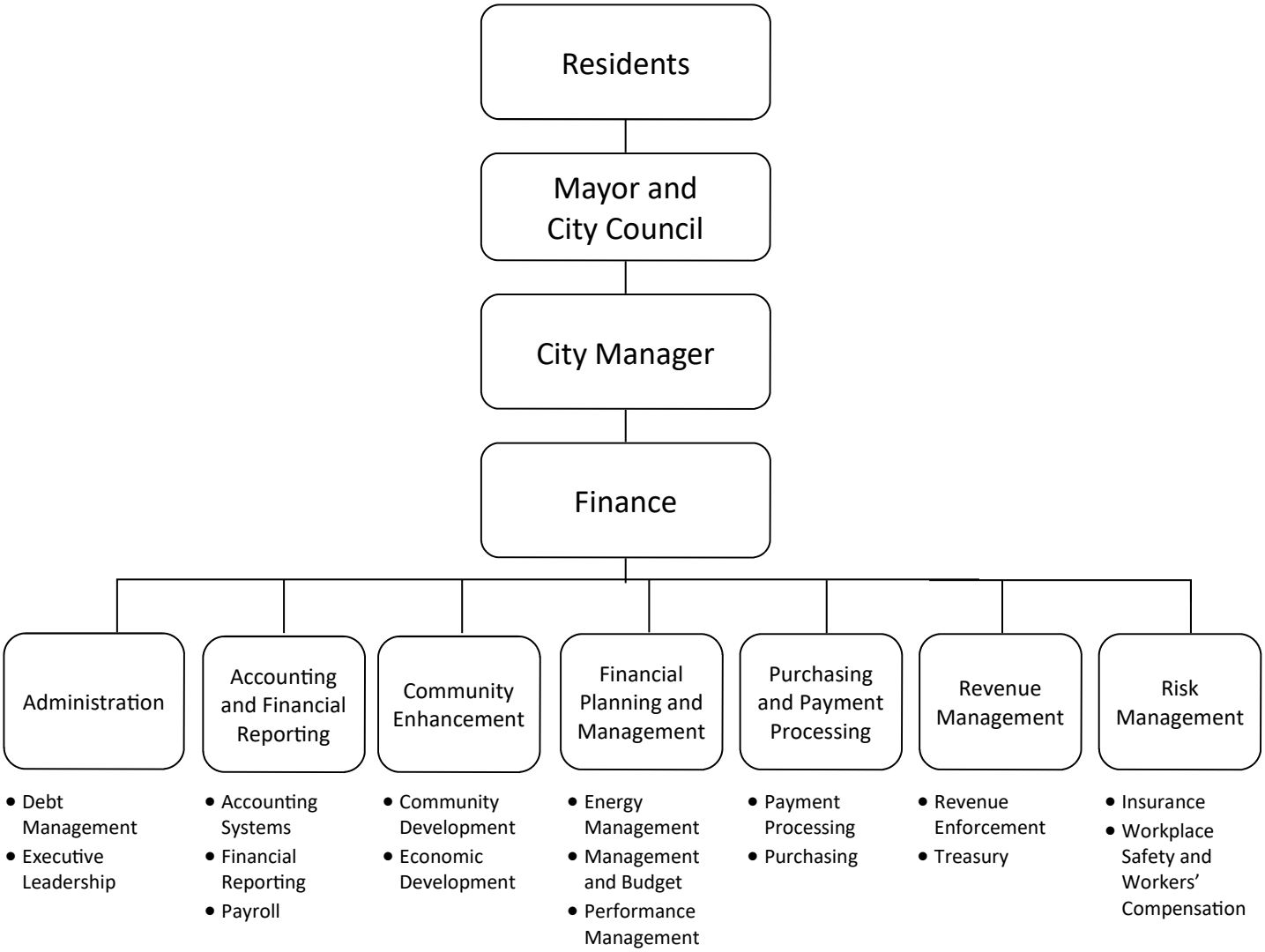
Subdivision and Zoning Positions and Budget

	FY 21		FY 22		FY 23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Subdivision and Zoning*	6.00	$768,476	7.00	$804,748	0.00	$0
Line of Business Total	**6.00**	**$768,476**	**7.00**	**$804,748**	**0.00**	**$0**

*Subdivision and Zoning moved from the Development Services Department to the Planning Department during the FY23 update process


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

Finance



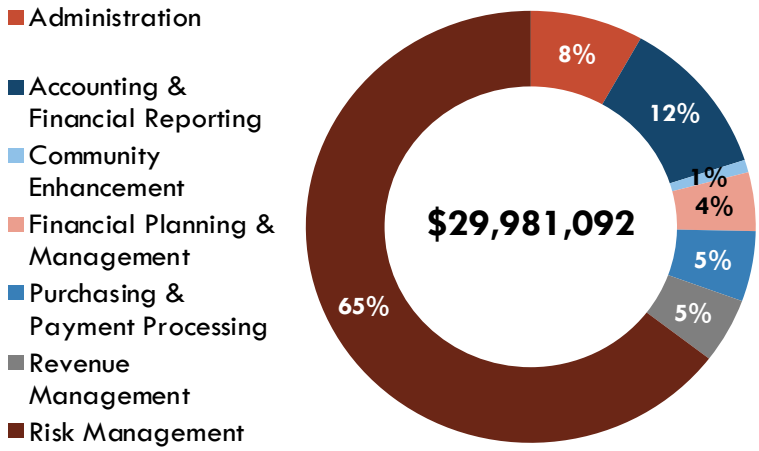
Director	Budget	Positions
Brent Bryant	$29,981,092	90

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



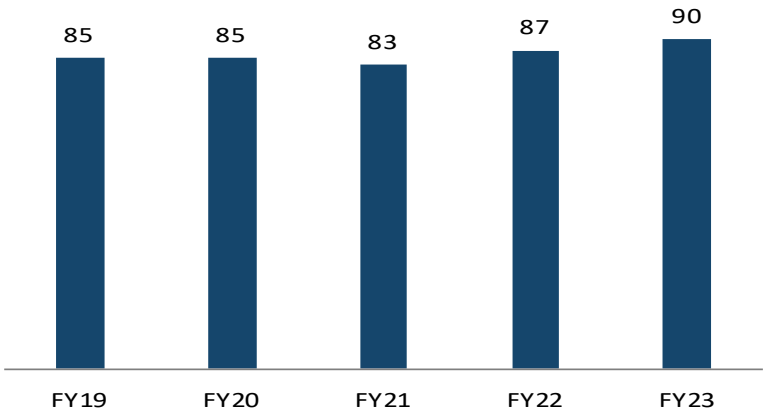
DEPARTMENT OVERVIEW

The Finance Department has a total budget of $29,981,092, which is a increase of 15.54% from the prior year. There are 90 positions authorized in the FY23 budget, which is an increase of three positions from the FY22 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 12th year in a row.
- The Finance Department conducts financial management, budgeting, expending, investing, and reporting for a budget over $1.66 billion.
- On average, over 7,500 vendor payments are processed per month.

POSITION HISTORY



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

MAJOR BUDGET CHANGES

Finance Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit , retirement, health insurance, and other benefits	$12,649	
2. Adds an Accounting Manager position to maintain appropriate staffing supervision levels	$97,722	1.00
3. Adds an Accounting Municipal Accountant II position for Payroll and Grant Backup to support the the programs due to increased work load and responsibilities	$77,070	1.00
4. Adds an Accounting Municipal Accountant II positions for Capital Assets and Systems due to the growing number of funds, trusts, accounts, and increasing speed of Governmental Accounting Standards Boards (GASB) pronouncements	$77,070	1.00
5. Restores an Accounting Municipal Accountant II for the Employee Retirement System to provide proper coverage and attention to the programs	$77,070	1.00
6. Reduces a Payroll Specialist Position	($96,314)	(1.00)



CITY OF OKC NEWS

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

March 4, 2022

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.

"The affirmation of our triple-A rating is a testament to the City's longstanding conservative financial policies that promote manageable debt, budget flexibility and comprehensive financial management practices," said Finance Director Brent Bryant.

EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Accounting & Financial Reporting	$2,707,476	$3,229,350	$3,521,974	9.06%
Administration	2,673,054	2,330,469	2,413,455	3.56%
Community Enhancement	0	264,496	278,157	5.16%
Financial Planning & Management	1,148,687	1,362,983	1,304,068	-4.32%
Purchasing & Payment Processing	1,528,431	1,638,286	1,563,384	-4.57%
Revenue Management	1,396,259	1,422,031	1,442,753	1.46%
Risk Management	12,253,762	15,200,382	19,168,054	26.10%
Total Operating Expenditures	**$21,707,670**	**$25,447,997**	**$29,691,845**	**16.68%**
Non-Operating Expenditures				
Capital Expenditures	$3,500	$499,620	$289,247	-42.11%
Total Non-Operating Expenditures	**$3,500**	**$499,620**	**$289,247**	**-42.11%**
Department Total	**$21,711,170**	**$25,947,617**	**$29,981,092**	**15.54%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$8,772,576	$9,629,510	$9,801,150	1.78%
Capital Improvement Projects Fund	3,500	499,620	289,247	-42.11%
Risk Mgmt. Internal Service Fund	12,935,094	15,818,487	19,890,695	25.74%
Total All Funds	**$21,711,170**	**$25,947,617**	**$29,981,092**	**15.54%**



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POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Accounting & Financial Reporting	27.00	29.00	32.00	10.34%
Administration	7.00	5.00	5.00	0.00%
Community Enhancement	0.00	2.00	2.00	0.00%
Financial Planning & Management	11.00	12.00	12.00	0.00%
Purchasing and Payment Processing	17.00	17.00	17.00	0.00%
Revenue Management	10.00	10.00	10.00	0.00%
Risk Management	11.00	12.00	12.00	0.00%
Department Total	**83.00**	**87.00**	**90.00**	**3.45%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	72.00	75.00	78.00	4.00%
Risk Mgmt. Internal Service Fund	11.00	12.00	12.00	0.00%
Department Total	**83.00**	**87.00**	**90.00**	**3.45%**



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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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Accounting Systems	3.50	$350,686	4.50	$450,206	5.50	$475,572
Financial Reporting	18.00	1,910,268	19.00	2,294,805	21.50	2,614,121
Payroll	5.50	446,523	5.50	484,339	5.00	432,281
Line of Business Total	**27.00**	**$2,707,476**	**29.00**	**$3,229,350**	**32.00**	**$3,521,974**

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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Debt Management*	2.50	$299,704	2.50	$301,617	2.50	$281,775
Economic Development**	2.00	531,329	0.00	0	0.00	0
Executive Leadership	2.50	1,842,021	2.50	2,028,852	2.50	2,131,680
Line of Business Total	**7.00**	**$2,673,054**	**5.00**	**$2,330,469**	**5.00**	**$2,413,455**

*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.

Community Enhancement Positions and Budget

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Community Development	0.00	$0	1.00	$128,550	1.00	$135,380
Economic Development*	0.00	0	1.00	135,946	1.00	142,777
Line of Business Total	**0.00**	**$0**	**2.00**	**$264,496**	**2.00**	**$278,157**

*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

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Debt Management*	0.00	$8,739	0.00	$0	0.00	$0
Energy Management	2.00	185,600	2.00	271,949	2.00	266,283
Management and Budget	6.20	657,792	6.90	751,364	7.20	750,504
Performance Management	2.80	296,556	3.10	339,670	2.80	287,281
Line of Business Total	**11.00**	**$1,148,687**	**12.00**	**$1,362,983**	**12.00**	**$1,304,068**

*Moved to the Administration Line of Business in FY21.

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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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Payment Processing	9.40	$820,134	9.40	$834,620	10.35	$857,981
Purchasing	7.60	708,297	7.60	803,666	6.65	705,403
Line of Business Total	**17.00**	**$1,528,431**	**17.00**	**$1,638,286**	**17.00**	**$1,563,384**

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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Revenue Enforcement	5.60	$633,110	5.60	$604,105	5.60	$627,816
Treasury	4.40	763,149	4.40	817,926	4.40	814,937
Line of Business Total	**10.00**	**$1,396,259**	**10.00**	**$1,422,031**	**10.00**	**$1,442,753**

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

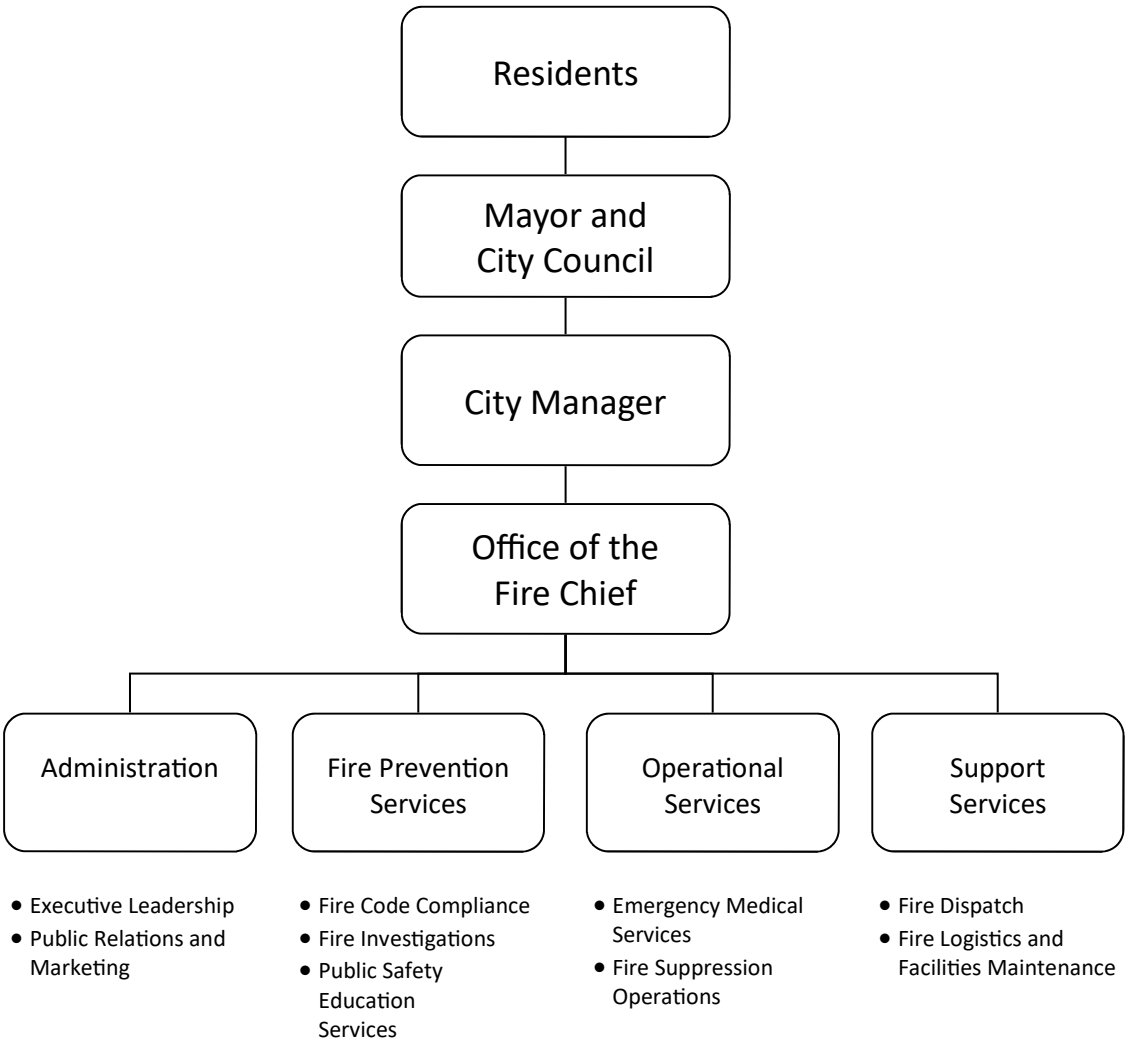
	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Insurance	0.40	$3,288,342	0.40	$5,608,423	0.40	$9,520,487
Workplace Safety and Workers' Compensation	10.60	8,965,420	11.60	9,591,959	11.60	9,647,567
Line of Business Total	**11.00**	**$12,253,762**	**12.00**	**$15,200,382**	**12.00**	**$19,168,054**



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Fire



Fire Chief	Budget	Positions
Richard Kelley	$182,401,454	1,061

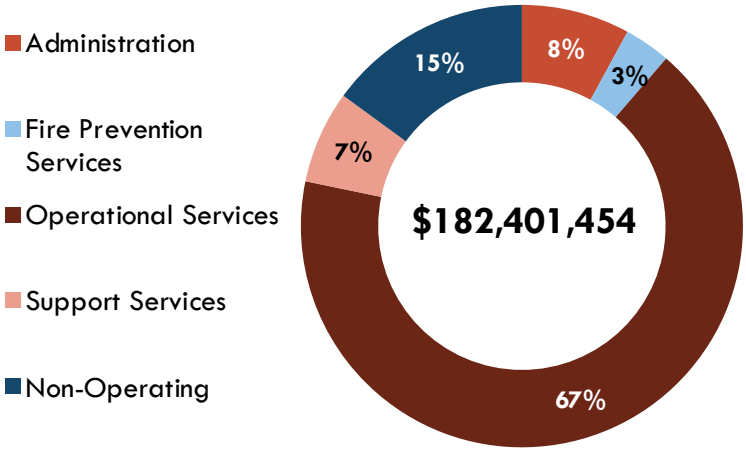
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DEPARTMENT INTRODUCTION

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!

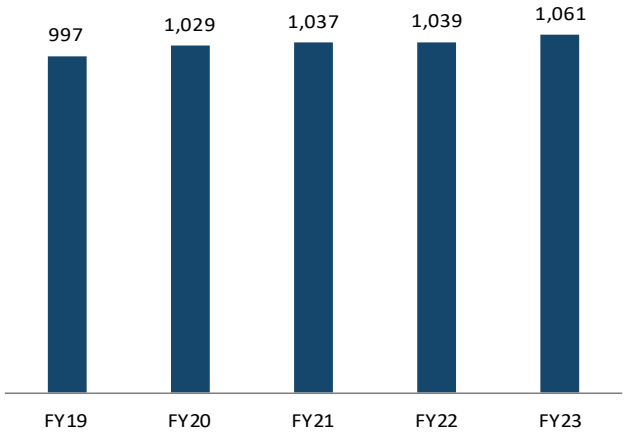
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Fire Department (OKCFD) has a total FY23 budget of $182,401,454, which is a increase of 6.82%. There are 1,061 authorized positions, a net increase of 22 positions from FY22.

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
- The OKCFD averages 239,000 hours of training per year which equates to 2.91 hours per day for each operational position.
- As of April 2022, OKCFD has responded to 40,307 emergency medical responses with Advanced Life Support personnel which is 84% of all emergency medical responses.

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	$5,781,743	
2.	Adds Uniform Firefighter positions funded by the General Fund to reduce call back overtime and assist with staffing apparatuses	$1,558,188	18.00
3.	Adds a Systems Analyst I funded by the Fire Sales Tax to develop, create, and enhance web platforms, security authentication, tables, and processes	$86,519	1.00
4.	Adds a Licensed Professional Counselor position funded by the Fire Sale Tax to assist the employees in the Fire Department as well as their families with mental, emotional and behavioral situations, and treat post critical incident trauma	$83,278	1.00
5.	Adds a Fleet Service Administrator funded by the Fire Sales Tax to oversee functions and responsibilities specifically related to the build, purchase, acquisition, and repair of fire apparatuses	$77,070	1.00
6.	Adds an Office Coordinator funded by the Fire Sales tax to assume administrative duties currently performed by the Deputy Chief of Support Services and other work sections	$59,757	1.00
7.	Increases Insurance premiums due to rate increases	$816,397	
8.	Adds funding for the Tax Recruit Overage Program from the Fire Sales in order to have fully-trained personnel in place to fill vacant firefighter positions	$500,000	
9.	Increases Information and Technology costs for FY23 projects	$390,825	
10.	Increases fuel costs	$389,385	
11.	Adds funding for medical evaluations from the Fire Sales tax	$200,000	
12.	Adds funding for the Fire Sales Tax Wellness Program to provide cutting edge preventative medical analyses for firefighters	$100,000	
13.	Reduces electricity budget due to moving the department to the free service and consolidating electric bills	($168,900)	

EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$23,258,233	$12,763,718	$14,724,002	15.36%
Fire Prevention Services	6,171,448	6,511,354	6,680,071	2.59%
Operational Services	104,205,757	127,095,008	133,871,514	5.33%
Support Services	8,842,114	12,528,642	12,607,564	0.63%
Total Operating Expenditures	**$142,477,552**	**$158,898,722**	**$167,883,151**	**5.65%**
Non-Operating Expenditures				
Capital Expenditures	$10,223,587	$24,246,814	$27,153,729	11.99%
Grant Expenditures	1,073,500	0	0	N/A
Other Non-Operating Expenditures	0	128,273	135,420	5.57%
Total Non-Operating Expenditures	**$11,297,087**	**$24,375,087**	**$27,289,149**	**17.56%**
Department Total	**$153,774,639**	**$183,273,809**	**$195,172,300**	**6.49%**
Less Interfund Transfers	(12,249,416)	(12,510,361)	(12,770,846)	2.08%
Department Total	**$141,525,223**	**$170,763,448**	**$182,401,454**	**6.82%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$100,412,306	$111,049,220	$118,439,966	6.66%
Better Streets Safer City Use Tax	8,066,457	10,518,785	2,036,113	-80.64%
Capital Improvement Fund	0	3,700,000	3,700,000	0.00%
City/School Use Tax Fund	0	0	118,626	N/A
Fire Sales Tax Fund	42,065,245	47,849,502	49,443,185	3.33%
Grants Management Fund	1,073,500	0	0	N/A
MAPS 3 Use Tax Fund	2,157,130	728,401	43	-99.99%
MAPS 4 Use Tax Fund	0	9,290,681	21,240,000	128.62%
Police & Fire Cap. Equip. Sales Tax	0	8,947	58,947	558.85%
Special Purpose Fund	0	128,273	135,420	5.57%
Department Total	**$153,774,639**	**$183,273,809**	**$195,172,300**	**6.49%**
Less Interfund Transfers	(12,249,416)	(12,510,361)	(12,770,846)	2.08%
Total All Funds	**$141,525,223**	**$170,763,448**	**$182,401,454**	**6.82%**

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POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	36.05	38.05	41.05	7.88%
Fire Prevention Services	44.20	44.20	44.20	0.00%
Operational Services	920.85	921.85	939.85	1.95%
Support Services	35.90	34.90	35.90	2.87%
Department Total	**1,037.00**	**1,039.00**	**1,061.00**	**2.12%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	820.45	826.00	844.00	2.18%
Fire Sales Tax Fund	212.00	213.00	217.00	1.88%
Grants Management Fund	4.55	0.00	0.00	N/A
Department Total	**1,037.00**	**1,039.00**	**1,061.00**	**2.12%**



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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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	36.05	$23,253,764	34.05	$12,277,819	37.05	$14,223,171
Public Relations and Marketing	0.00	4,469	4.00	485,899	4.00	500,831
Line of Business Total	**36.05**	**$23,258,233**	**38.05**	**$12,763,718**	**41.05**	**$14,724,002**



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 fire investigation services to prosecutors, property owners, and property insurers so they can receive fire cause determinations that allow them to receive (or provide) appropriate compensations, prosecute alleged arsonist, and improve unsafe conditions discovered by fire trends.

- **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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fire Code Compliance	19.75	$2,699,244	19.75	$2,799,505	19.75	$2,834,036
Fire Investigations	14.15	2,212,548	14.15	2,254,148	14.15	2,328,255
Public Safety Education Services	10.30	1,259,656	10.30	1,457,701	10.30	1,517,780
Line of Business Total	**44.20**	**$6,171,448**	**44.20**	**$6,511,354**	**44.20**	**$6,680,071**



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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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Emergency Medical Services	635.50	$68,837,607	636.20	$88,206,340	648.80	$92,548,144
Fire Suppression Operations	285.35	35,368,149	285.65	38,882,983	291.05	41,323,370
Operations Training *	0.00	0	0.00	5,685	0.00	0
Line of Business Total	**920.85**	**$104,205,757**	**921.85**	**$127,095,008**	**939.85**	**$133,871,514**

* 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.

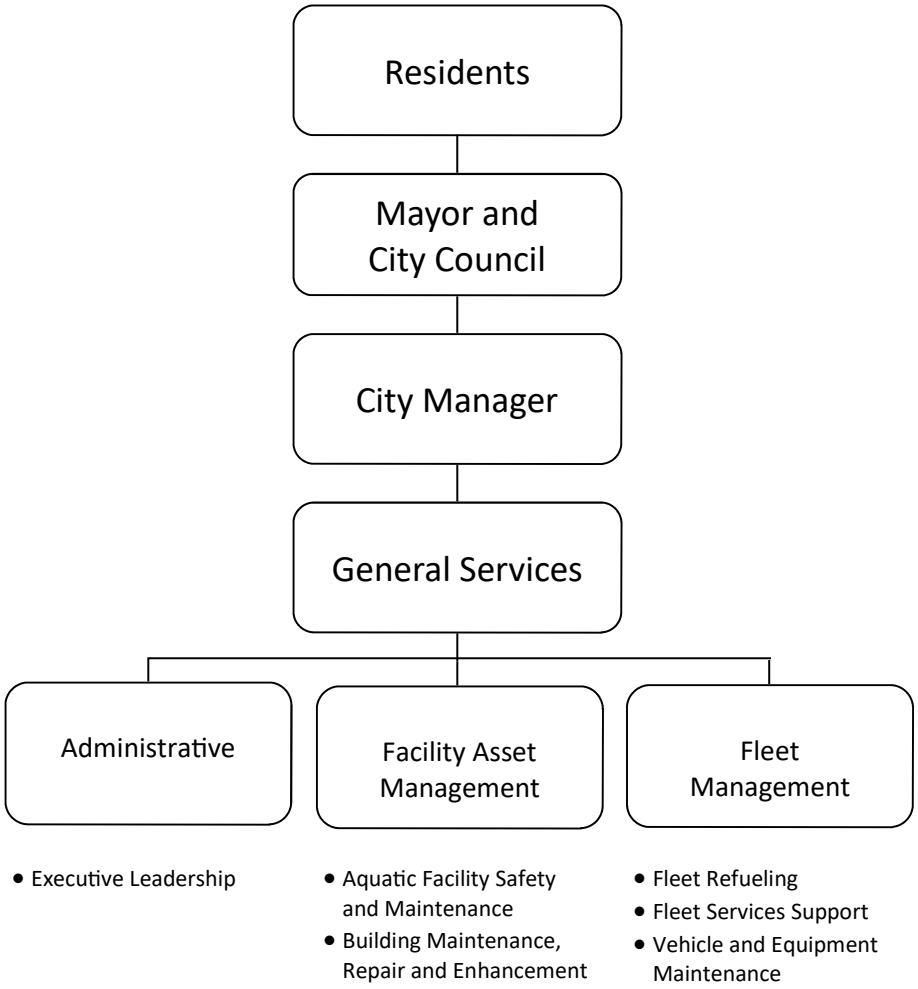
Support Services Positions and Budget

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Fire Dispatch	15.65	$1,846,571	14.65	$2,156,237	14.65	$2,123,346
Fire Logistics and Facilities Maintenance	20.25	6,995,543	20.25	10,372,405	21.25	10,484,218
Line of Business Total	**35.90**	**$8,842,114**	**34.90**	**$12,528,642**	**35.90**	**$12,607,564**




SEAL OF THE CITY OF
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General Services



Director	Budget	Positions
Paul Bronson	$39,604,323	80

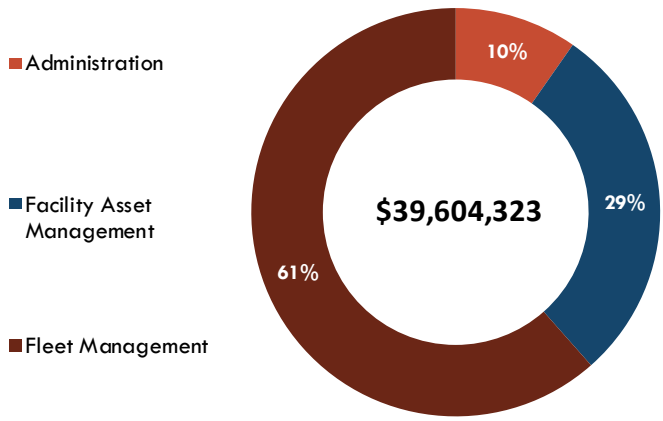
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DEPARTMENT INTRODUCTION

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



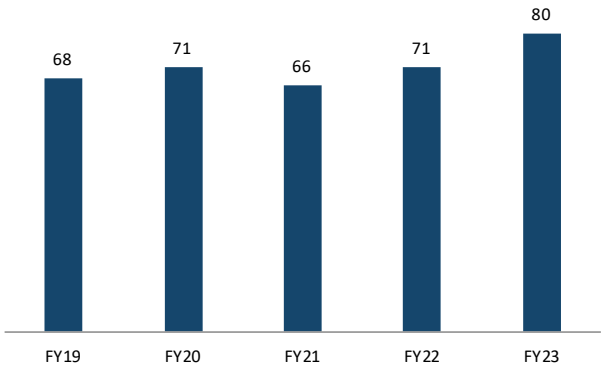
Department Facts

- The General Services Department performs approximately 9,157 vehicle workorders per year consisting of over 27,759 individual jobs performed .
- The General Services Department performs over 3,900 preventative maintenance jobs at city facilities.

DEPARTMENT OVERVIEW

The General Services Department has a total budget of $39,604,323, which is an increase of 38.77%. There are 80 positions authorized in the FY23 budget, which is an increase of nine positions from the FY22 budget. The pie chart above provides a breakdown of the FY23 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	$312,737	
2.	Restores a Building Maintenance Mechanic II to the Building Repair Maintenance Program that was deleted in the FY21 budget to improve service by providing quicker response times to work requests, timelier preventative maintenance, and reduce vendor service calls	$62,975	1.00
3.	Adds a Senior Project Manager, Carpenter, Electrician, HVAC Mechanic, Plumber, and two skilled Trade Workers to the Building Repair Maintenance Program to establish a dedicated team of skilled trade personnel for fire station renovations	$549,177	7.00
4.	Adds a Service Writer to the Vehicle and Equipment Maintenance Program to prepare surplus vehicles and equipment for disposal	$59,089	1.00
5	Increases funding for fuel purchases	$1,002,422	



EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$1,211,336	$1,515,610	$1,615,094	6.56%
Facility Asset Management	3,481,010	4,116,405	4,788,451	16.33%
Fleet Management	8,097,866	8,060,074	10,235,929	27.00%
Total Operating Expenditures	**$12,790,212**	**$13,692,089**	**$16,639,474**	**21.53%**
Non-Operating Expenditures				
Capital Expenditures	$3,640,151	$14,847,557	$22,964,849	54.67%
Other Non-Operating Expenditures	0	0	0	N/A
Total Non-Operating Expenditures	**$3,640,151**	**$14,847,557**	**$22,964,849**	**54.67%**
Department Total	**$16,430,363**	**$28,539,646**	**$39,604,323**	**38.77%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$4,508,402	$5,186,776	$5,957,496	14.86%
Capital Improvement Projects Fund	3,640,151	14,847,557	22,964,849	54.67%
Fleet Services Internal Services Fund	8,281,810	8,505,313	10,681,978	25.59%
Grants Management Fund	0	0	0	N/A
Total All Funds	**$16,430,363**	**$28,539,646**	**$39,604,323**	**38.77%**

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POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	4.77	5.77	5.77	0.00%
Facility Asset Management	32.33	34.33	42.33	23.30%
Fleet Management	28.90	30.90	31.90	3.24%
Department Total	**66.00**	**71.00**	**80.00**	**12.68%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	36.27	39.27	47.27	20.37%
Fleet Services Internal Services Fund	29.73	31.73	32.73	3.15%
Department Total	**66.00**	**71.00**	**80.00**	**12.68%**

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	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Executive Leadership	4.77	$1,211,336	5.77	$1,515,610	5.77	$1,615,094
Line of Business Total	**4.77**	**$1,211,336**	**5.77**	**$1,515,610**	**5.77**	**$1,615,094**



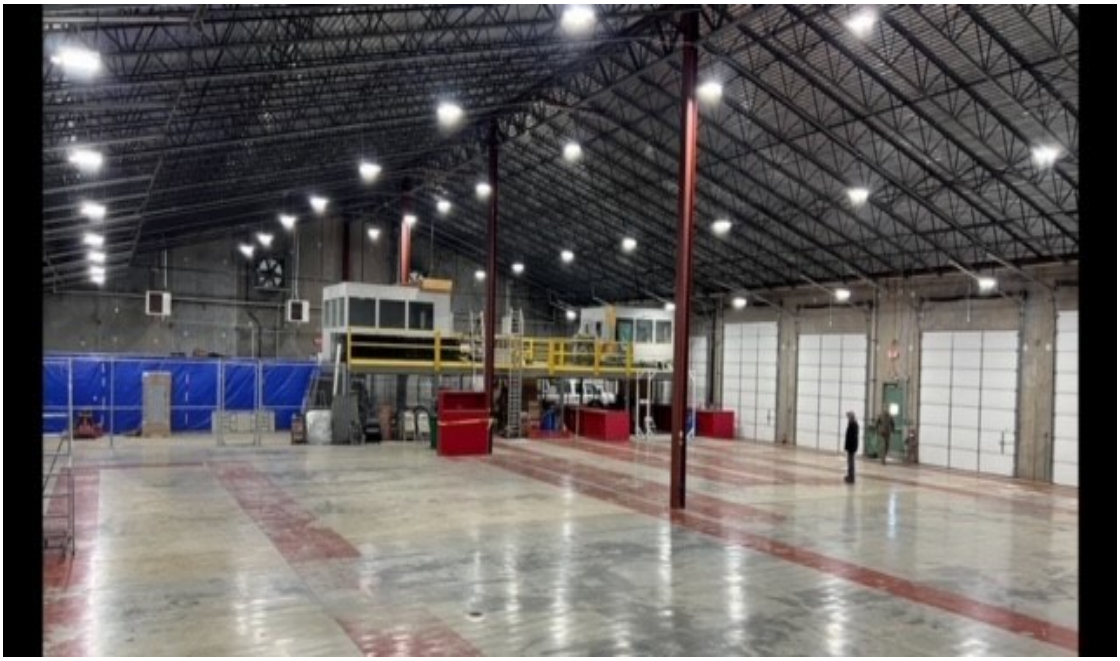
FACILITY ASSET MANAGEMENT

- **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 their employees and customers can work/conduct business in well-maintained facilities.

Facility Asset Management Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Aquatic Facility Safety and Maintenance	4.28	$383,493	4.28	$386,536	4.77	$442,177
Building Maintenance, Repair and Enhancement	28.05	3,097,517	30.05	3,729,869	37.56	4,346,274
Line of Business Total	**32.33**	**$3,481,010**	**34.33**	**$4,116,405**	**42.33**	**$4,788,451**



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.

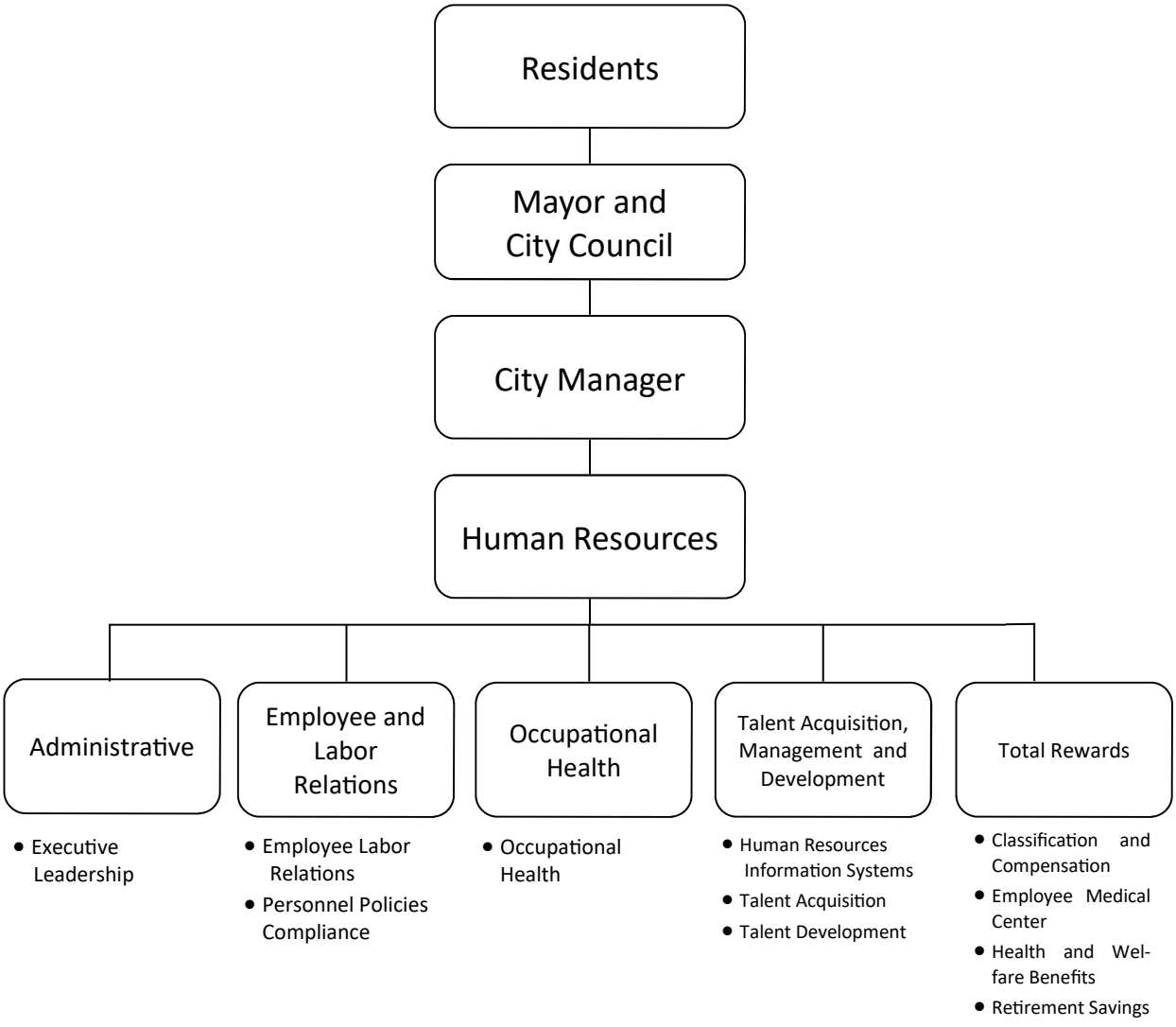
Fleet Management Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fleet Refueling	4.60	$3,151,782	4.60	$3,710,689	4.60	$5,525,430
Fleet Services Support	2.70	455,275	2.70	458,446	2.70	498,961
Vehicle and Equipment Maintenance	21.60	4,490,809	23.60	3,890,939	24.60	4,211,538
Line of Business Total	**28.90**	**$8,097,866**	**30.90**	**$8,060,074**	**31.90**	**$10,235,929**



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Human Resources



Director	Budget	Positions
Aimee Maddera	$4,849,043	34

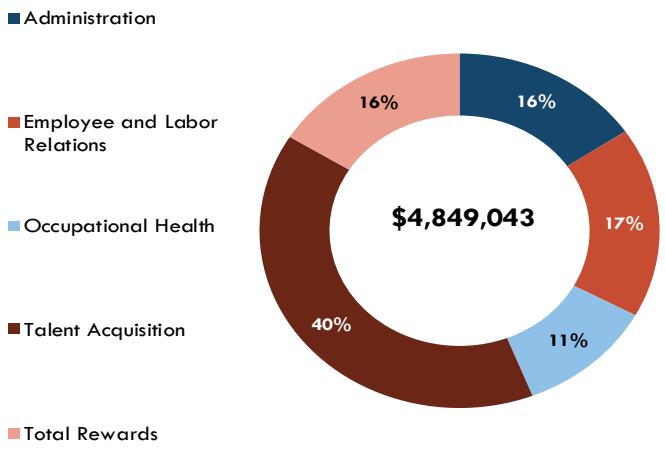
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Department Introduction

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



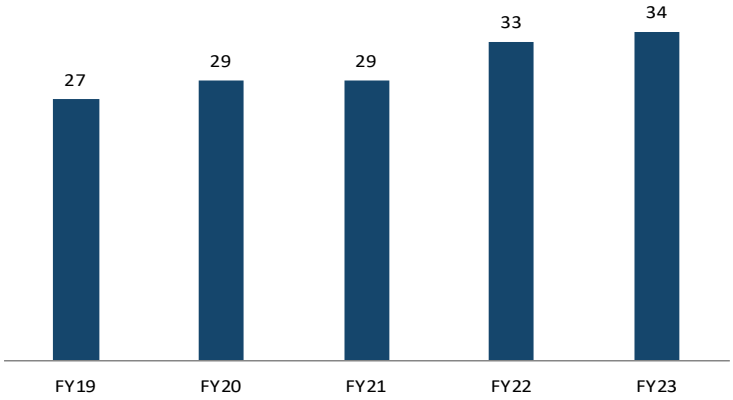
Department Facts

- An average of 16,741 applications are processed and 374 selection processes are conducted per year.
- An average of 32,076 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 $4,849,043 which is a increase of 11.65% from prior year. There are 34 positions authorized in the FY23 budget, which is a increase of one positions from the FY22 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	$163,164	
2. Adds an Employee and Labor Relations Manager to the Employee and Labor Relations Program to be more involved in grievances procedures and collective bargaining agreement negotiations	$106,488	1.00
3. Adds funding for a contract for an annual survey to measure employee engagement	$65,665	
4. Adds funding for a Learning Management System so the department can effectively deliver content to enhance the knowledge, skills, and development of the City's workforce	$181,504	



EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$714,888	$577,097	$710,548	23.12%
Employee and Labor Relations	613,064	608,659	794,638	30.56%
Occupational Health	479,341	512,673	509,706	-0.58%
Talent Acquisition	1,358,271	1,886,490	1,821,002	-3.47%
Total Rewards	502,668	520,299	737,305	41.71%
Total Operating Expenditures	**$3,668,232**	**$4,105,218**	**$4,573,199**	**11.40%**
Non-Operating Expenditures				
Capital Expenditures	$3,514	$237,932	$275,844	15.93%
Total Non-Operating Expenditures	**$3,514**	**$237,932**	**$275,844**	**15.93%**
Department Total	**$3,671,746**	**$4,343,150**	**$4,849,043**	**11.65%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$3,668,232	$4,105,218	$4,573,199	11.40%
Capital Improvement Projects Fund	3,514	237,932	275,844	15.93%
Total All Funds	**$3,671,746**	**$4,343,150**	**$4,849,043**	**11.65%**



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POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	2.35	2.35	2.35	0.00%
Employee and Labor Relations	5.25	5.15	6.15	19.42%
Occupational Health	1.95	1.95	1.95	0.00%
Talent Acquisition	14.50	18.60	16.60	-10.75%
Total Rewards	4.95	4.95	6.95	40.40%
Department Total	**29.00**	**33.00**	**34.00**	**3.03%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	29.00	33.00	34.00	3.03%
Department Total	**29.00**	**33.00**	**34.00**	**3.03%**



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	FY21 Adopted Position	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Executive Leadership	2.35	$714,888	2.35	$577,097	2.35	$710,548
Line of Business Total	**2.35**	**$714,888**	**2.35**	**$577,097**	**2.35**	**$710,548**

EMPLOYEE AND LABOR 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.

Employee and Labor Relations Positions and Budget

Program	FY21 Adopted Position	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Labor Relations	3.40	$372,818	3.30	$360,367	3.80	$494,368
Policy Compliance	1.85	240,246	1.85	248,292	2.35	300,270
Line of Business Total	**5.25**	**$613,064**	**5.15**	**$608,659**	**6.15**	**$794,638**

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

Program	FY21 Adopted Position	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Occupational Health	1.95	$479,341	1.95	$512,673	1.95	$509,706
Line of Business Total	**1.95**	**$479,341**	**1.95**	**$512,673**	**1.95**	**$509,706**

TALENT ACQUISITION, MANAGEMENT AND DEVELOPMENT

- **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

Program	FY21 Adopted Position	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Classification and Compensation*	4.40	$370,931	5.35	$495,887	0.00	$0
HR Information Services	4.30	425,119	4.30	423,174	4.30	443,254
Talent Acquisition and Management	4.80	467,606	6.95	704,014	10.30	1,097,882
Talent Development	1.00	94,616	2.00	263,415	2.00	279,866
Line of Business Total	**14.50**	**$1,358,271**	**18.60**	**$1,886,490**	**16.60**	**$1,821,002**

* Moved to the Total Rewards Line of Business in FY23.

TOTAL REWARDS

- **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 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.

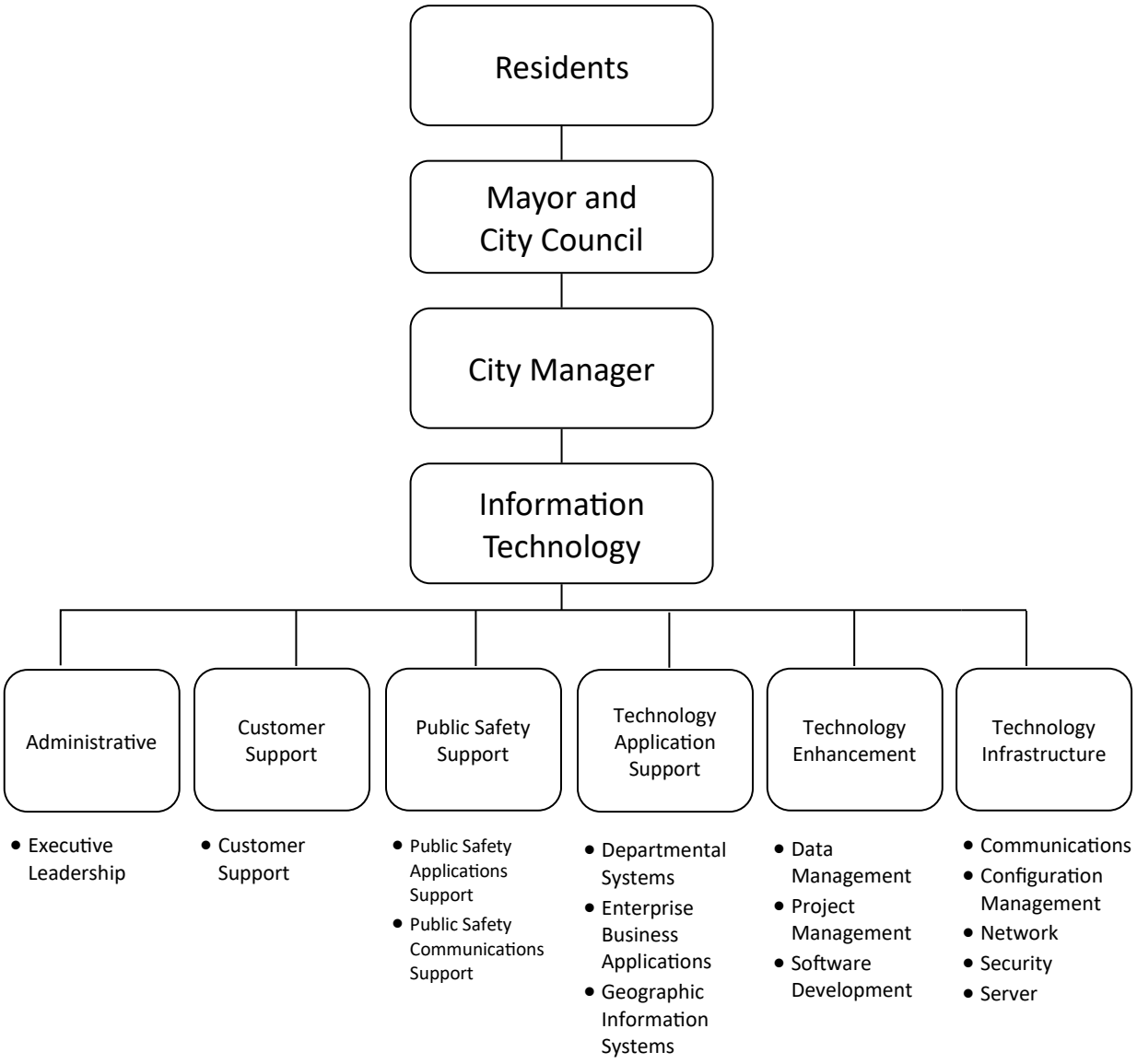
Total Rewards Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Classification and Compensation*	0.00	$0	0.00	$0	2.00	$183,380
Employee Medical Center **	0.00	0	0.00	0	0.00	0
Health and Welfare Benefits	4.90	495,784	4.90	510,575	4.90	543,401
Retirement Savings	0.05	6,884	0.05	9,724	0.05	10,524
Line of Business Total	**4.95**	**$502,668**	**4.95**	**$520,299**	**6.95**	**$737,305**

* Moved from the Talent Acquisition, Management and Development Line of Business in FY23.

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

Information Technology



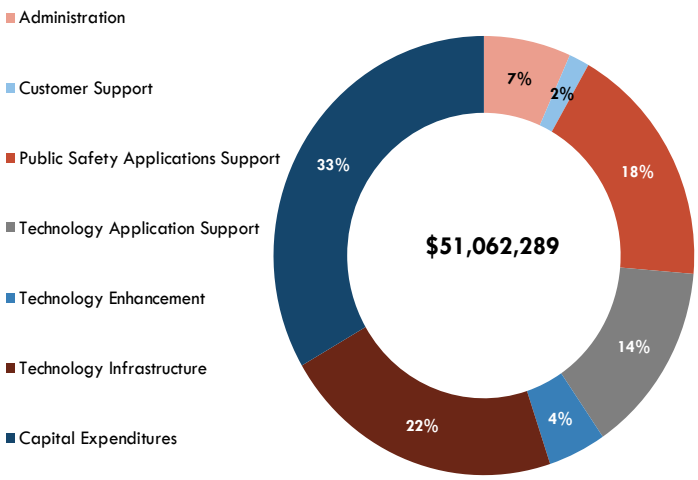
Director	Budget	Positions
Schad Meldrum	$51,062,289	123

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



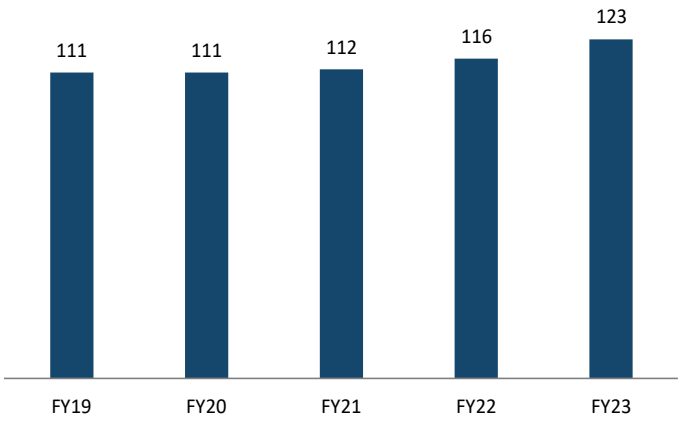
Department Facts

- 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 $51,062,289 which is an increase of 24.98%. There are 123 positions authorized in the FY23 budget, an increase of 7 positions from the FY22 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	$276,060	
2. Adds one Systems Support Specialist II positions to be funded by the Utilities Department and will provide support for the Governanace, Risk and Compliance program	$86,519	1.00
3. Adds two Systems Analyst I positions to be funded by the Utilities Department and will provide support for enterprise business applications and departmental systems	$173,038	2.00
4. Adds one Inventory Technician position to the Public Safety Communications program to address increased workloads	$53,642	1.00
5. Adds one Information Security Specialist position to serve as the team lead of the Governance, Risk, & Compliance program	$152,507	1.00
6. Adds one Systems Support Specialist IV position to serve as the program lead for the Configuration Management program	$103,928	1.00
7. Adds one Information Security Analyst to the Security Operations program to mitigate cyber security threats	$96,134	1.00
8. Increases to annual renewals of software licences and other operational increases to maintain and enhance services to other departments	$2,554,412	-
9. Updates the network wiring in the 200 N. Walker building to improve network services and end user experience	$640,000	-
10. Replaces the current virtual server environment to maintain and support departmental business operations	$1,000,000	-
11. Replaces the Oklahoma City Fire Dept handheld radios that are approaching nine years old and the end of their life cycle	$3,100,000	-
12. Funds the annual purchase of the technology equipment required to be installed to support mobile data of various types in OCPD Police Cruisers and OCFD Fire Apparatuses	$800,000	-

EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$2,845,399	$3,242,584	$3,421,109	5.51%
Customer Support	713,117	690,921	804,145	16.39%
Public Safety Applications Support	9,445,788	9,619,523	9,221,346	-4.14%
Technology Application Support	4,434,987	5,520,953	7,203,547	30.48%
Technology Enhancement	1,626,807	2,080,494	2,277,775	9.48%
Technology Infrastructure	9,266,287	9,734,457	11,107,082	14.10%
Total Operating Expenditures	**$28,332,385**	**$30,888,932**	**$34,035,004**	**10.19%**
Non-Operating Expenditures				
Capital Expenditures	$2,024,402	$9,968,163	$17,027,285	70.82%
Total Non-Operating Expenditures	**$2,024,402**	**$9,968,163**	**$17,027,285**	**70.82%**
Department Total	**$30,356,788**	**$40,857,095**	**$51,062,289**	**24.98%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
IT Internal Service Fund - Operating	$28,332,386	$30,888,932	$34,035,004	10.19%
IT Internal Service Fund - Capital	131,341	2,280,743	3,223,208	41.32%
Better Streets Safer City Use Tax Fund	-231,909	2,168,451	265,959	-87.74%
Capital Improvement Projects Fund	448,754	2,656,470	3,574,139	34.54%
City/Schools Cap Proj. Use Tax Fund	1,676,216	20,200	495,005	2350.52%
Police/Fire Sales Tax Fund	0	854,575	923,981	8.12%
MAPS 3 Use Tax Fund	0	0	0	N/A
MAPS 4 Use Tax Fund	0	1,987,724	8,544,993	329.89%
Total All Funds	**$30,356,788**	**$40,857,095**	**$51,062,289**	**24.98%**

POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	9.00	9.00	9.00	0.00%
Customer Support	5.25	5.25	5.20	-0.95%
Public Safety Support	30.00	31.00	30.00	-3.23%
Technology Application Support	22.00	21.00	24.10	14.76%
Technology Enhancement	13.95	16.95	16.90	-0.29%
Technology Infrastructure	31.80	32.80	37.80	15.24%
Department Total	**112.00**	**116.00**	**123.00**	**6.03%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
IT Internal Service Fund	112.00	116.00	123.00	6.03%
Department Total	**112.00**	**116.00**	**123.00**	**6.03%**

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	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Executive Leadership	9.00	$2,845,399	9.00	$3,242,584	9.00	$3,421,109
Line of Business Total	**9.00**	**$2,845,399**	**9.00**	**$3,242,584**	**9.00**	**$3,421,109**



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

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Customer Support	5.25	$713,117	5.25	$690,921	5.20	$804,145
Line of Business Total	**5.25**	**$713,117**	**5.25**	**$690,921**	**5.20**	**$804,145**



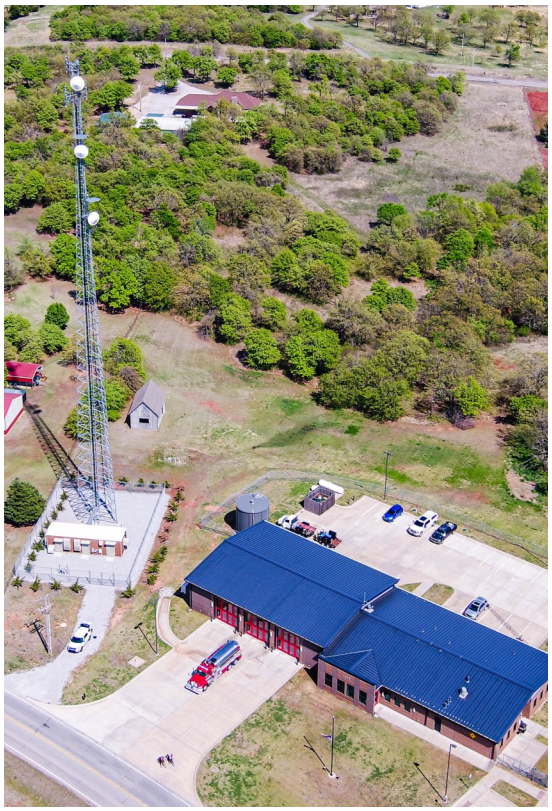
PUBLIC SAFETY SUPPORT

- **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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Public Safety Applications Support	7.80	$2,729,115	7.80	$2,368,747	6.30	$2,306,975
Public Safety Communications Support	22.20	6,716,673	23.20	7,250,776	23.70	6,914,371
Line of Business Total	**30.00**	**$9,445,788**	**31.00**	**$9,619,523**	**30.00**	**$9,221,346**



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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Departmental Systems	7.25	$1,503,665	6.25	$2,058,631	8.20	$2,004,925
Enterprise Business Applications	9.25	2,278,352	9.25	2,477,650	10.20	4,088,338
Geographic Information Systems	5.50	652,971	5.50	984,672	5.70	1,110,284
Line of Business Total	**22.00**	**$4,434,987**	**21.00**	**$5,520,953**	**24.10**	**$7,203,547**

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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Data Management	6.20	$775,098	7.20	$893,441	7.20	$1,049,642
Project Management	3.25	378,976	5.25	656,619	5.00	626,526
Software Development	4.50	472,733	4.50	530,434	4.70	601,607
Line of Business Total	**13.95**	**$1,626,807**	**16.95**	**$2,080,494**	**16.90**	**$2,277,775**



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.

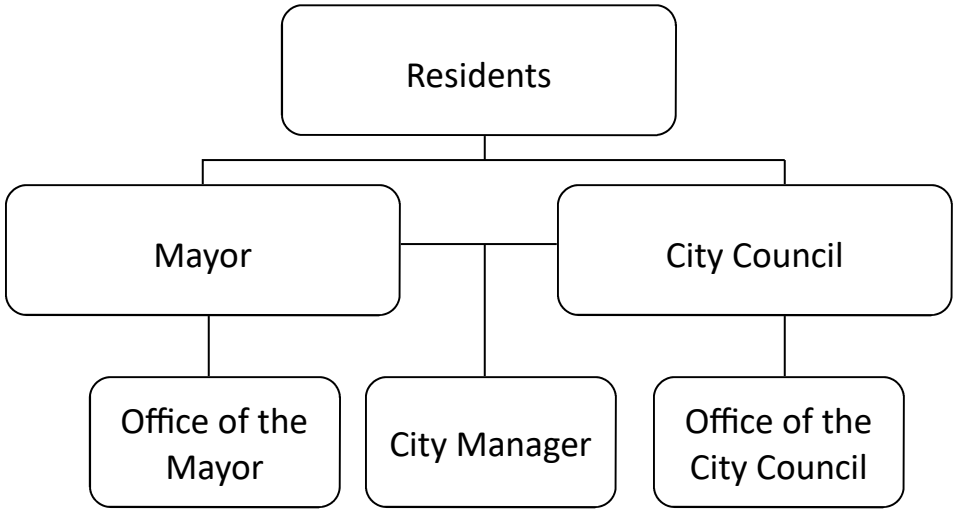
Technology Infrastructure Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Communications	4.70	$2,019,781	4.70	$2,162,556	3.70	$2,071,706
Configuration Management	3.70	2,828,162	3.70	3,037,344	4.70	2,715,965
Governance, Risk, and Compliance	0.00	0	0.00	0	6.00	922,383
Network	9.20	2,043,835	9.20	1,937,218	9.20	2,616,466
Security Operations	6.00	1,183,288	7.00	1,301,664	6.00	1,216,182
Servers	8.20	1,191,222	8.20	1,295,675	8.20	1,564,380
Line of Business Total	**31.80**	**$9,266,287**	**32.80**	**$9,734,457**	**37.80**	**$11,107,082**

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. These priorities provide guidance for the organization as the budget is developed. The following are the Council Priorities adopted by the City Council in 2017; more detail can be found beginning on page A-13.

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, helath insurance, and other benefits	$30,826	



EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Office of the City Council	$777,067	$810,810	$846,468	4.40%
Office of the Mayor	378,673	427,225	434,655	1.74%
Total Operating Expenditures	**$1,155,740**	**$1,238,035**	**$1,281,123**	**3.48%**
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	**$1,155,740**	**$1,248,535**	**$1,291,623**	**3.45%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$1,155,740	$1,238,035	$1,281,123	3.48%
Capital Improvement Projects Fund	0	10,500	10,500	0.00%
Total All Funds	**$1,155,740**	**$1,248,535**	**$1,291,623**	**3.45%**



POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Office of the City Council	4.00	4.00	4.00	0.00%
Office of the Mayor	2.60	2.60	2.60	0.00%
Department Total	**6.60**	**6.60**	**6.60**	**0.00%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	6.60	6.60	6.60	0.00%
Department Total	**6.60**	**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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the City Council	4.00	$777,067	4.00	$810,810	4.00	$846,468
Line of Business Total	**4.00**	**$777,067**	**4.00**	**$810,810**	**4.00**	**$846,468**

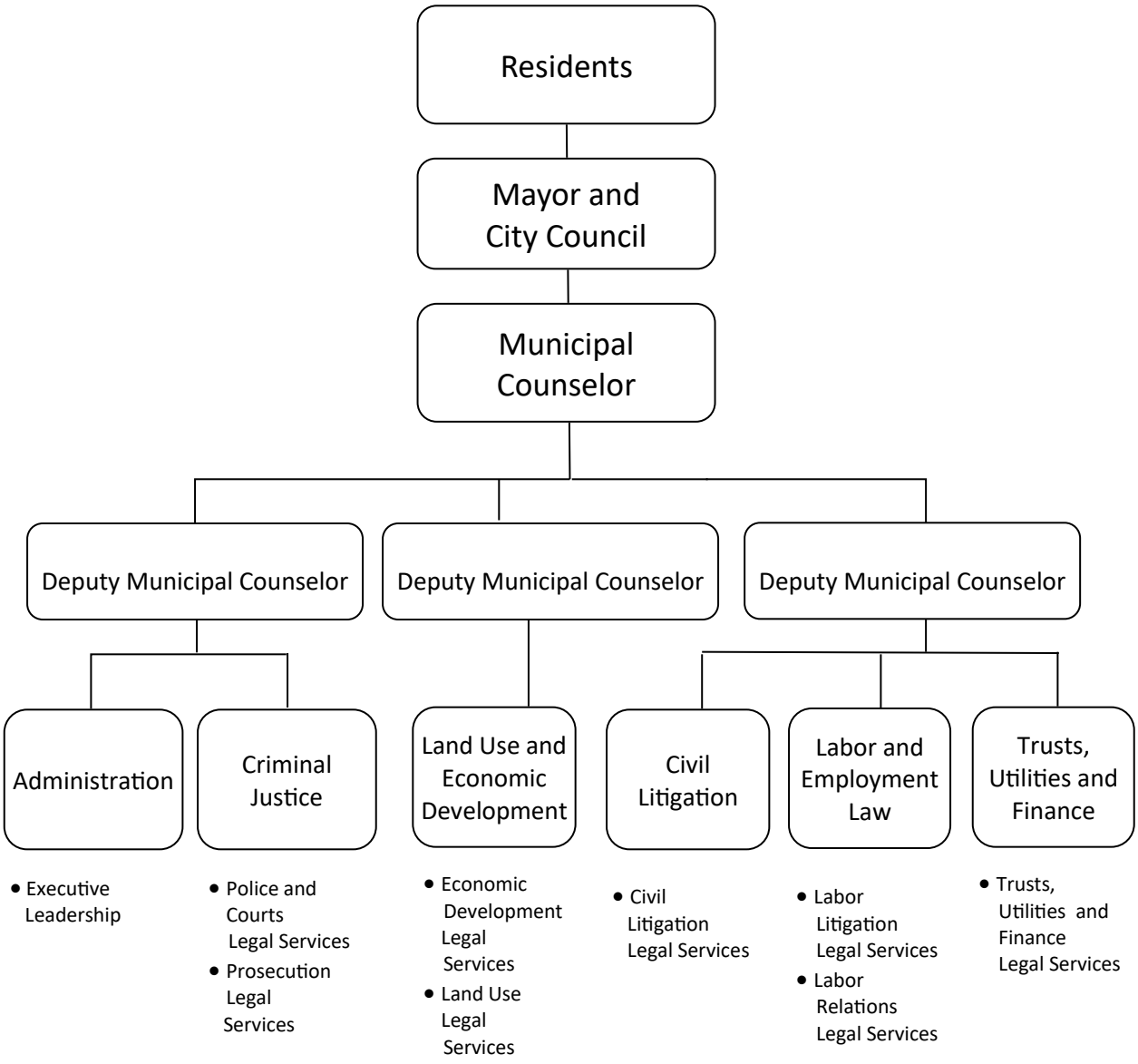
OFFICE OF THE MAYOR

- **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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the Mayor	2.60	$378,673	2.60	$427,225	2.60	$434,655
Line of Business Total	**2.60**	**$378,673**	**2.60**	**$427,225**	**2.60**	**$434,655**

Municipal Counselor



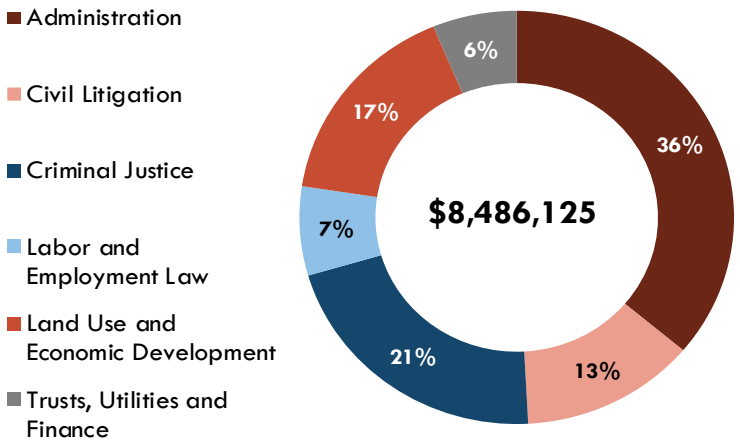
Municipal Counselor	Budget	Positions
Kenneth Jordan	$8,486,125	58

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.

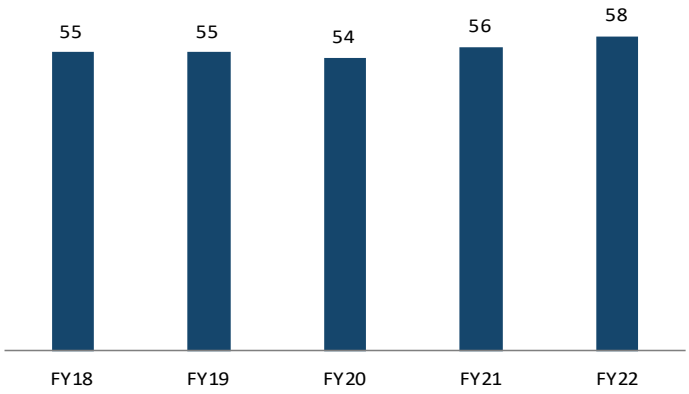
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Office of the Municipal Counselor has a total budget of $8,486,125 which is a increase of 6.48%. There are 58 positions authorized in the FY23 budget, which is a increase of two positions from the FY22 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 2021 the Municipal Counselor's Office handled 577 new civil cases, approximately 150,000 new criminal citations, 540 new claims, 464 new expungements, opened 197 collections, collected over $790,000, 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	$181,853	
2. Adds an Assistant Municipal Counselor II to Litigation in order to keep up with the increaseing demand for legal representation in both state and federal lawsuits.	$183,254	1.00
3. Adds an Assistant Municipal Counselor I to Economic Development in order to have another attorney who is familiar with Economic Development to help create a better succession plan.	$90,841	1.00
4. Deletes an Assistant Municipal Counselor II and adds an Assistant Municipal Counselor III in order to create a new division head over the Criminal Justice Division.	$17,088	
5. Adds $150,000 in the Capital Improvement fund for additional office space.	$150,000	



EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$2,501,702	$2,795,665	$3,007,427	7.57%
Civil Litigation	978,190	811,684	1,086,294	33.83%
Criminal Justice	1,930,438	2,003,452	1,773,793	-11.46%
Labor and Employment Law	456,718	533,922	579,615	8.56%
Land Use and Economic Development	1,234,032	1,210,051	1,359,034	12.31%
Trusts, Utilities and Finance	522,056	506,152	521,503	3.03%
Total Operating Expenditures	**$7,623,136**	**$7,860,926**	**$8,327,666**	**5.94%**
Non-Operating Expenditures				
Capital Expenditures	$0	$108,984	$158,459	45.40%
Total Non-Operating Expenditures	**$0**	**$108,984**	**$158,459**	**45.40%**
Department Total	**$7,623,136**	**$7,969,910**	**$8,486,125**	**6.48%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$7,485,831	$7,846,144	$8,312,884	5.95%
Capital Improvement Projects Fund	0	108,984	158,459	45.40%
Court Administration & Training Fund	2,363	12,000	12,000	0.00%
Juvenile Justice Fund	134,942	2,782	2,782	0.00%
Total All Funds	**$7,623,136**	**$7,969,910**	**$8,486,125**	**6.48%**

POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	16.36	16.36	16.74	2.32%
Civil Litigation	5.80	6.30	8.30	31.75%
Criminal Justice	15.49	15.99	14.61	-8.63%
Labor and Employment Law	2.45	3.45	3.45	0.00%
Land Use and Economic Development	6.90	6.90	7.90	14.49%
Trusts, Utilities, and Finance	7.00	7.00	7.00	0.00%
Department Total	**54.00**	**56.00**	**58.00**	**3.57%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	48.05	50.80	52.80	3.94%
Airports Cash Fund	3.00	3.00	3.00	0.00%
Juvenile Justice Fund	0.75	0.00	0.00	N/A
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	**54.00**	**56.00**	**58.00**	**3.57%**



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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	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Executive Leadership	16.36	$2,501,702	16.36	$2,795,665	16.74	$3,007,427
Line of Business Total	**16.36**	**$2,501,702**	**16.36**	**$2,795,665**	**16.74**	**$3,007,427**

CIVIL LITIGATION

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

Civil Litigation Positions and Budget

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Civil Litigation Legal Services	5.80	$978,190	6.30	$811,684	8.30	$1,086,294
Line of Business Total	**5.80**	**$978,190**	**6.30**	**$811,684**	**8.30**	**$1,086,294**

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

	FY21		FY22		FY23	
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	1,930,438	14.79	2,001,735	13.41	1,772,076
Line of Business Total	**15.49**	**$1,930,438**	**15.99**	**$2,003,452**	**14.61**	**$1,773,793**

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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Litigation Legal Services	1.15	$215,924	2.15	$300,024	2.15	$333,858
Labor Relations Legal Services	1.30	240,794	1.30	233,898	1.30	245,757
Line of Business Total	**2.45**	**$456,718**	**3.45**	**$533,922**	**3.45**	**$579,615**

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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Economic Development Legal Services	3.43	$619,490	3.43	$601,878	4.43	$713,509
Land Use Legal Services	3.47	614,542	3.47	608,173	3.47	645,525
Line of Business Total	**6.90**	**$1,234,032**	**6.90**	**$1,210,051**	**7.90**	**$1,359,034**

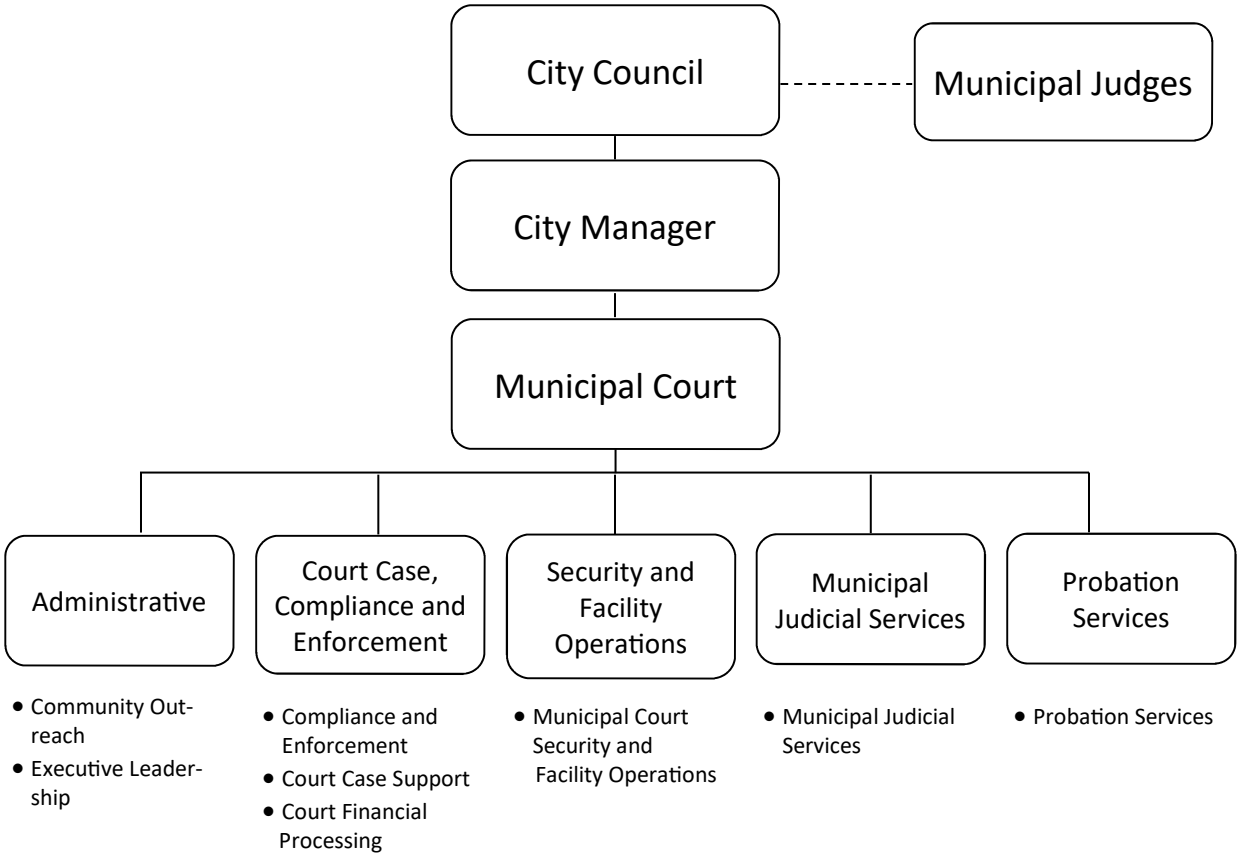
TRUSTS, UTILITIES AND FINANCE

- **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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Trusts, Utilities and Finance Legal Services	7.00	$522,056	7.00	$506,152	7.00	$521,503
Line of Business Total	**7.00**	**$522,056**	**7.00**	**$506,152**	**7.00**	**$521,503**

Municipal Court



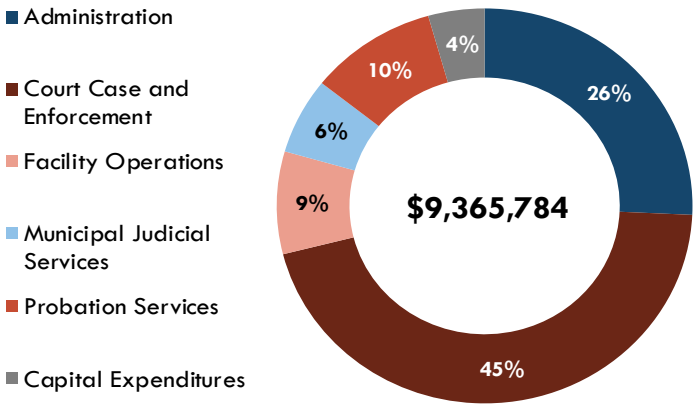
Director	Budget	Positions
LaShawn Thompson	$9,365,784	65

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Municipal Court is to provide excellent customer service and access to justice for our court patrons, so they can be assured of fairness, transparency, and impartiality in the timely disposition of their case(s).

DEPARTMENT BUDGET



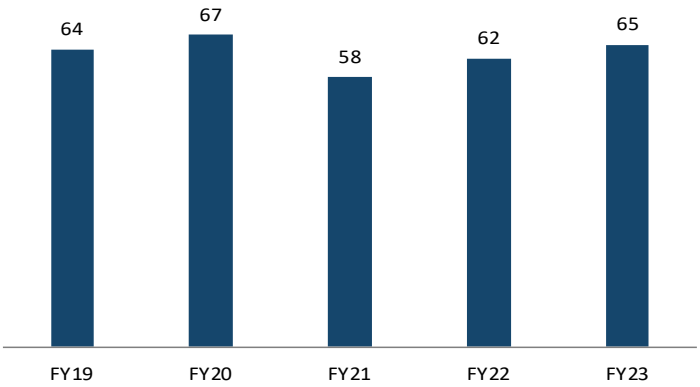
Department Facts

- In FY21, 164,878 citations were processed by Municipal Court.
- The FY21 Municipal Court Customer Satisfaction Survey results indicate that 95% of people who completed the survey were satisfied with their court experience and 98% were satisfied that they "were treated with courtesy and respect by court staff."

DEPARTMENT OVERVIEW

The Municipal Court has a total budget of $9,365,784 which is an increase of 7.61%. There are 65 positions authorized in the FY23 budget, which is an increase of three positions from the FY22 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	$156,513	
2. Adds two Quality Control Coordinators to allow for more case files to be audited each year and improve the integrity of court	$132,896	2.00



PHOTO: SIMON HURST

EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$1,830,937	$2,180,517	$2,409,061	10.48%
Court Case and Enforcement	3,845,930	4,057,703	4,246,313	4.65%
Facility Operations	509,028	759,077	786,150	3.57%
Municipal Judicial Services	530,891	571,162	583,367	2.14%
Probation Services	858,788	907,134	931,284	2.66%
Total Operating Expenditures	**$7,575,574**	**$8,475,593**	**$8,956,175**	**5.67%**
Non-Operating Expenditures				
Capital Expenditures	$18,650	$228,233	$409,609	79.47%
Total Non-Operating Expenditures	**$18,650**	**$228,233**	**$409,609**	**79.47%**
Department Total	**$7,594,224**	**$8,703,826**	**$9,365,784**	**7.61%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$6,681,171	$7,549,097	$7,887,035	4.48%
Capital Improvement Projects Fund	18,650	20,264	201,640	895.07%
CLEET Court Administration Training	0	7,000	7,000	0.00%
Juvenile Justice Fund	894,402	919,496	1,062,140	15.51%
MAPS 3 Use Tax Fund	0	207,969	207,969	0.00%
Total All Funds	**$7,594,224**	**$8,703,826**	**$9,365,784**	**7.61%**



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POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	4.40	8.40	8.95	6.55%
Court Case and Enforcement	39.60	39.40	41.60	5.58%
Facility Operations	0.00	0.20	0.45	125.00%
Municipal Judicial Services	4.00	4.00	4.00	0.00%
Probation Services	10.00	10.00	10.00	0.00%
Department Total	**58.00**	**62.00**	**65.00**	**4.84%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	49.00	53.00	55.05	3.87%
Juvenile Justice Fund	9.00	9.00	9.95	10.56%
Department Total	**58.00**	**62.00**	**65.00**	**4.84%**



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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	4.40	$1,829,667	5.40	$1,976,766	5.20	$2,150,723
Community Outreach	0.00	1,270	3.00	203,751	3.75	258,338
Line of Business Total	**4.40**	**$1,830,937**	**8.40**	**$2,180,517**	**8.95**	**$2,409,061**

COURT CASE, COMPLIANCE AND ENFORCEMENT

- **The Court Case Support Program** provides scheduling, case processing and information services to court patrons and officers of the Court, so they can be assured accurate and timely adjudication of cases.
- **The Compliance and Enforcement Program** provides justice-involved individuals and the Oklahoma City Police Department Court Detail Unit case information, so they can address citations and warrants.
- **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

`	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Court Case Support	25.35	$2,870,064	23.25	$2,830,548	24.85	$2,940,553
Court Enforcement and Investigations	4.45	290,897	3.85	305,041	3.85	319,341
Court Financial Processing	9.80	684,969	12.30	922,114	12.90	986,419
Line of Business Total	**39.60**	**$3,845,930**	**39.40**	**$4,057,703**	**41.60**	**$4,246,313**

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SECURITY AND FACILITY OPERATIONS

- **The Municipal Court Security and Facility Operations Program** provides security services, facility maintenance, and safety training 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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Courthouse Security*	0.00	$100,379	0.05	$110,323	0.05	$112,242
Municipal Court Facility Ops	0.00	408,649	0.15	648,754	0.40	673,908
Line of Business Total	**0.00**	**$509,028**	**0.20**	**$759,077**	**0.45**	**$786,150**

*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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Municipal Judicial Services	4.00	$530,891	4.00	$571,162	4.00	$583,367
Line of Business Total	**4.00**	**$530,891**	**4.00**	**$571,162**	**4.00**	**$583,367**



PROBATION SERVICES

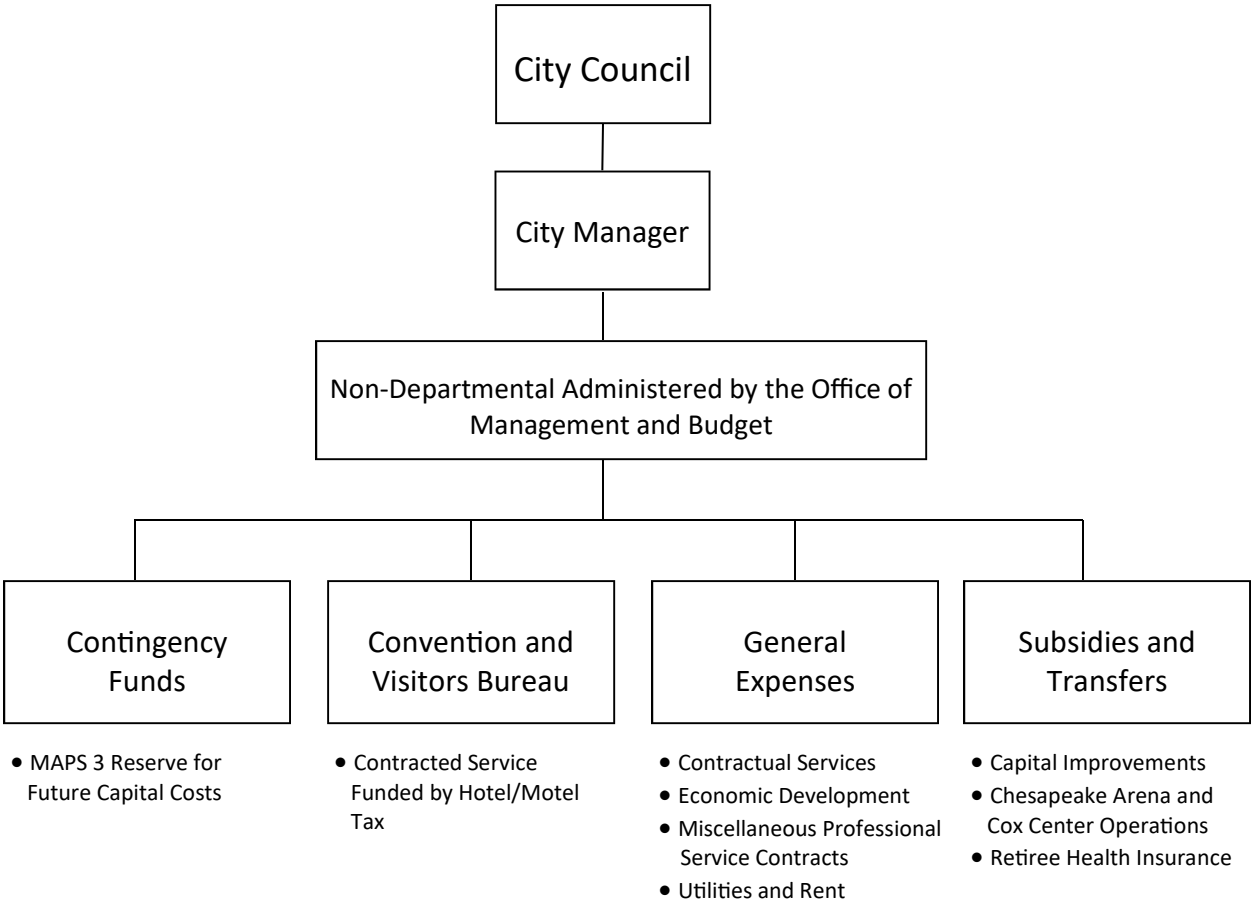
- **The Probation Services Program** provides referral and supervision services to justice-involved individuals so they can successfully complete their court ordered requirements within the established period of time and reduce recidivism.

Probation Services Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Probation Services	10.00	$858,788	10.00	$907,134	10.00	$931,284
Line of Business Total	**10.00**	**$858,788**	**10.00**	**$907,134**	**10.00**	**$931,284**



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 - General Fund	Amount	Positions
1. Increases salary reserve for potential cost of living increases	$13,447,164	
2. Adds funding for potential salary increases based on the Classification and Compensation Study	$2,791,000	
3. Increases contingency for potential unforseen expenditures	$1,980,236	
4. Increases the subsidy for the management of the Paycom Center, Prairie Surf Studios and the Oklahoma City Convention Center	$1,150,912	
5. Increases funding for various task force recommendation to $2.4 million	$1,100,000	
6. Increases funding for LED streetlights and electricity	$1,043,700	
7. Increases the payment to OCEDT	$1,050,000	

EXPENDITURES

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Better Streets Safer City Use Tax	$0	$388,077	$282,012	-27.33%
Capital Improvement Projects Fund	5,842,844	32,295,028	41,960,098	29.93%
City and School Capital Project Use Tax	0	3,521,687	969,000	-72.48%
Debt Service Fund	103,371,515	120,736,539	125,884,695	4.26%
General Fund - Operating	80,405,059	75,671,225	101,209,410	33.75%
General Fund - Non-Operating	114,318,193	117,103,316	132,062,015	12.77%
Grant Management Fund	101,868,000	137,500,000	58,000,000	-57.82%
Hotel/Motel Tax Spec Revenue Fund	14,467,155	19,852,446	26,854,847	35.27%
MAPS 3 Use Tax	0	2,811,755	1,684,699	-40.08%
MAPS 4 Use Tax	0	28,425,359	13,887,236	-51.14%
MAPS Operations Fund	966,584	2,317,433	2,236,116	-3.51%
Medical Service Program	8,828,620	6,882,212	7,343,152	6.70%
OKC Improv & Spec Svcs Assess Dist	2,541,299	4,543,720	5,142,058	13.17%
Police and Fire Capital Equipment Sales Tax Fund	0	0	100,000	N/A
Special Assessment Districts	2,457,029	3,331,214	1,754,000	-47.35%
Special Purpose Fund	0	4,000,000	5,049,908	26.25%
Department Total	**$435,066,298**	**$559,380,011**	**$524,419,246**	**-6.25%**

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RESPONSIBILITIES

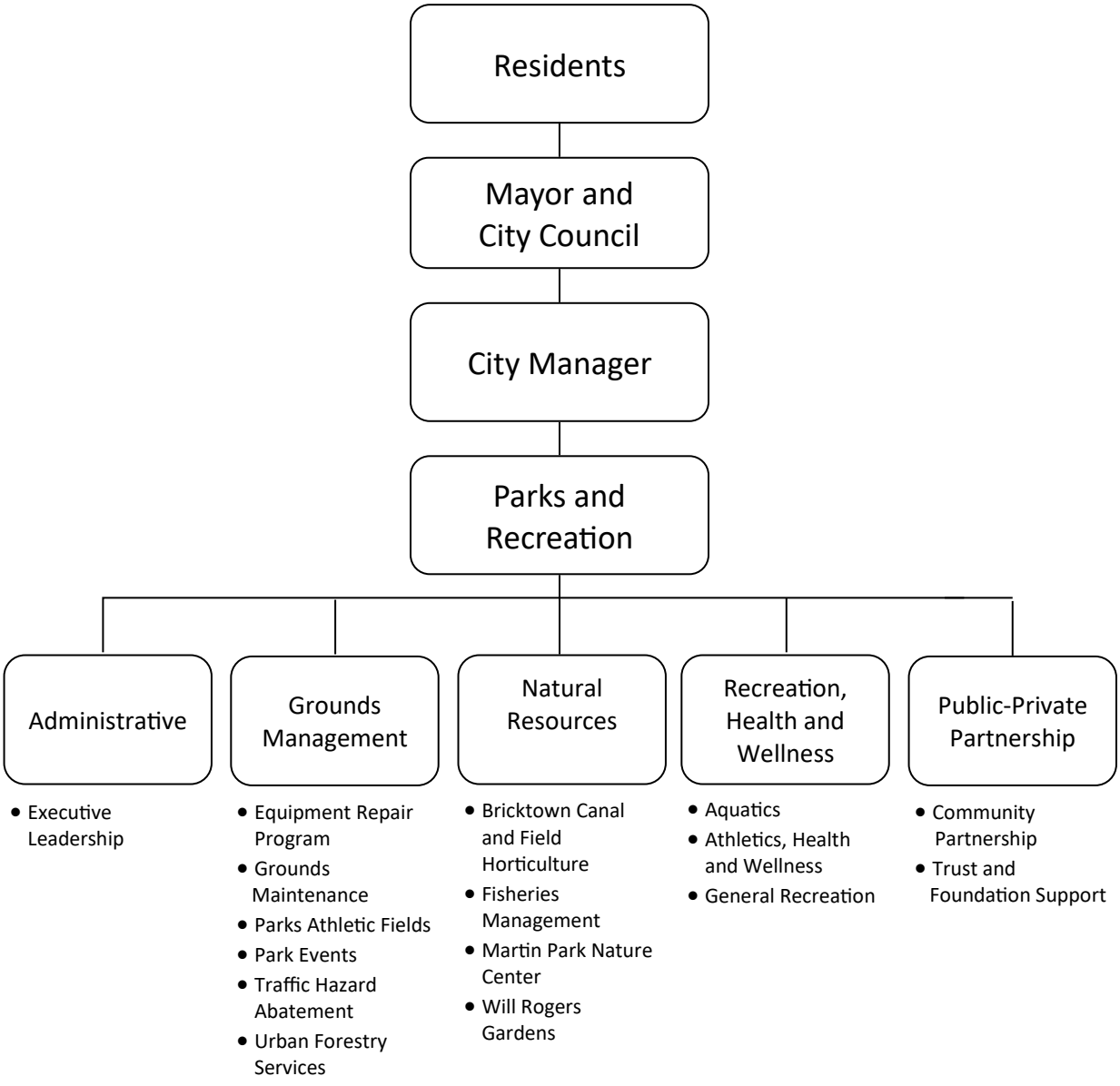
SUMMARY OF DEPARTMENTAL RESPONSIBILITIES

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



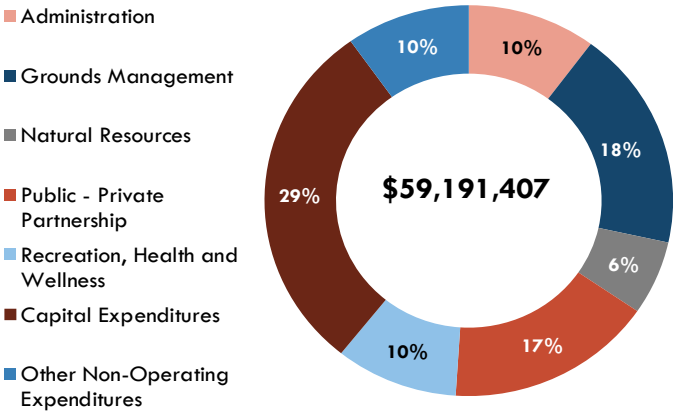
Director	Budget	Positions
Melinda McMillan-Miller	$59,191,407	186

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



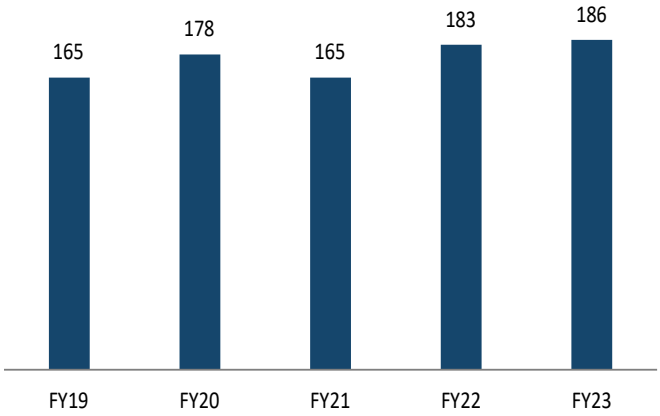
Department Facts

- OKC Fisheries stock over 1.2 million fish in OKC's fishable waters annually
- OKC Parks has the only municipal soccer league in the country
- Grounds Maintenance collects over 1,000 tons of refuse and mows and trims over 40,000 acres annually, with a crew of only 50 people

DEPARTMENT OVERVIEW

The Parks and Recreation Department has a total budget of $59,191,407, which is an increase of 28.62%. There are 186 positions authorized in the FY23 budget, an increase of three positions. The pie chart above provides a breakdown of the FY23 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 personal related costs such as salaries, merit, retirement, health insurance, and other benefits	$292,737	
2. Adds funding to the Grounds Maintenance Program so they can contract out their mowing services for City medians and rights-of-way to an outside contractor	$520,010	
3. Adds an Irrigation Technician to the Bricktown Canal and Field Horticulture Program to keep irrigation systems maintained and working correctly while ensuring water conservation with smart	$59,089	1.00
4. Adds an Irrigation Technician to the Parks Athletic Field Program to keep irrigation systems maintained and working correctly while ensuring water conservation with smart water planning	$59,089	1.00
5. Increases for vehicles and equipment needed for new positions	$161,284	
6. Adds a Recreation Program Coordinator to the Will Rogers Gardens Program to be responsible for programming and booking rentals at the Garden Exhibition Center	$64,033	1.00
7. Adds a Management Specialist to the Executive Leadership Program to provide operational support	$86,519	1.00
8. Deletes a vacant Inventory Technician position in the Ground Maintenance Program to pay for the new NAPA services contract		(1.00)



EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$4,903,394	$5,608,030	$6,032,089	7.56%
Grounds Management	9,866,526	10,198,346	10,801,865	5.92%
Natural Resources	2,522,578	3,489,992	3,622,470	3.80%
Public - Private Partnership	6,280,027	7,922,102	9,746,620	23.03%
Recreation, Health and Wellness	4,413,076	5,830,463	5,751,676	-1.35%
Total Operating Expenditures	**$27,985,601**	**$33,048,933**	**$35,954,720**	**8.79%**
Non-Operating Expenditures				
Capital Expenditures	$662,548	$7,105,133	$17,426,247	145.26%
Other Non-Operating Expenditures	430,450	5,865,893	5,810,440	-0.95%
Total Non-Operating Expenditures	**$1,092,998**	**$12,971,026**	**$23,236,687**	79.14%
Department Total	**$29,078,599**	**$46,019,959**	**$59,191,407**	**28.62%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$27,985,601	$33,048,933	$35,954,720	8.79%
Capital Improvement Projects Fund	662,548	7,105,133	17,426,247	145.26%
Special Purpose Fund	430,450	5,865,893	5,810,440	-0.95%
Total All Funds	**$29,078,599**	**$46,019,959**	**$59,191,407**	**28.62%**

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POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	18.00	18.00	19.00	5.56%
Grounds Management	90.00	99.00	99.00	0.00%
Natural Resources	28.00	32.00	34.00	6.25%
Public - Private Partnership	0.00	0.00	0.00	N/A
Recreation, Health and Wellness	29.00	34.00	34.00	0.00%
Department Total	**165.00**	**183.00**	**186.00**	**1.64%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	165.00	183.00	186.00	1.64%
Department Total	**165.00**	**183.00**	**186.00**	**1.64%**



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

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Executive Leadership	18.00	$4,903,394	18.00	$5,608,030	19.00	$6,032,089
Line of Business Total	**18.00**	**$4,903,394**	**18.00**	**$5,608,030**	**19.00**	**$6,032,089**



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 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 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 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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Equipment Repair*	7.10	$769,399	0.00	$0	0.00	$0
Grounds Maintenance	70.09	7,944,964	85.62	8,823,022	84.13	9,343,003
Park Events	1.90	203,842	1.99	183,707	2.00	181,628
Parks Athletic Fields	2.64	374,322	2.77	340,813	4.25	401,542
Traffic Hazard Abatement	1.63	80,578	1.63	148,649	1.63	160,120
Urban Forestry Services	6.64	493,421	6.99	702,155	6.99	715,572
Line of Business Total	**90.00**	**$9,866,526**	**99.00**	**$10,198,346**	**99.00**	**$10,801,865**

*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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bricktown Canal and Field Horticulture	17.50	$1,196,232	21.50	$2,185,828	22.50	$2,249,500
Fisheries Management	1.50	240,628	1.50	193,924	1.50	193,456
Martin Park Nature Center	2.50	322,855	2.50	320,540	2.50	330,341
Myriad Botanical Gardens Support*	0.00	425	0.00	0	0.00	0
Will Rogers Gardens	6.50	762,438	6.50	789,700	7.50	849,173
Line of Business Total	**28.00**	**$2,522,578**	**32.00**	**$3,489,992**	**34.00**	**$3,622,470**

* 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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Partnership	0.00	$104,507	0.00	$63,930	0.00	$63,930
Trust and Foundation Support	0.00	6,175,520	0.00	7,858,172	0.00	9,682,690
Line of Business Total	**0.00**	**$6,280,027**	**0.00**	**$7,922,102**	**0.00**	**$9,746,620**



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.

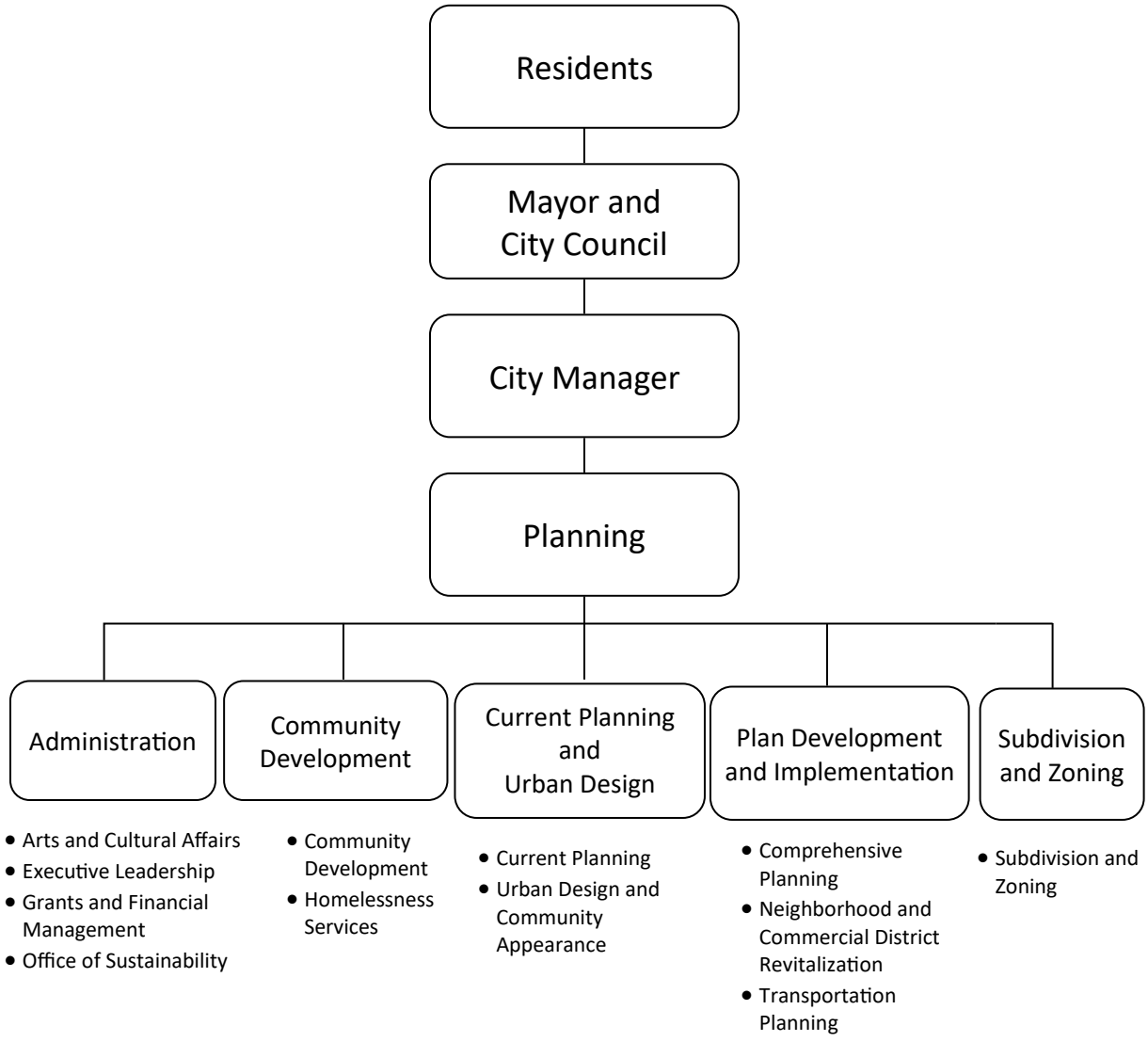
- **The General Recreation Program** provides a vast array of health, wellness and recreational services to the public so they can enjoy a variety of safe and educational recreation opportunities that reflect the needs and interests of the community.

Recreation, Health and Wellness Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Aquatics	3.50	$393,706	6.50	$1,135,544	7.50	$1,255,636
Athletics, Health, and Wellness	8.00	878,978	8.00	1,036,938	7.00	942,705
General Recreation	17.50	3,140,392	19.50	3,657,981	19.50	3,553,335
Line of Business Total	**29.00**	**$4,413,076**	**34.00**	**$5,830,463**	**34.00**	**$5,751,676**



Planning



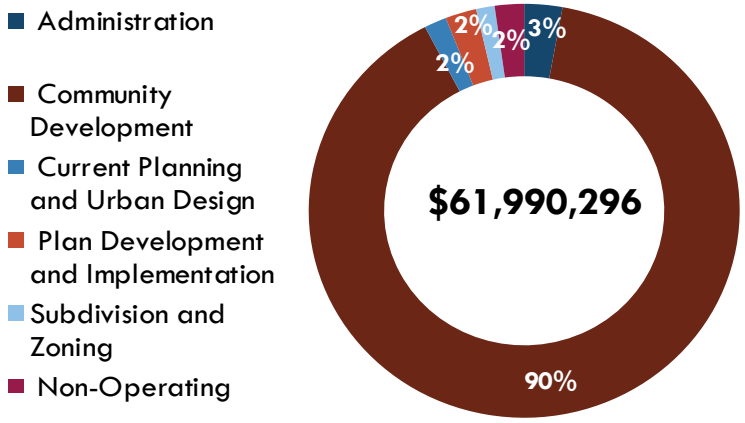
Director	Budget	Positions
Geoffrey Butler	$61,990,296	60

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

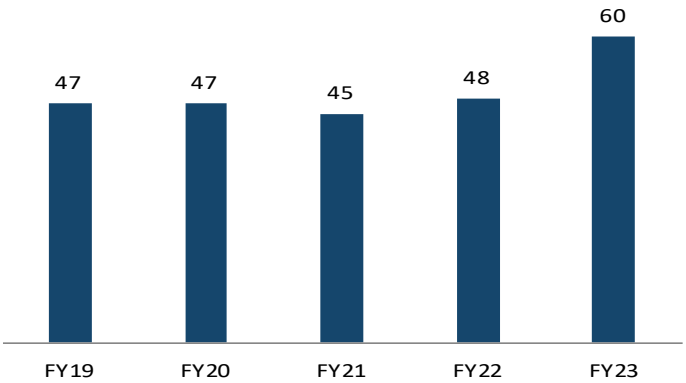
The Planning Department has a total budget of $61,990,296 which is an increase of 23.27%. There are 60 positions authorized in the FY23 budget, which is an increase of 12 from FY22.

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	$173,704	
2.	Adds a Senior Planner to the Comprehensive Planning Program so they can work on Geographic Information and System (GIS) data analysis	$86,519	1.00
3.	Adds a Senior Planner to the Executive leadership Program so they can work on securing federal grant funds from the new infrastructure bill	$91,019	1.00
4.	Moves the Subdivision and Zoning program from the Development Services Department to the Planning Department	$860,794	7.00

Grant Fund		Amount	Positions
1.	Adds an Assistant Planner to the Housing and Community Development Program so they can work in the Brownfield Program	$73,501	1.00
2	Adds an Assistant Planner to the Housing and Community Development Program so they can work to help the City's Homelessness Service Program	$73,501	1.00



EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$1,369,095	$1,765,653	$1,742,637	-1.30%
Community Development	595,626	855,046	869,756	1.72%
Current Planning and Urban Design	871,302	1,004,114	1,044,250	4.00%
Plan Development and Implementation	956,234	1,170,372	1,400,045	19.62%
Subdivision and Zoning*	0	0	860,794	N/A
Total Operating Expenditures	**$3,792,257**	**$4,795,185**	**$5,917,482**	**23.40%**
Non-Operating Grants Expenditures				
Administration	$12,852	$500,036	$27,855	-94.43%
Community Development	20,080,492	44,607,547	54,631,317	22.47%
Plan Development and Implementation	74,116	16,767	51,930	209.72%
Total Grant Expenditures	**$20,167,460**	**$45,124,350**	**$54,711,102**	**21.25%**
Non-Operating Special Purpose Expenditures				
Arts & Cultural Affairs	$0	$176,073	$292,309	66.02%
Community Development	23,981	64,355	7,746	-87.96%
Mayor's Round Table	0	126,116	132,567	5.12%
Other	24,315	666	929,090	139403.00%
Total Special Purpose Expenditures	**$48,296**	**$367,210**	**$1,361,712**	**270.83%**
Department Total	**$24,008,013**	**$50,286,745**	**$61,990,296**	**23.27%**

*Subdivision and Zoning moved from the Development Services Department to the Planning Department during the FY23 budget development process

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$3,792,257	$4,795,185	$5,917,482	23.40%
Capital Improvement Projects Fund	$24,315	$0	$928,412	N/A
Grants Management Fund	20,167,460	45,124,350	54,711,102	21.25%
Special Purpose Fund	23,981	367,210	433,300	18.00%
Total All Funds	**$24,008,013**	**$50,286,745**	**$61,990,296**	**23.27%**

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POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	7.97	7.97	8.72	9.41%
Community Development	18.17	20.17	22.30	10.56%
Current Planning and Urban Design	9.00	10.00	10.00	0.00%
Plan Development and Implementation	9.86	9.86	11.98	21.50%
Subdivision and Zoning *	0.00	0.00	7.00	N/A
Department Total	**45.00**	**48.00**	**60.00**	**25.00%**

*Subdivision and Zoning moved from the Development Services Department to the Planning Department during the FY23 budget development process

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	26.93	28.93	38.70	33.77%
Grants Management Fund	18.07	19.07	21.30	11.69%
Department Total	**45.00**	**48.00**	**60.00**	**25.00%**



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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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Arts & Cultural Affairs	2.47	$235,855	2.47	$429,199	2.47	$553,675
Executive Leadership	3.50	935,850	3.50	1,286,913	4.25	1,247,388
Grant & Financial Management	0.00	0	0.00	500,036	0.00	27,855
Office of Sustainability	2.00	234,556	2.00	225,614	2.00	233,883
Line of Business Total	**7.97**	**$1,406,261**	**7.97**	**$2,441,762**	**8.72**	**$2,062,801**



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COMMUNITY DEVELOPMENT

- **The Community Development Program** 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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Development	16.17	$13,413,600	17.17	$35,312,826	19.40	$40,711,127
Homelessness Services	2.00	7,286,500	3.00	10,340,238	2.90	14,930,259
Line of Business Total	**18.17**	**$20,700,100**	**20.17**	**$45,653,064**	**22.30**	**$55,641,386**

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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Current Planning	3.70	$282,620	2.80	$293,721	2.80	$273,974
Urban Design & Comm App	5.30	588,682	7.20	710,393	7.20	770,276
Line of Business Total	**9.00**	**$871,302**	**10.00**	**$1,004,114**	**10.00**	**$1,044,250**

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.

Plan Development and Implementation Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Comprehensive Planning	3.08	$124,747	2.38	$250,242	3.00	$1,244,533
Neighborhood and Commercial District Revitalization	4.78	719,259	5.48	757,717	5.98	874,009
Transportation Planning	2.00	186,345	2.00	179,846	3.00	262,523
Line of Business Total	**9.86**	**$1,030,351**	**9.86**	**$1,187,805**	**11.98**	**$2,381,065**



SUBDIVISION AND ZONING

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

Subdivision and Zoning Positions and Budget

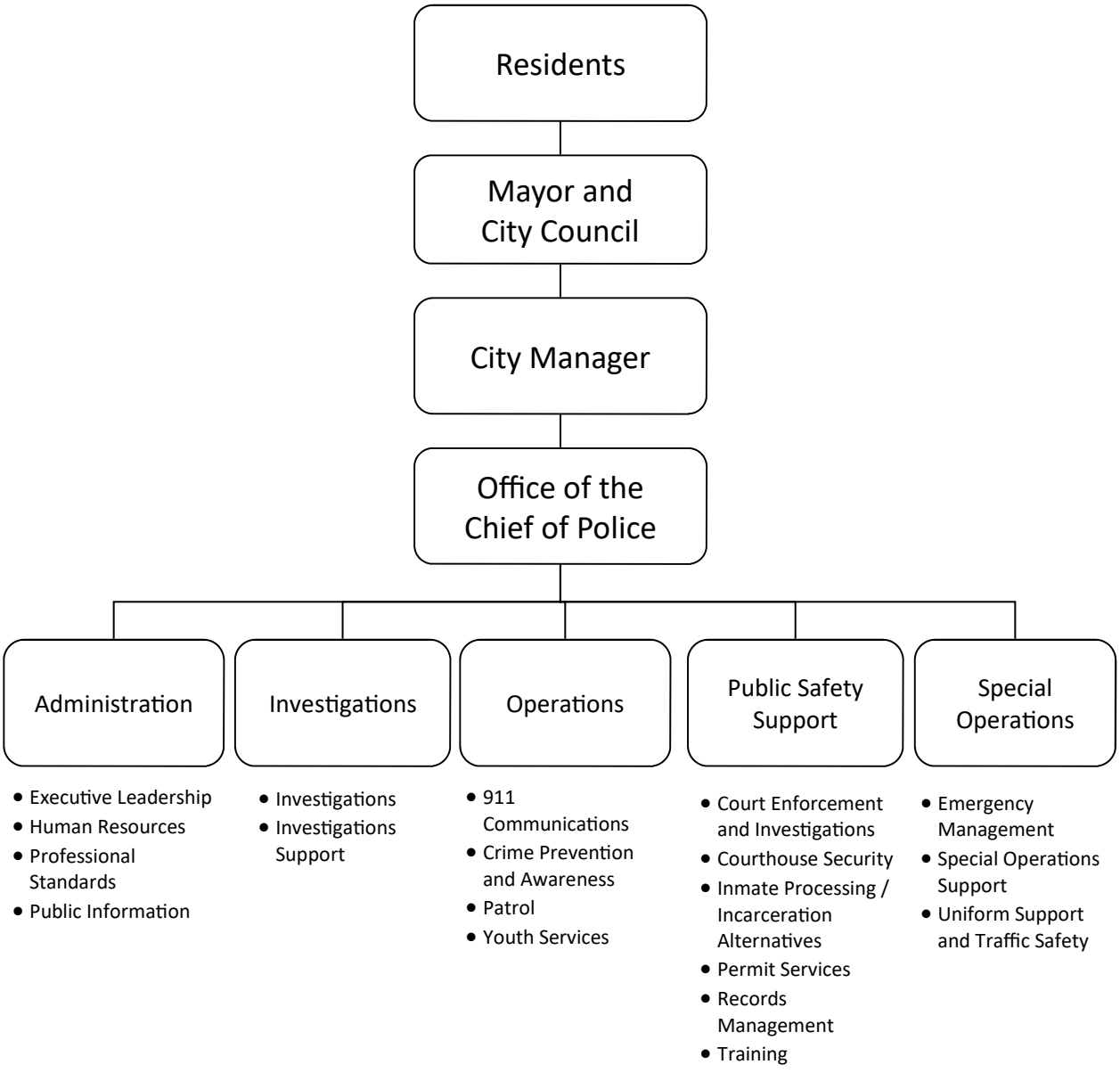
Program	FY21 Adopted Positions	Actual Expenses	FY22 Adopted Positions	Adopted Budget	FY23 Adopted Positions	Adopted Budget
Subdivision and Zoning*	0.00	$0	0.00	$0	7.00	$860,794
Line of Business Total	**0.00**	**$0**	**0.00**	**$0**	**7.00**	**$860,794**

*Subdivision and Zoning moved from the Development Services Department to the Planning Department during the FY23 budget development process



The City of
OKLAHOMA CITY

Police



Police Chief	Budget	Positions
Wade Gourley	$259,559,558	1,567

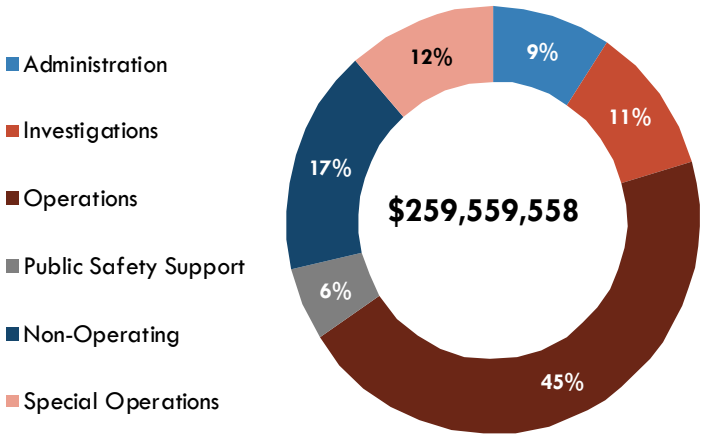
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DEPARTMENT INTRODUCTION

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.

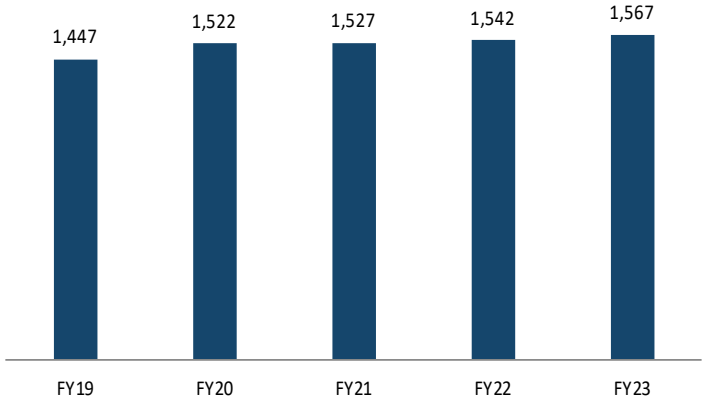
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Police Department has a total budget of $259,559,558, which is an increase of 9.06%. There are 1,567 positions authorized in the FY23 budget, an increase of 25 positions over the FY22 budget.

POSITION HISTORY



Department Facts

- In 2021, all supervisors were required to attend MAGNUS Leadership training which is a theoretical, scientific and practical approach to turbocharging leadership capacity.
- In 2021, the Chief's Directive 21-06 Release of Video Evidence was distributed to address the need to provide accurate context of police interactions. The directive addresses the need for critical incident video evidence to be released within ten days of the incident and officer involved shooting incidents released within ten days of the involved officer interview.
- In 2021, Officers were provided with enhanced emergency medical training which resulted in numerous incidents where officers applied the training to attempt to save the live of residents in medical stress.

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	$7,129,886	
2.	Adds 911 Dispatcher I positions funded from the Police Emergency Management fund to reduce overtime, cover absentees, and provide adequate training in order to increase the service levels	$314,875	5.00
3.	Adds Civilian Property Crime Specialists positions funded from the Police Sales Tax in order to add personnel that can respond to non-injury automobile accidents and assist in achieving LFR targets	$557,530	8.00
4.	Adds two Civilian Senior Crime Scene Investigators funded from the General Fund to assist with solving cases timelier and increase clearance rates	$176,760	2.00
5.	Adds Civilian Senior Crime Analyst positions funded from the Police Sales Tax to research, gather, analyze, and disseminate crime data to identify crime patterns.	$148,390	2.00
6.	Add Community Relations Coordinator positions funded from Police Grants	$140,443	2.00
7.	Adds a Public Information Management Coordinator I position funded by the Emergency Management Grant to assist with Police Department Information available to the public	$90,396	1.00
8.	Adds a Civilian Licensed Professional Counselor position funded from the General Fund to provide in-house mental health resources for employees and their families	$87,953	1.00
9.	Adds a Civilian Chaplain funded from the General Fund to serve the needs of employees and their wellbeing through crisis assistance, hospital visits, attending lineups, and conducting weddings and funerals	$87,935	1.00
10.	Adds a Police Emergency Management position funded from the General Fund to address absences and perform the necessary functions to address hazards, threats, and disasters	$77,070	1.00
11.	Adds an Administrative Coordinator funded by the General Fund to improve response times for personnel requests and processing of personnel transactions	$66,448	1.00
12.	Adds a Civilian Family and Community Teamwork Program(FACT) Coordinator funded by the General Fund to maintain consistency, coordination, and objectives	$66,448	1.00
13.	Increases fuel costs funded by the General Fund and Police Sales Tax	$1,181,063	
14.	Increases vehicle maintenance costs funded by the General fund and Police Sales Tax	$395,823	
15.	Adds funding for Police Recruit Project funded by Police Sales Tax to provide the necessary funding for services, supplies and equipment for two classes per year	$360,244	
16.	Adds funding for Supplies, Equipment and Contingency from Police Sales Tax to provide the necessary budget for FY23 projected expenditures due to cost increases	$350,000	
17.	Adds Information and technology expenses funded from the General Fund for FY23 projects.	$263,646	

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EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$23,757,479	$23,976,210	$24,501,452	2.19%
Investigations	40,379,499	41,275,460	31,249,233	-24.29%
Operations	115,188,867	121,001,399	124,436,559	2.84%
Public Safety Support	22,629,124	26,023,124	15,029,891	-42.24%
Special Operations*	0	0	28,607,286	N/A
Total Operating Expenditures	**$201,954,970**	**$212,276,193**	**$223,824,421**	**5.44%**
Non-Operating Expenditures				
Administration	$5,838	$101,470	$689,071	579.09%
Capital Expenditures	12,972,354	30,025,978	40,803,859	35.90%
Investigations	1,274,974	3,749,846	151,000	-95.97%
Operations	323,673	217,004	218,744	0.80%
Other Non-Operating	2,262,973	3,887,644	4,286,897	10.27%
Public Safety Support	0	64,000	64,000	0.00%
Special Operations*	0	0	3,447,606	N/A
Total Non-Operating Expenditures	**$16,839,812**	**$38,045,942**	**$49,661,177**	**30.53%**
Total Department	**$218,794,783**	**$250,322,135**	**$273,485,598**	**9.25%**
Less Transfers to City Funds	($22,173,701)	($12,333,890)	($13,926,040)	12.91%
Total Department	**$196,621,082**	**$237,988,245**	**$259,559,558**	**9.06%**

*Special Operations LOB added in FY23

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$153,118,846	$157,112,887	$163,911,659	4.33%
Asset Forfeiture Fund	1,604,485	4,132,320	4,561,789	10.39%
Better Streets Safer City Use Tax Fund	11,522,912	17,520,353	9,931,207	-43.32%
Capital Improvements Projects Fund	14,551	9,235,944	10,456,810	13.22%
City and Schs Capital Use Tax Fund	0	0	990,300	N/A
Court Admin and Training Fund	133,372	228,657	208,000	-9.03%
Emergency Management Fund	8,352,744	9,567,491	10,189,106	6.50%
Grants Management Fund	2,262,973	3,826,108	4,251,561	11.12%
MAPS 3 Use Tax	438	472,908	1,624,093	243.43%
MAPS 4 Use Tax	0	0	13,207,748	N/A
Police Sales Tax Fund	41,784,463	47,993,083	53,938,509	12.39%
Police and Fire Equip Sales Tax Fund	0	170,848	170,848	0.00%
Special Purpose Fund	0	61,536	43,968	-28.55%
Total Department	**$218,794,783**	**$250,322,135**	**$273,485,598**	**9.25%**
Less Interfund Transfers	($22,173,701)	($12,333,890)	($13,926,040)	12.91%
Total All Funds	**$196,621,082**	**$237,988,245**	**$259,559,558**	**9.06%**

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POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	83.10	86.10	84.75	-1.57%
Investigations	303.40	313.40	242.90	-22.50%
Operations	949.80	950.80	906.40	-4.67%
Public Safety Support	190.70	191.70	116.00	-39.49%
Special Operations*			216.95	0.52%
Total Department	**1,527.00**	**1,542.00**	**1,567.00**	**1.62%**

*Special Operations LOB added in FY23

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	1,193.75	1,196.75	1,203.75	0.58%
Emergency Management Fund	81.25	81.25	86.25	6.15%
Grants Management Fund	0.00	0.00	3.00	N/A
Police Sales Tax Fund	252.00	263.00	273.00	2.86%
Asset Forfeiture Fund	0.00	1.00	1.00	0.00%
Total Department	**1,527.00**	**1,542.00**	**1,567.00**	**1.62%**



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POLICE LINES OF BUSINESS

ADMINISTRATION

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

- **The 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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	47.35	$18,889,505	50.35	$19,381,203	52.10	$20,341,323
Emergency Management*	4.10	615,245	4.10	659,841	0.00	0
Human Resources	13.75	1,573,505	13.75	1,499,596	14.75	1,623,755
Professional Standards	9.90	1,555,329	9.90	1,423,529	9.90	1,477,961
Public Information	8.00	1,123,895	8.00	1,012,041	8.00	1,058,413
Line of Business Total	**83.10**	**$23,757,479**	**86.10**	**$23,976,210**	**84.75**	**$24,501,452**

*Moved to Special Operations in FY23



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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.

Investigations Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Investigations	143.35	$20,051,064	143.35	$20,004,548	143.35	$20,414,821
Investigations Support	79.55	8,609,568	86.55	10,022,989	99.55	10,834,412
Special Investigations*	80.50	11,718,867	83.50	11,247,923	0.00	0
Line of Business Total	**303.40**	**$40,379,499**	**313.40**	**$41,275,460**	**242.90**	**$31,249,233**

*Moved to Special Operations in FY23



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OPERATIONS

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

Operations Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
911 Communications*	0.00	$0	0.00	$0	89.70	$14,535,144
Court Enforcement and Investigations**	4.50	540,812	4.50	614,407	0.00	0
Courthouse Security**	4.50	521,233	4.50	563,135	0.00	0
Crime Prevention and Awareness	8.20	941,862	8.20	1,047,622	8.20	1,126,435
Patrol	773.65	94,421,531	773.65	98,260,639	773.65	103,433,424
Traffic Safety***	125.10	13,666,118	126.10	15,328,570	0.00	0
Youth Services	33.85	5,097,312	33.85	5,187,026	34.85	5,341,556
Line of Business Total	**949.80**	**$115,188,868**	**950.80**	**$121,001,399**	**906.40**	**$124,436,559**

* Moved from Public Safety Support in FY23

** Moved to Public Safety Support in FY23

*** Moved to Special Operations in FY23







PUBLIC SAFETY SUPPORT

- **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 protection and security services to Court Staff and all individuals conducting business with the Court ensuring a safe and secure environment.

- **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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
911 Communications*	84.70	$10,566,669	84.70	$12,540,381	0.00	$0
Court Enforcement and Investigations**	0.00	0	0.00	0	4.50	631,361
Courthouse Security**	0.00	0	0.00	0	4.50	592,619
Inmate Processing / Incarceration Alternatives	12.45	2,655,611	12.45	2,557,533	12.45	2,557,449
Permit Services	4.15	487,254	4.15	923,860	4.15	915,917
Records Management	76.95	6,157,564	77.95	6,848,653	77.95	7,048,521
Training	12.45	2,762,026	12.45	3,152,697	12.45	3,284,024
Line of Business Total	**190.70**	**$22,629,124**	**191.70**	**$26,023,124**	**116.00**	**$15,029,891**

* Moved to Operations in FY23

** Moved From Operations in FY23

SPECIAL OPERATIONS

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

- **The Uniform Support and Traffic Safety Program** provides support services, education, investigations and enforcement services to the department and the motoring and pedestrian public so they can experience a safer community.

Special Operations Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Emergency Management*	0.00	$0	0.00	$0	5.35	$769,687
Special Operations Support**	0.00	0	0.00	0	85.50	11,883,887
Uniform Support and Traffic Safety Program***	0.00	0	0.00	0	126.10	15,953,712
Line of Business Total	**0.00**	**$0**	**0.00**	**$0**	**216.95**	**$28,607,286**

*Moved from Administration in FY23

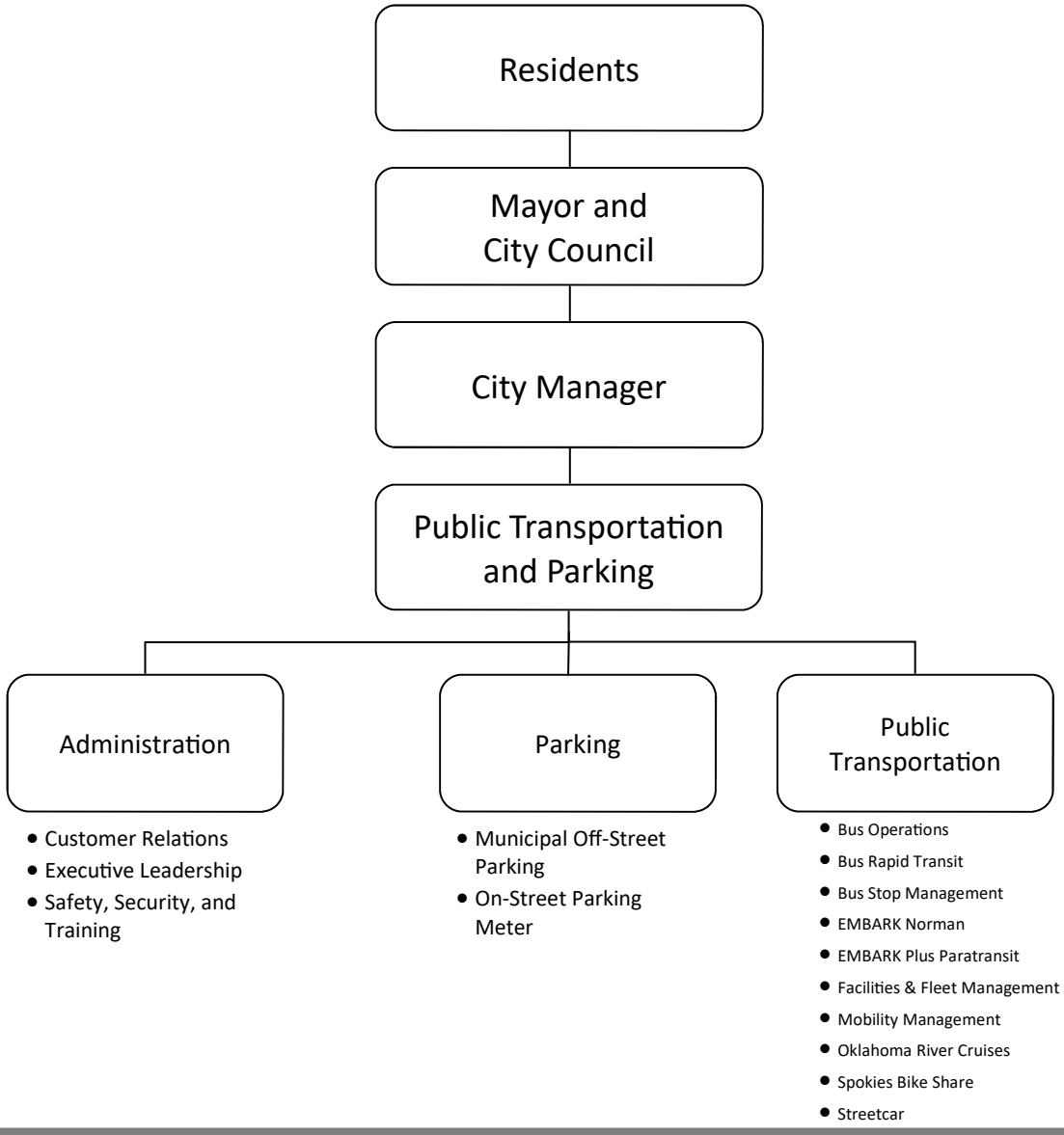
**Moved from Investigations in FY23

***Moved from Operations in FY23



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Public Transportation



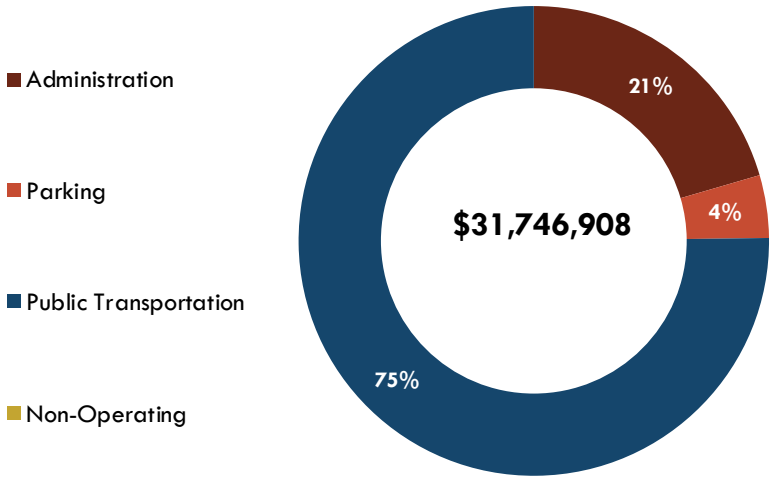
Director	Budget	Positions
Jason Ferbrache	$31,746,908	46

DEPARTMENT INTRODUCTION

MISSION STATEMENT

EMBARK'S mission is to be a self-sustaining transportation network that removes barriers of location and socioeconomic status, while elevating the status and use of transportation, so all of central Oklahoma can safely and quickly reach their destination.

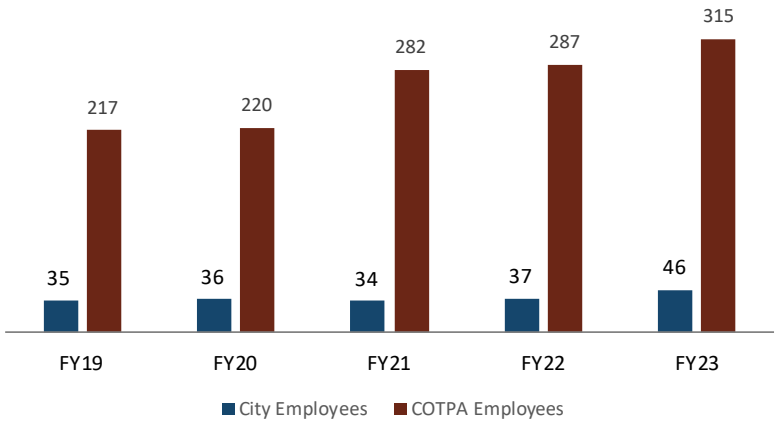
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Public Transportation and Parking Department has a total budget of $31,746,908 which is an increase of 35.16%. There are 46 City positions authorized in the FY23 budget, which is an increase of nine positions from FY22.

POSITION HISTORY



Department Facts

- In FY21, over 2.0 million passenger trips were provided through the EMBARK family of transit services
- The City of Oklahoma City has 5,506 off-street parking spaces available
- In FY21, the OKC streetcar surpassed 750,000 passenger trips since opening for service in December of 2018.
- In FY21 EMBARK successfully launched "The Roadmap", an employee driven transformation program to align department goals for organization achievement of our mission and vision.

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. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$1,662,661	
2. Adds $2,600,000 in the General Fund to continue to replace CARES Act funding for EMBARK and capital funding for future	$2,600,000	
3. Adds a new Bus Rapid Transit Service to Bus Operations, including 3 City employees and 24 COTPA employees	$2,000,000	3.0
4. Adds funding for the Regional Transit Authority so they can continue to engage consultants for various studies	$500,000	
5. Adds four Parking Service Technician II and one Unit Operations Leader for on-street parking enforcement that will assist with the extended parking hours	$479,377	5.0
6. Adds funding from COTPA to the City transportation fund for increased salaries and chargebacks	$481,608	
7. Adds funding for increased fuel costs	$590,638	
8. Adds funding to increase Streetcar operating costs for Maintenenace and Safety	$481,055	
9. Adds funding for streetcar parts so they can continue running smoothly and well maintained	$792,687	
10. Adds a Network Administrator to align with current department needs	$118,890	1.0
11. Adds funding for a Plus Paratransit Operator to the EMBARK Paratransit services to allow for the department to meet the commitments of the Federal Transit Administration	$63,081	

EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$5,680,713	$5,354,487	$6,502,532	21.44%
Parking	965,386	821,017	1,371,095	67.00%
Public Transportation	10,232,775	15,635,661	23,873,281	52.68%
Total Operating Expenditures	**$16,878,874**	**$21,811,165**	**$31,746,908**	**45.55%**
Non-Operating Expenditures				
Capital Expenditures	$0	$1,677,035	$0	-100.00%
Total Non-Operating Expenditures	**$0**	**$1,677,035**	**$0**	**-100.00%**
Department Total	**$16,878,874**	**$23,488,200**	**$31,746,908**	**35.16%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$15,854,790	$20,645,507	$30,610,906	48.27%
Cap. Improvement Projects Fund	0	1,677,035	0	-100.00%
Parking Fund	831,130	1,020,649	1,594,810	56.25%
Public Transportation Fund	2,953,598	3,864,748	4,446,128	15.04%
Department Total	**$19,639,518**	**$27,207,939**	**$36,651,844**	**34.71%**
Less Interfund Transfers	(2,760,644)	(3,719,739)	(4,904,936)	31.86%
Total All Funds	**$16,878,874**	**$23,488,200**	**$31,746,908**	**35.16%**

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 FY22 was $46.5 million and the proposed FY23 budget is $54.2 million.

POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	25.93	26.93	28.62	6.28%
Parking	4.00	4.00	10.00	150.00%
Public Transportation	4.07	6.07	7.38	21.58%
Department Total	**34.00**	**37.00**	**46.00**	**24.32%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Parking Fund	5.30	5.05	11.05	118.81%
Public Transportation Fund	28.70	31.95	34.95	9.39%
Department Total	**34.00**	**37.00**	**46.00**	**24.32%**

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 361, which includes 315 positions budgeted in COTPA and 46 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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	16.58	$4,340,195	16.58	$3,571,496	18.58	$4,617,456
Customer Relations	8.60	587,626	9.60	727,964	8.60	727,819
Safety, Security, and Training	0.75	752,892	0.75	1,055,027	1.44	1,157,257
Line of Business Total	**25.93**	**$5,680,713**	**26.93**	**$5,354,487**	**28.62**	**$6,502,532**



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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Municipal Off-Street Parking	1.35	$166,519	1.35	$167,784	2.35	$256,669
On-Street Parking Meter	2.65	798,867	2.65	653,233	7.65	1,114,426
Line of Business Total	**4.00**	**$965,386**	**4.00**	**$821,017**	**10.00**	**$1,371,095**



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 Rapid Transit Program** provides a premium rapid transit service to residents and visitors in the greater Oklahoma City area through faster and more frequent service with enhanced vehicles, stations and passenger amenities

- **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

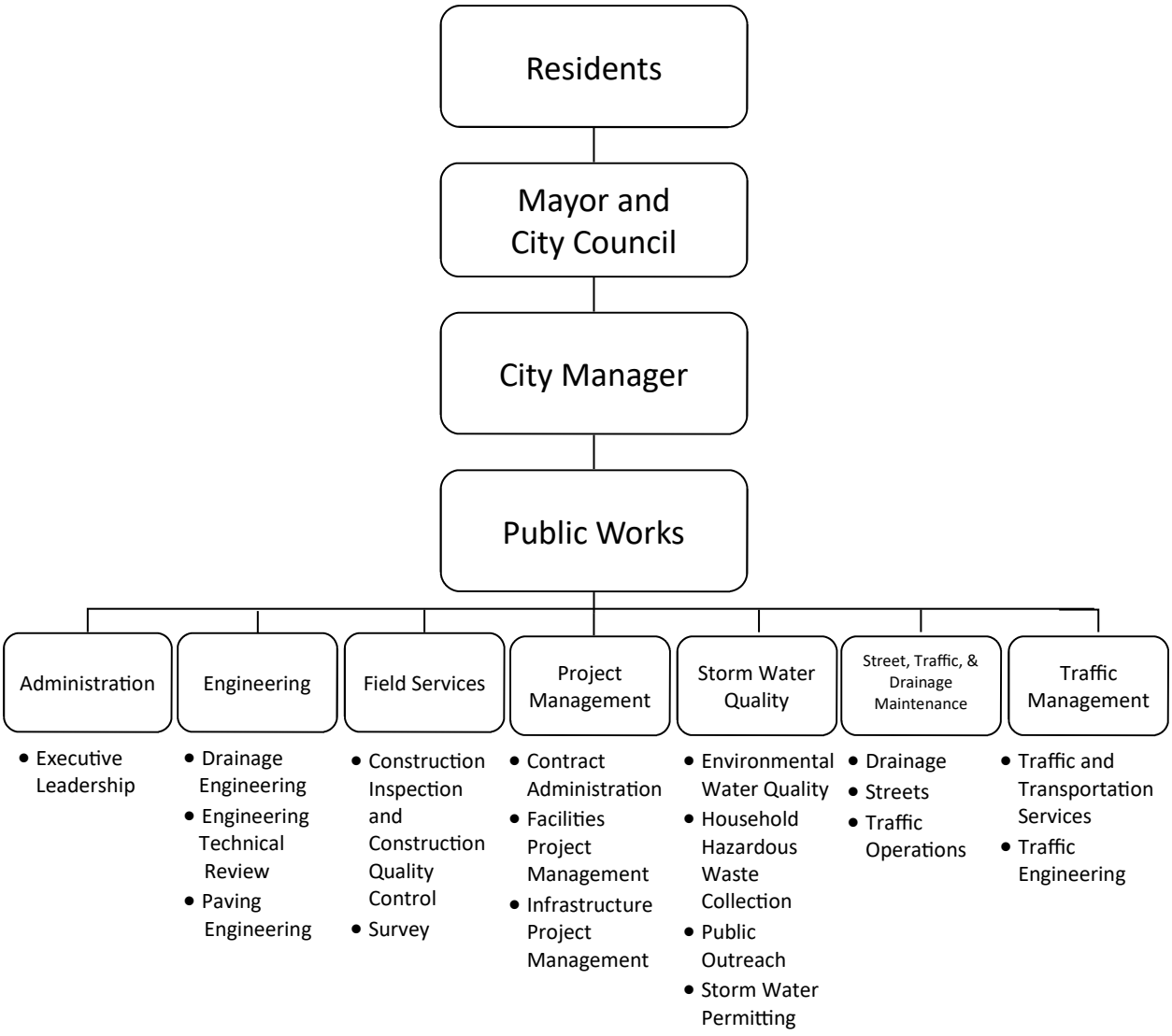
Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Bus Operations	0.47	$340,000	0.47	$4,893,365	0.47	$9,035,119
Bus Rapid Transit	0.00	0	0.00	0	0.00	2,000,000
Bus Stop Management	0.00	0	0.00	295,990	0.00	359,231
EMBARK Norman*	0.00	0	0.00	0	0.00	0
EMBARK Plus Paratransit	0.50	58,449	0.50	62,869	0.50	355,797
Facilities Management	0.40	916,136	0.40	975,016	0.40	1,075,835
Fleet Management	0.60	3,570,381	0.60	3,735,711	1.60	4,182,089
Mobility Management	0.50	251,514	0.50	257,624	0.50	277,281
Oklahoma River Cruises	0.00	184,598	0.00	722,520	0.00	763,125
Spokies Bike Share	0.00	61,186	1.00	147,990	1.00	147,990
Streetcar	1.60	4,850,511	2.60	4,544,576	2.91	5,676,814
Line of Business Total	**4.07**	**$10,232,775**	**6.07**	**$15,635,661**	**7.38**	**$23,873,281**

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




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The City of
OKLAHOMA CITY

Public Works



Director	Budget	Positions
Eric J. Wenger, P.E.	$256,414,679	400

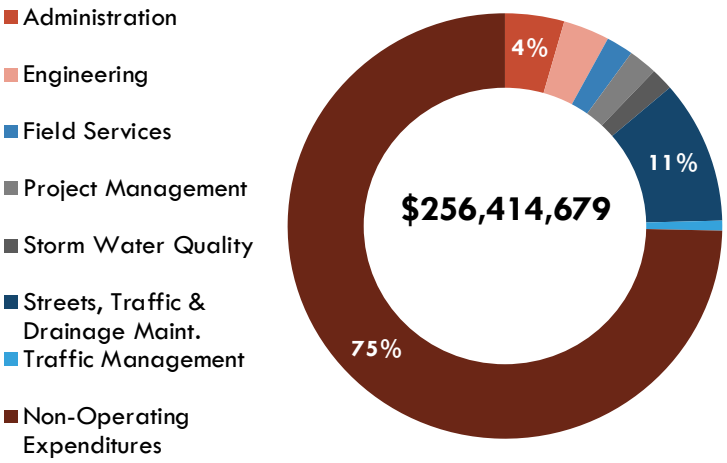
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DEPARTMENT INTRODUCTION

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



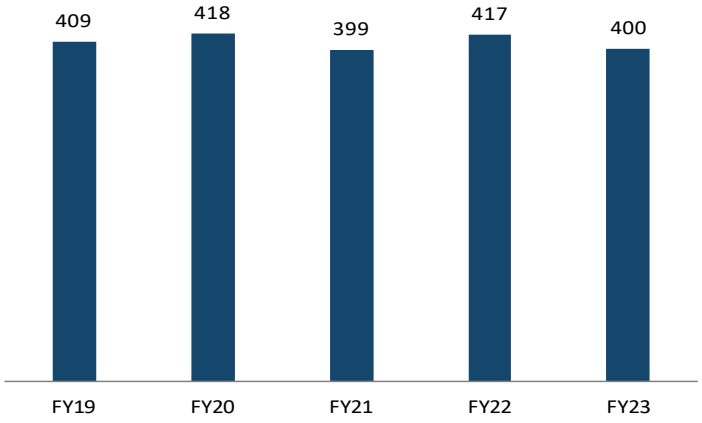
Department Facts

- The Streets, Traffic, and Drainage Maintenance Division maintains over 3,900 miles of public streets with 794 signalized intersections and over 90,000 traffic signs throughout the City.
- The Field Services Division performs over 32,000 construction inspections every year.

DEPARTMENT OVERVIEW

The Public Works Department has a total budget of $256,414,679, which is a decrease of 3.10%. There are 400 positions authorized in the FY23 budget, a decrease of seventeen positions. Among the most significant changes, is the $1,718,190 decrease in grants management 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	$804,459	
2.	Adds a Unit Operations Supervisor to the Street Maintenance Program to provide more efficient management	$86,519	1.00
3.	Adds an Engineering Assistant II to the Engineering Technical Review Program to improve the timeliness of the plan review process	$80,083	1.00
4.	Adds a Senior Project Manager to the Paving Engineering Program to manage utility cuts full time	$89,991	1.00
5.	Adds a Field Operations Supervisor to the Facilities Project Management Program to prioritize and distribute assignments to work crews	$77,070	1.00
6.	Adds an Engineering Assistant II to the Drainage and Bridge Engineering Program to serve as a liaison to the Planning Commission and assist in responding to drainage complaints	$80,083	1.00
7.	Adds an Environmental Unit Supervisor to the Environmental Water Quality Program to manage the City's TDML compliance program	$82,070	1.00
8.	Adds a Unit Operations Leader and a Traffic Maintenance Worker to the Construction Inspection and Construction Quality Control Program to perform utility locate marking services	$136,537	2.00
9.	Adds four Crew Worker II positions to the Street Maintenance Program in order to improve the department's ability to timely respond to pothole repair requests	$203,344	4.00
10.	Deletes 29 positions in the Streets & Drainage Maintenance Program reallocating funding to pay for contracting services for utility cut repairs		(29.00)

EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$11,152,021	$9,356,437	$9,749,821	4.20%
Engineering	5,397,140	5,296,981	7,643,549	44.30%
Field Services	4,357,571	4,324,115	4,480,756	3.62%
Project Management	3,757,732	4,200,179	4,762,244	13.38%
Storm Water Quality	2,985,899	3,664,109	3,731,268	1.83%
Streets, Traffic & Drainage Maint.	20,743,246	27,484,754	24,076,267	-12.40%
Traffic Management	1,863,387	1,626,202	1,672,932	2.87%
Total Operating Expenditures	**$50,256,996**	**$55,952,777**	**$56,116,837**	**0.29%**
Capital Expenditures	$55,676,130	$19,800,617	$35,044,232	76.99%
Other Non-Operating Expenditures	1,720,456	188,870,805	165,253,610	-12.50%
Department Total	**$107,653,582**	**$264,624,199**	**$256,414,679**	**-3.10%**
Less Interfund Transfers	($1,880,000)	$0	$0	N/A
Department Total	**$105,773,582**	**$264,624,199**	**$256,414,679**	**-3.10%**

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	$34,311,709	$35,649,670	$35,817,516	0.47%
Better Streets, Safer City Sales Tax Fund	49,992,346	137,211,598	102,157,287	-25.55%
Capital Improvement Projects Fund	2,093,199	10,713,283	23,146,212	116.05%
Grants Management Fund	204,361	1,919,700	201,510	-89.50%
Impact Fee Fund	959,186	37,308,943	51,130,670	37.05%
Special Purpose Fund	556,909	12,430,564	11,764,143	-5.36%
Storm Water Drainage Utility Fund	19,457,258	29,390,441	32,197,238	9.55%
Street & Alley Fund	78,614	0	103	N/A
Total All Funding Sources	**$107,653,582**	**$264,624,199**	**$256,414,679**	**-3.10%**
Less Interfund Transfers	($1,880,000)	$0	$0	N/A
Grand Total All Funds	**$105,773,582**	**$264,624,199**	**$256,414,679**	**-3.10%**

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POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	22.00	24.00	24.00	0.00%
Engineering	26.00	28.00	32.00	14.29%
Field Services	48.00	48.00	49.00	2.08%
Project Management	31.00	36.00	37.00	2.78%
Storm Water Quality	29.00	30.00	31.00	3.33%
Streets, Traffic & Drainage Maint.	228.00	236.00	212.00	-10.17%
Traffic Management	15.00	15.00	15.00	0.00%
Department Total	**399.00**	**417.00**	**400.00**	**-4.08%**

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
General Fund	257.75	269.55	248.80	-7.70%
Storm Water Drainage Utility Fund	141.25	147.45	151.20	2.54%
Department Total	**399.00**	**417.00**	**400.00**	**-4.08%**

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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	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Executive Leadership	22.00	$11,152,021	24.00	$9,356,437	24.00	$9,749,821
Line of Business Total	**22.00**	**$11,152,021**	**24.00**	**$9,356,437**	**24.00**	**$9,749,821**



ENGINEERING

- **The Drainage Engineering Program** provides federal and local drainage and bridge 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 pavement management services to the public so they can have safe and well-maintained roads and sidewalks in Oklahoma City.

Engineering Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage Engineering	7.50	$856,562	7.50	$872,385	8.50	$1,008,290
Engineering Technical Review	8.25	773,826	10.25	1,188,514	11.25	1,089,843
Paving Engineering	10.25	3,766,753	10.25	3,236,082	12.25	5,545,416
Line of Business Total	**26.00**	**$5,397,141**	**28.00**	**$5,296,981**	**32.00**	**$7,643,549**



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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspection and Construction Quality Control	43.90	$4,018,079	43.90	$3,963,304	44.90	$4,126,513
Survey	4.10	339,492	4.10	360,811	4.10	354,243
Line of Business Total	**48.00**	**$4,357,571**	**48.00**	**$4,324,115**	**49.00**	**$4,480,756**



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 new or 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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Contract Administration	6.00	$502,039	7.00	$718,239	7.00	$752,873
Facilities Project Management	11.00	1,564,943	13.00	1,909,475	14.00	2,399,351
Infrastructure Project Management	14.00	1,690,750	16.00	1,572,465	16.00	1,610,020
Line of Business Total	**31.00**	**$3,757,732**	**36.00**	**$4,200,179**	**37.00**	**$4,762,244**



STORM WATER QUALITY

- **The Environmental Water Quality Program** provides environmental water quality 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 education and training to increase environmental awareness so the community is informed about the City's Storm Water Quality Program.

- **The Storm Water Permitting Program** provides permitting services, training, inspections and enforcement to developers, contractors, facility owner/operators so the community can experience a reduction in pollution of community waterways.

Storm Water Quality Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Environmental Water Quality	6.20	$625,209	6.20	$821,301	7.20	$916,210
Household Hazardous Waste Collection	7.20	925,549	7.20	1,182,960	7.20	1,093,240
Public Outreach	1.00	96,154	1.00	112,682	1.00	115,872
Storm Water Permitting	14.60	1,338,987	15.60	1,547,166	15.60	1,605,946
Line of Business Total	**29.00**	**$2,985,899**	**30.00**	**$3,664,109**	**31.00**	**$3,731,268**



STREETS, TRAFFIC, AND DRAINAGE MAINTENANCE

- **The Drainage Program** provides construction and infrastructure maintenance to the residents so they can have safe and reliable storm water runoff control.

- **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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage	92.45	$7,538,947	93.15	$10,116,743	93.15	$9,332,096
Streets	99.50	9,451,210	104.50	12,925,730	80.50	10,570,695
Traffic Operations	36.05	3,753,089	38.35	4,442,281	38.35	4,173,476
Line of Business Total	**228.00**	**$20,743,246**	**236.00**	**$27,484,754**	**212.00**	**$24,076,267**



TRAFFIC MANAGEMENT

- **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.

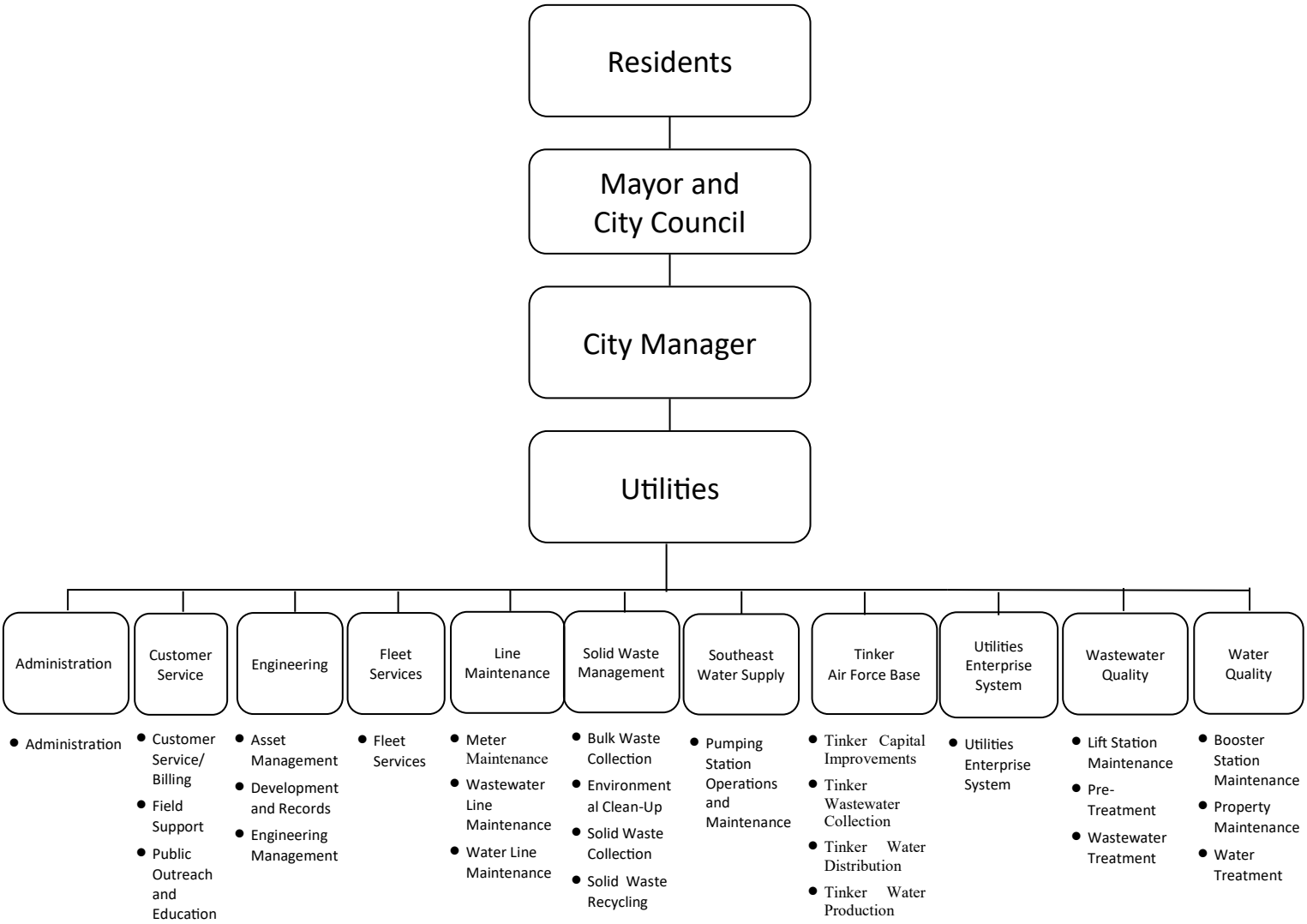
- **The Traffic Engineering Program** provides engineering services for the design, review, inspection and planning of traffic infrastructure to City staff and the development community so that the public can travel safely and efficiently on City streets.

Traffic Management Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Traffic and Transportation	5.65	$882,530	5.65	$753,021	5.65	$764,217
Traffic Engineering	9.35	980,857	9.35	873,181	9.35	908,715
Line of Business Total	**15.00**	**$1,863,387**	**15.00**	**$1,626,202**	**15.00**	**$1,672,932**



Utilities



Director	Budget	Positions
Chris Browning	$115,762,022	808

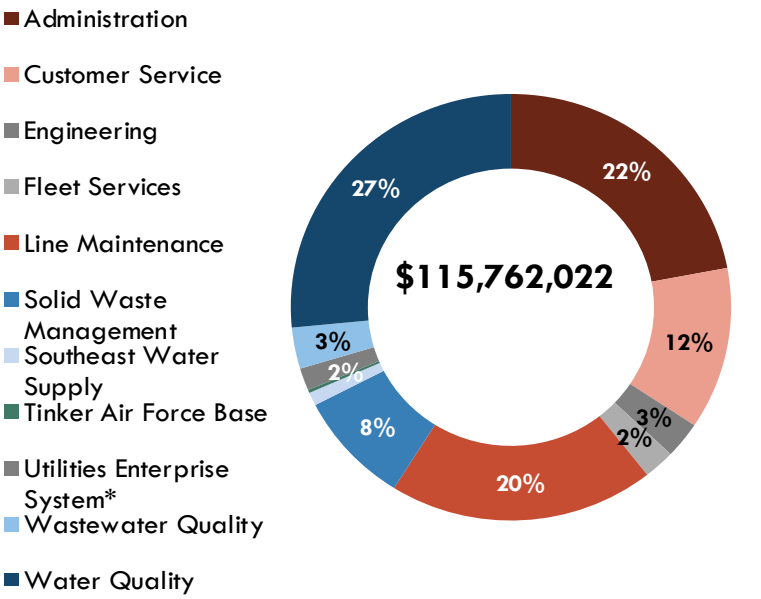
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DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Utilities Department is to provide water, wastewater, and trash collection services for customers throughout central Oklahoma to safeguard public health and the environment, support public safety, and enable economic prosperity.

DEPARTMENT BUDGET



Department Facts

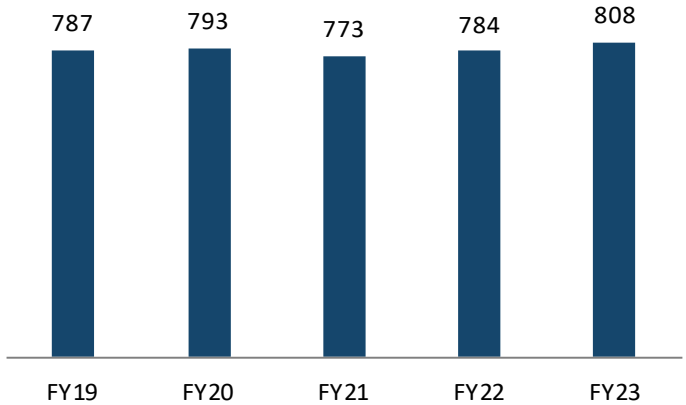
- The Utilities Department operates on rate-payer funds, that is money received when utility bills are paid.
- The Utilities Department serves 1.4 million people.
- Pumped 35.8 billion gallons of water and treated 29.5 billion gallons of wastewater.
- Sold 2.8 billion gallons of reuse water.
- Recycling program diverted 16,260 tons of waste from landfills in FY22.

DEPARTMENT OVERVIEW

The Utilities Department has a total budget of $115,762,022, which is an increase of 4.55%. There are 808 positions authorized in the FY23 budget, an increase of 24 positions over the FY22 budget.

** The Utilities Enterprise System Line of Business was added during the FY23 budget development process.*

POSITION HISTORY



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

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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	$1,991,911	
2.	Adds a Field Customer Service Representative to the Field Support Program to help meet the increase in demand	$64,999	1.0
3.	Adds a Pretreatment Coordinator to the Wastewater Quality Pretreatment Program to oversee sampling, inspection, documentation, and enforcement of pharmaceuticals	$89,991	1.0
4.	Adds a Revenue Auditor position to the Administration Program to support the growing debt management program and federal funding opportunities	$86,519	1.0
5.	Adds a System Analyst II to the Utilities Enterprise System Program for pressure system management	$93,694	1.0
6.	Adds a Utility Planner & Scheduler to the Field Support Program to take over duties such as planning and scheduling operation	$80,083	1.0
7.	Adds an Administrative Coordinator to the Development and Records Program to assist with administrative duties	$66,448	1.0
8.	Adds an Administrative Specialist to the Public Outreach and Education Program to help identify program improvements to better serve those who need assistance	$77,070	1.0
9.	Adds an Assistant Superintendent to the Customer Service, Solid Waste Management and Water Quality for business continuity	$101,488	1.0
10.	Adds an Assistant Water Quality Superintendent to the Water Treatment Program to oversee 78 positions and provide operational management of the water distribution facilities	$101,488	1.0
11.	Adds an Engineering Projects Manager to the Tinker Water Distribution Program to manage outsourced water and	$105,672	1.0
12.	Adds an Environmental Unit Specialist to the Wastewater Quality Commercial Pretreatment Program to monitor commercial pretreatment and enforcement of regulatory requirements	$71,529	1.0
13.	Adds an Unit Operations Leader to the Customer Service Billing Program to supervise the seven new Utilities Customer Service Representatives	$74,195	1.0
14.	Adds an Utilities Assistant Superintendent to the Solid Waste Program to supervise 102 employees	$101,488	1.0
15.	Adds an Utilities Business System Manager to the Utilities Enterprise Program to lead initiatives that impact the design, operations, and support of business-critical systems	$114,754	1.0
16.	Adds an Utility Planner & Scheduler to the Administration Program to oversee that timely safety and regulatory training are	$80,083	1.0
17.	Adds seven Customer Service Representatives to the Customer Service Billing Program to help meet increasing service demands	$389,333	7.0
18.	Adds two Refuse Collector III to the Bulky Waste Program to meet service demands	$111,238	2.0
19.	Decreases line maintenance materials to centralize all line maintenance inventory in the Oklahoma Water Utilities Trust	($1,307,691)	
20.	Increases to risk chargebacks	$751,249	
21.	Increases chemical's budget to address contract price increases and additional treatment requirements	$805,000	
22.	Increases funding to repair and maintenance parts at the Draper and Hefner Water Treatment Plants	$200,000	
23.	Increases salary reserve in Solid Waste Management	$350,000	

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EXPENDITURES

Summary of Expenditures by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$20,726,896	$24,808,438	$25,520,588	2.87%
Customer Service	11,023,176	13,127,262	14,225,284	8.36%
Engineering	2,236,768	2,887,913	3,183,828	10.25%
Fleet Services	2,345,135	2,627,666	2,653,582	0.99%
Line Maintenance	20,075,628	23,911,193	22,606,366	-5.46%
Solid Waste Management	8,698,755	9,204,681	9,856,511	7.08%
Southeast Water Supply	743,925	1,164,037	1,162,777	-0.11%
Tinker Air Force Base	3,540	258,253	269,718	4.44%
Utilities Enterprise System*	0	0	1,962,221	N/A
Wastewater Quality	3,201,619	3,398,422	3,617,496	6.45%
Water Quality	25,601,792	29,339,840	30,703,651	4.65%
Total Operating Expenditure	**$94,657,234**	**$110,727,705**	**$115,762,022**	**4.55%**
Department Total	**$94,657,234**	**$110,727,705**	**$115,762,022**	**4.55%**

*Added during the FY23 budget development process

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Solid Waste Mgmt Fund*	$10,106,974	$0	$0	N/A
Utilities - Solid Waste Fund	0	10,581,978	11,691,733	10.49%
Utilities - Wastewater Fund	27,220,227	32,004,991	33,171,533	3.64%
Utilities - Water Fund	57,330,033	68,140,736	70,898,756	4.05%
Total All Funds	**$94,657,234**	**$110,727,705**	**$115,762,022**	**4.55%**

* The Solid Waste Fund moved from fund 370 to 399



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POSITIONS

Summary of Positions by Purpose	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Administration	71.00	70.00	56.00	-20.00%
Customer Service	156.00	158.00	170.00	7.59%
Engineering	26.00	27.00	28.00	3.70%
Fleet Services	22.00	22.00	22.00	0.00%
Line Maintenance	227.00	226.00	226.00	0.00%
Solid Waste Management	107.00	107.00	110.00	2.80%
Southeast Water Supply	5.00	9.00	9.00	0.00%
Tinker Air Force Base	0.00	3.00	3.00	0.00%
Utilities Enterprise System*	0.00	0.00	19.00	N/A
Wastewater Quality	27.50	30.50	32.50	6.56%
Water Quality	131.50	131.50	132.50	0.76%
Department Total	**773.00**	**784.00**	**808.00**	**3.06%**

*Added during the FY23 budget development process

Summary of Positions by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Solid Waste Mgmt Fund*	107.00	0.00	0.00	N/A
Utilities - Solid Waste Fund	0.00	107.00	110.42	3.20%
Utilities - Wastewater Fund	262.05	266.95	277.66	4.01%
Utilities - Water Fund	403.95	410.05	419.92	2.41%
Department Total	**773.00**	**784.00**	**808.00**	**3.06%**

* 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

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Administration	71.00	$20,726,896	70.00	$24,808,438	56.00	$25,520,588
Line of Business Total	**71.00**	**$20,726,896**	**70.00**	**$24,808,438**	**56.00**	**$25,520,588**

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 meter reading, 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 Public Outreach and Education Program** provides consistent and timely internal and external communication to customers so they can more effectively access utility services.

Customer Service Positions and Budget

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Customer Service/Billing	83.52	$6,057,497	85.52	$7,569,231	90.02	$7,653,857
Field Support	72.48	4,965,679	72.48	5,558,031	74.98	6,045,376
Public Outreach and Education*	0.00	0	0.00	0	5.00	526,051
Line of Business Total	**156.00**	**$11,023,176**	**158.00**	**$13,127,262**	**170.00**	**$14,225,284**

*Added during the FY22 Strategic Business Plan update process

ENGINEERING

- **The Asset Management Program** provides management the most cost effective and efficient manner to maintain the Utilities infrastructure, so ratepayers can maintain low rates.

- **The Development and Records Program** provides water and wastewater plan review, information requests, and record services to the public so they can effectively and timely implement private improvements to the utility system.

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

Engineering Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Asset Management*	0.00	$0	0.00	$0	4.00	$473,248
Development and Records**	0.00	0	0.00	0	12.50	1,079,528
Engineering Management	14.32	1,188,592	13.50	1,655,784	11.50	1,631,052
Infrastructure Records	3.34	318,275	0.00	4,126	0.00	0
Private Development	8.34	729,901	13.50	1,228,003	0.00	0
Line of Business Total	**26.00**	**$2,236,768**	**27.00**	**$2,887,913**	**28.00**	**$3,183,828**

*Added during the FY22 Strategic Business Plan update process

**Infrastructure Records Program was combined with the Private Development Program and created the new Development and Records Program during the FY22 Strategic Business Plan Update Process

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

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Fleet Services	22.00	$2,345,135	22.00	$2,627,666	22.00	$2,653,582
Line of Business Total	**22.00**	**$2,345,135**	**22.00**	**$2,627,666**	**22.00**	**$2,653,582**

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

Program	FY21 Adopted Positions	FY21 Actual Expenses	FY22 Adopted Positions	FY22 Adopted Budget	FY23 Adopted Positions	FY23 Adopted Budget
Meter Maintenance	32.00	$1,879,577	31.00	$2,742,059	31.00	$2,682,110
Wastewater Line Maintenance	89.00	8,808,121	89.00	10,183,186	89.00	9,638,073
Water Line Maintenance	106.00	9,387,930	106.00	10,985,948	106.00	10,286,183
Line of Business Total	**227.00**	**$20,075,628**	**226.00**	**$23,911,193**	**226.00**	**$22,606,366**



SOLID WASTE MANAGEMENT

- **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.

- **The Solid Waste Recycling Program** provides recycling services to Oklahoma City residents so they can have their recycling collected and disposed of in a satisfactory and environmentally safe manner.

Solid Waste Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bulk Waste Collection	30.50	$2,042,145	30.50	$2,245,083	32.75	$2,360,980
Environmental Clean-Up	8.50	619,248	8.50	624,003	8.75	663,966
Solid Waste Collection	68.00	6,037,363	68.00	6,335,595	68.25	6,806,193
Solid Waste Recycling*	0.00	0	0.00	0	0.25	25,372
Line of Business Total	**107.00**	**$8,698,755**	**107.00**	**$9,204,681**	**110.00**	**$9,856,511**

*Added during the FY22 Strategic Business Plan update process

SOUTHEAST WATER SUPPLY

The Pumping Station Operations and Maintenance Program provides reliable transportation of fresh water from Southeast Oklahoma to the entire Oklahoma City metro region so they can benefit from an adequate water supply.

Southeast Water Supply Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Pumping Station Operations and Maintenance	5.00	$743,925	9.00	$1,164,037	9.00	$1,162,777
Line of Business Total	**5.00**	**$743,925**	**9.00**	**$1,164,037**	**9.00**	**$1,162,777**

TINKER AIR FORCE BASE

- **The Tinker Capital Improvement Program** provides project management services to Tinker Air Force Base to ensure capital improvement projects are completed in a timely manner to minimize the likelihood of distribution in service.

- **The Tinker Wastewater Collection Program** provides operations, maintenance, and repair services to the collection system for Tinker Air Force Base so they can receive reliable water service.

- **The Tinker Water Distribution Program** provides operations, maintenance, and repair services to the distribution system for Tinker Air Force Base so they can receive reliable water service.

- **The Tinker Water Production Program** provides operations, maintenance, and repair services of water wells and booster stations for Tinker Air Force Base so they can receive reliable water service.

Tinker Air Force Base Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Tinker Capital Improvement*	0.00	$0	0.00	$0	0.00	$0
Tinker Wastewater Collection*	0.00	0	0.00	0	0.00	0
Tinker Water Distribution	0.00	3,540	3.00	258,253	3.00	269,718
Tinker Water Production*	0.00	0	0.00	0	0.00	0
Line of Business Total	**0.00**	**$3,540**	**3.00**	**$258,253**	**3.00**	**$269,718**

*Added during the FY22 Strategic Business Plan update process

UTILITIES ENTERPRISE SYSTEM

- **The Utilities Enterprise System Program** provides the department the ability to optimize the utilization of technology systems throughout the Utilities Department by creating value in their use, modernizing and computerizing functions, achieving quality improvements in those processes and making Utilities programs more effective.

Utilities Enterprise System Positions and Budget

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Utilities Enterprise System*	0.00	$0	0.00	$0	19.00	$1,962,221
Line of Business Total	**0.00**	**$0**	**0.00**	**$0**	**19.00**	**$1,962,221**

*This program was added during the FY23 budget development process

WASTEWATER QUALITY

- **The Lift Station Maintenance 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

	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Lift Station Maintenance	13.50	$1,759,695	15.50	$1,651,189	15.50	$1,709,465
Pre-treatment	10.00	939,034	12.00	1,282,329	14.00	1,477,770
Wastewater Treatment	4.00	502,890	3.00	464,904	3.00	430,261
Line of Business Total	**27.50**	**$3,201,619**	**30.50**	**$3,398,422**	**32.50**	**$3,617,496**

WATER QUALITY

- **The Booster Station Maintenance Program** provides adequate supply and pressure to customers throughout the water distribution system.

- **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

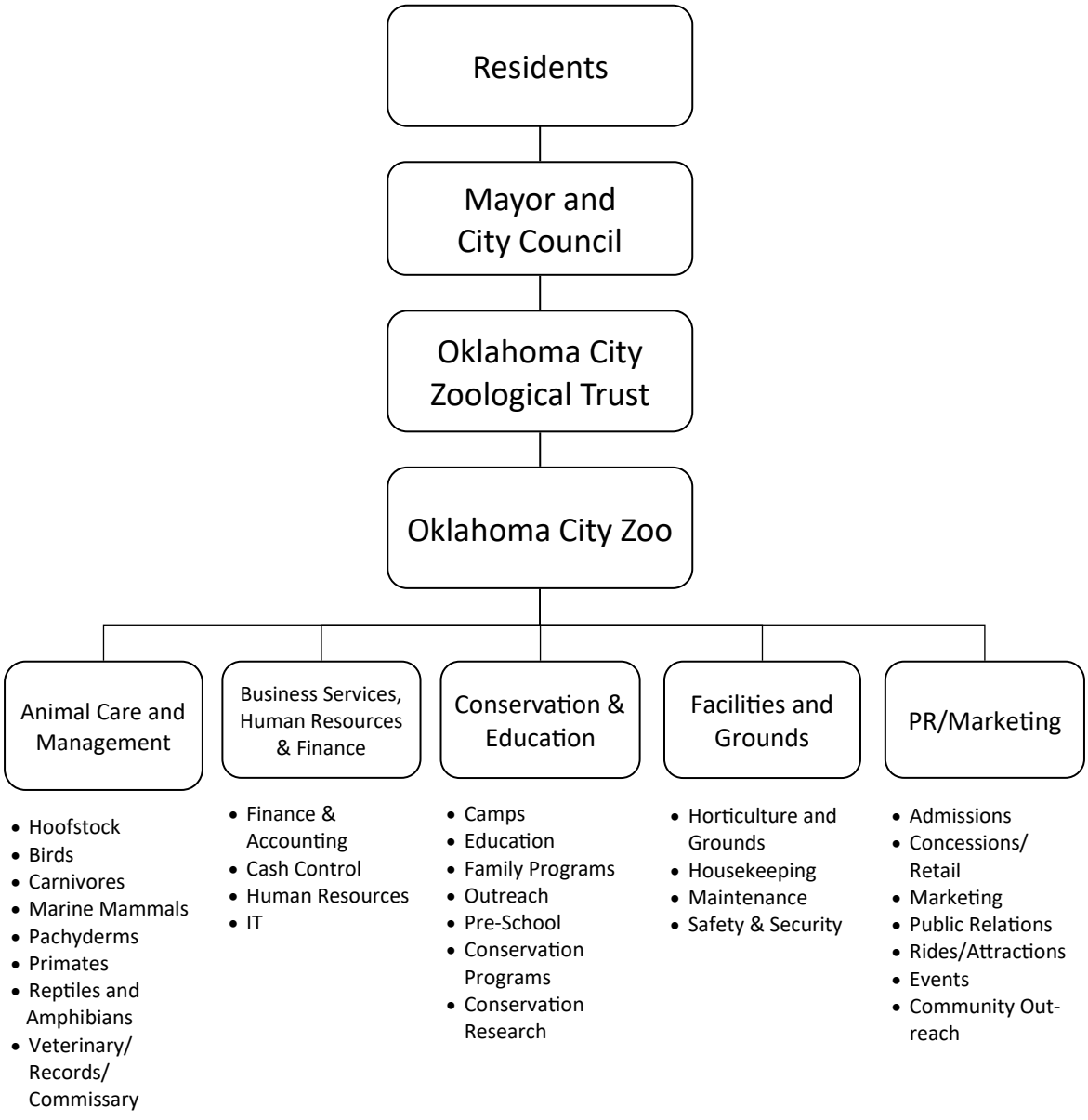
	FY21		FY22		FY23	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Booster Station Maintenance*	0.00	$0	0.00	$0	0.00	$0
Property Maintenance	42.00	3,914,861	42.00	4,271,568	43.00	4,420,380
Water Treatment	89.50	21,686,931	89.50	25,068,272	89.50	26,283,271
Line of Business Total	**131.50**	**$25,601,792**	**131.50**	**$29,339,840**	**132.50**	**$30,703,651**

*This program was added during the FY22 Strategic Business Plan update process



The City of
OKLAHOMA CITY

Zoo



Executive Director / CEO	Budget
Dr. Dwight Lawson	$16,757,366

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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

- Oklahoma City Zoo and Botanical Garden is Oklahoma's premier destination for connecting people to wildlife and wild places. In 2021, the Zoo connected guests to its animals, expert caretakers and conservation initiatives through new events such as DINO SAFARI, Sip and Stroll, SAFARI LIGHTS and more. More than 120,000 visitors, 3 and up, received free or discounted admission in 2021 through one of many programs and partnerships designed to make the Zoo as accessible as possible for all Oklahomans.
- Construction is underway for Expedition Africa, the Zoo's latest and largest habitat expansion project to date. Slated to open in spring 2023, the new 14-acre project will provide guests with more immersive wildlife experiences and larger habitats for animals native to the African continent including giraffe, zebra, wildebeest, ostrich, meerkats, African painted dog, cheetah, lemurs, honey badger and more.



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Expenditures

Summary of Expenditures by Funding Source	FY21 Actual	FY22 Adopted Budget	FY23 Adopted Budget	Percent Change
Zoo Sales Tax Fund	$14,418,652	$14,932,948	$16,757,366	12.22%
Fund Total	**$14,418,652**	**$14,932,948**	**$16,757,366**	**12.22%**



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

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The City of
OKLAHOMA CITY

OVERVIEW OF FUND SUMMARIES

THE BUDGET IS COMPRISED OF 37 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.

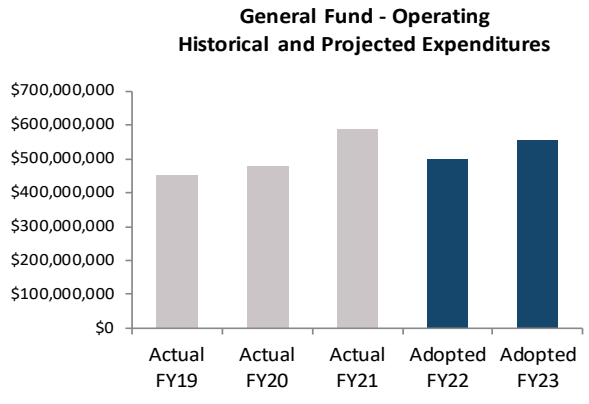
Special Revenue Funds account for proceeds of specific revenue sources that are restricted by law to expenditures for specified purposes.

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.

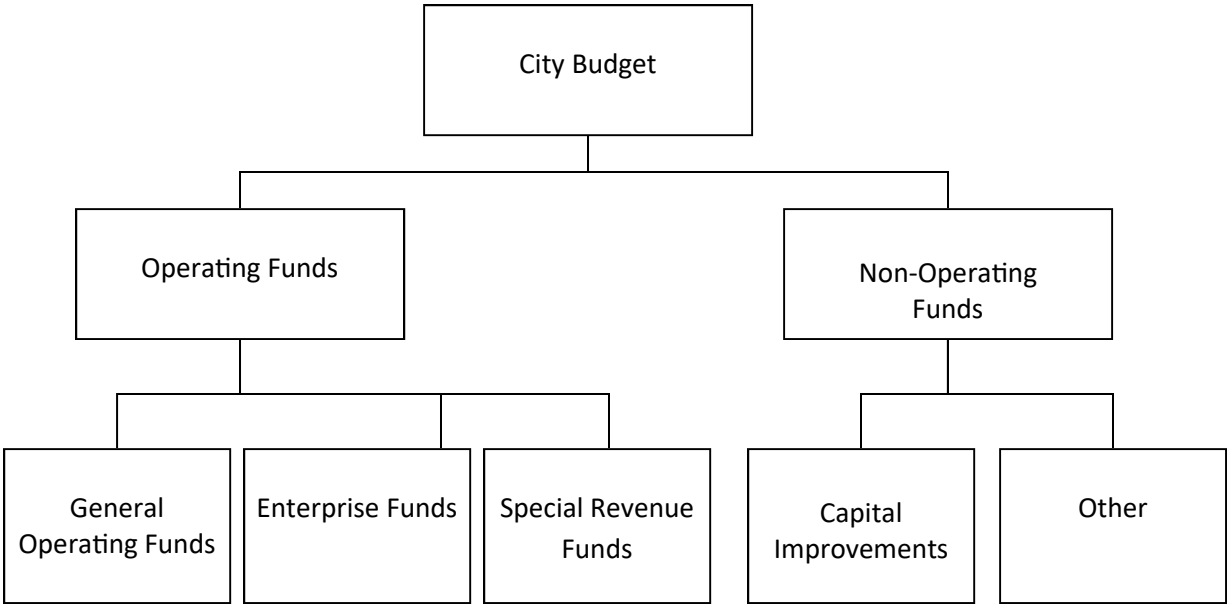
In the Non-Operating Funds, we have developed only two categories: Capital and Other. The Capital Funds are almost all special revenue funds dedicated to specific capital projects. The Other Funds category includes several funds with rather unique characteristics.

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 Assess Districts 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 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 Assessment Districts	Assessment of Property Owners in District	Payment to Districts for Improvements	State Law/Local Law
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	$2,361,055	$20,043,228	$22,404,283	$0	($2,361,055)	-100.00%	(e)
Asset Forfeiture Fund	3,347,620	4,192,151	4,561,789	2,977,982	(369,638)	-11.04%	(b)
Better Streets Safer City Sales Tax Fund	101,399,369	757,918	102,157,287	0	(101,399,369)	-100.00%	(d)
Better Streets Safer City Use Tax Fund	12,445,510	69,781	12,515,291	0	(12,445,510)	-100.00%	(d)
Capital Improvement Projects Fund	82,810,320	44,980,510	127,790,830	0	(82,810,320)	-100.00%	(b)
City and Sch Cap Proj Use Tax Fund	2,464,005	108,926	2,572,931	0	(2,464,005)	-100.00%	(d)
Court Administration and Training Fund	136,159	151,906	227,000	61,065	(75,094)	-55.15%	(c)
Debt Service Fund	116,064,145	95,600,579	114,120,719	97,544,005	(18,520,140)	-15.96%	(c)
Emergency Management Fund	2,087,319	9,989,106	10,189,106	1,887,319	(200,000)	-9.58%	(c)
Fire Sales Tax Fund	14,904,423	49,443,185	49,443,185	14,904,423	0	0.00%	(c)
General Fund	122,500,526	689,159,507	689,159,507	122,500,526	0	0.00%	(a)
Grants Management Fund	N/A	117,189,173	117,189,173	N/A	N/A	N/A	(g)
Hotel/Motel Tax Fund	6,989,678	26,554,847	26,854,847	6,689,678	(300,000)	-4.29%	(c)
Impact Fee Fund	40,874,706	10,255,964	51,130,670	0	(40,874,706)	-100.00%	(b)
Internal Service Fund	10,272,071	66,307,304	69,087,049	7,492,326	(2,779,745)	-27.06%	(a)
Medical Services Program Fund	13,165,039	7,343,152	7,343,152	13,165,039	0	0.00%	(c)
Metropolitan Area Projects Tax Fund	319,737	49	159,908	159,878	(159,859)	-50.00%	(d)
MAPS Operations Fund	2,204,588	31,528	2,236,116	0	(2,204,588)	-100.00%	(b)
MAPS 3 Sales Tax Fund	79,785,374	829,821	80,615,195	0	(79,785,374)	-100.00%	(d,f)
MAPS 3 Use Tax Fund	3,729,946	688,983	4,410,751	8,178	(3,721,768)	-99.78%	(d,f)
MAPS 4 Program Fund	255,302,314	133,586,795	250,412,959	138,476,150	(116,826,164)	-45.76%	(d,f)
MAPS 4 Use Tax Fund	60,341,309	29,689,559	73,713,074	16,317,794	(44,023,515)	-72.96%	(d,f)
OCMAPS Sales Tax Fund	426,492	2,538	429,030	0	(426,492)	-100.00%	(d)
OKC Imprv & Spcl Srvcs Assess Dist Fund	0	5,142,058	5,142,058	0	0	N/A	(c)
Oklahoma City TIF Fund	9,235	200,070	209,305	0	(9,235)	-100.00%	(c)
Police and Fire Cap Equip Sales Tax Fund	4,848,140	10,028	2,434,098	2,424,070	(2,424,070)	-50.00%	(d)
Police Sales Tax Fund	26,135,602	49,707,011	53,938,509	21,904,104	(4,231,498)	-16.19%	(c)
Solid Waste Management Fund	0	0	0	0	0	N/A	(e)
Special Assessment Districts Fund	0	1,754,000	1,754,000	0	0	N/A	(c)
Special Purpose Fund	21,856,018	2,639,165	24,495,183	0	(21,856,018)	-100.00%	(c)
Sports Facilities Sales Tax Fund	36,196	179	36,375	0	(36,196)	-100.00%	(d)
Sports Facilities Use Tax Fund	3,678	15	3,693	0	(3,678)	-100.00%	(d)
Stormwater Drainage Utility Fund	32,503,877	20,138,487	32,197,238	20,445,126	(12,058,751)	-37.10%	(f)
Street and Alley Fund	98	5	103	0	(98)	-100.00%	(b)
Transportation and Parking Fund	639,097	6,040,938	6,040,938	639,097	0	0.00%	(e)
Utilities Fund	2,800,000	113,962,022	115,762,022	1,000,000	(1,800,000)	-64.29%	(e)
Zoo Sales Tax Fund	0	16,757,366	16,757,366	0	0	N/A	(h)

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

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

(c) This is a limited purpose fund. All fund balance is budgeted in compliance with the limited purpose.

(d) This is a limited purpose, limited term fund. This fund will terminate when the purpose is fulfilled.

(e) This is an enterprise fund supported by operating transfers from a City trust. Enterprise reserves are held in the Trust.

(f) Reserves in this fund were or are being accumulated for significant capital projects that are now underway.

(g) Due to the fact that most grant funds operate on a reimbursement basis, fund balance projections do not produce an adequate picture of financial health and are not included.

(h) The Zoo budgets 2% more expenses than revenue in order to provide budget authority for revenue exceeding estimate.

*Budgeted Revenues exclude use of fund balance

FUND BY DEPARTMENT AND SERVICE CATEGORY

	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 Assessment Districts										●											
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																					●

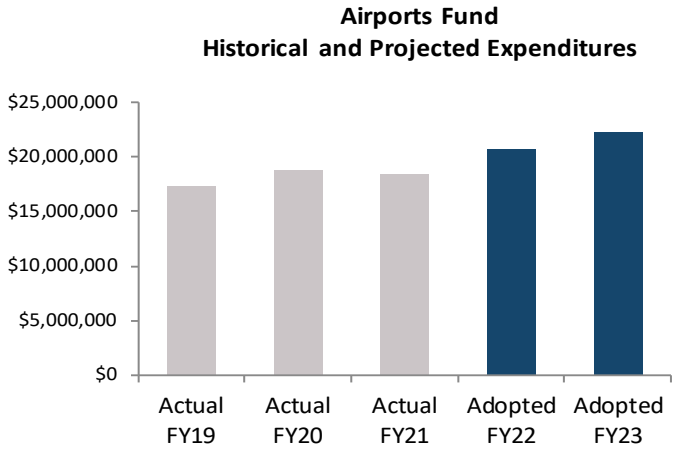
AIRPORTS FUND

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Transfer from Airport Trust	$18,680,300	$20,703,542	$19,950,711
Interest	21,692	10,385	19,177
Other	4,486	100,101	73,340
Fund Balance	0	0	2,361,055
Total Revenues	**$18,706,478**	**$20,814,028**	**$22,404,283**
Expenditures - Airports			
Personal Services	$11,865,109	$12,650,995	$13,752,361
Other Services & Charges	6,129,927	6,961,101	7,449,990
Supplies	366,002	701,932	701,932
Capital Outlay	0	500,000	500,000
Transfers	0	0	0
Total Expenditures	**$18,361,039**	**$20,814,028**	**$22,404,283**
Use of Fund Balance			
Beginning Fund Balance	$1,364,748	$1,710,188	$2,361,055
Additions/(Reductions) to Fund Balance	345,440	650,867 *	(2,361,055) **
Ending Fund Balance	**$1,710,188**	**$2,361,055** *	**$0** **

* 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

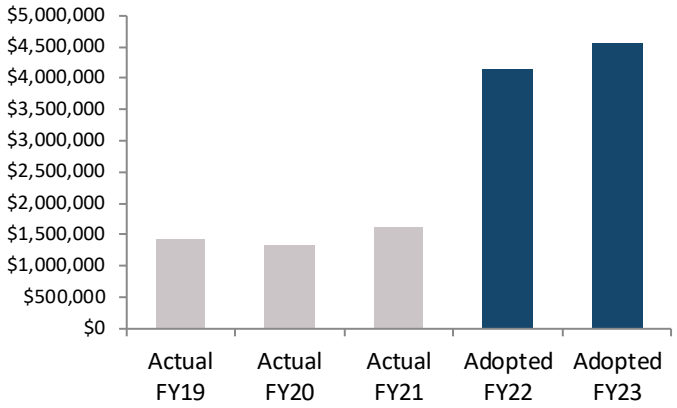
	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Asset Seizure Revenues	$1,104,366	$3,655,951	$4,125,159
Other Revenue	99,312	5,976	34,320
Service Charges	0	0	9,678
Interest	31,470	40,028	22,994
Transfers	100,323	0	0
Fund Balance	0	430,365	369,638
Total Revenues	**$1,335,471**	**$4,132,320**	**$4,561,789**
Expenditures - Police			
Personal Services	$5,838	$158,639	$160,713
Other Services & Charges	639,703	2,754,884	3,333,269
Supplies	738,405	906,132	797,807
Capital Outlay	80,540	242,665	200,000
Transfers	140,000	70,000	70,000
Total Expenditures	**$1,604,485**	**$4,132,320**	**$4,561,789**
Use of Fund Balance			
Beginning Fund Balance	$2,678,372	$2,409,358	$3,347,620
Additions/(Reductions) to Fund Balance	(269,014)	938,262 *	(369,638) **
Ending Fund Balance	**$2,409,358**	**$3,347,620** *	**$2,977,982** **

* 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

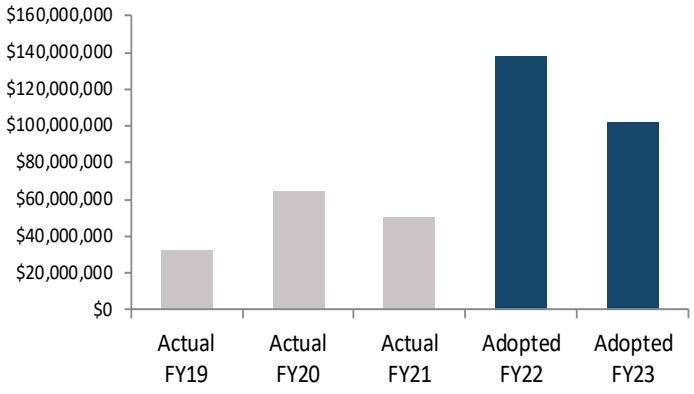
	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Capital Improvements Sales Tax	$1,092,980	$0	$338,716
Interest	1,634,080	0	419,202
Other	0	0	0
Fund Balance	0	137,211,598	101,399,369
Total Revenues	**$2,727,060**	**$137,211,598**	**$102,157,287**
Expenditures			
Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	43,884,416	104,571,568	70,590,000
Supplies	0	5,000	1,078,323
Capital Outlay	6,107,930	32,635,030	30,488,964
Transfers	0	0	0
Total Expenditures	**$49,992,346**	**$137,211,598**	**$102,157,287**
Use of Fund Balance			
Beginning Fund Balance	$162,079,212	$114,813,926	$101,399,369
Additions/(Reductions) to Fund Balance	(47,265,286)	(13,414,557) *	(101,399,369) **
Ending Fund Balance	**$114,813,926**	**$101,399,369** *	**$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 FY21	Adopted FY22	Adopted FY23
Revenues			
Capital Improvement Use Tax	$135,135	$0	$15,692
Interest	333,145	160,000	54,089
Other	0	0	0
Fund Balance	0	30,435,666	12,445,510
Total Revenues	**$468,280**	**$30,595,666**	**$12,515,291**
Expenditures			
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	8,855	109,335	102,973
Supplies	716,020	648,176	479,337
Capital Outlay	7,341,583	9,761,274	1,453,803
Transfers	0	0	0
Department Total	**$8,066,457**	**$10,518,785**	**$2,036,113**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	(231,909)	2,168,451	265,959
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**($231,909)**	**$2,168,451**	**$265,959**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	388,077	282,012
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$388,077**	**$282,012**

	Actual FY21	Adopted FY22	Adopted FY23
Police			
Personal Services	$0	$0	$0
Other Services & Charges	292,853	760,089	282,149
Supplies	11,230,058	16,369,459	9,258,253
Capital Outlay	0	390,805	390,805
Transfers	0	0	0
Department Total	**$11,522,912**	**$17,520,353**	**$9,931,207**
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	301,708	869,424	385,122
Supplies	11,714,169	19,574,163	10,285,561
Capital Outlay	7,341,583	10,152,079	1,844,608
Transfers	0	0	0
Department Total	**$19,357,460**	**$30,595,666**	**$12,515,291**
Use of Fund Balance			
Beginning Fund Balance	$36,324,878	$17,435,697	$12,445,510
Additions/(Reductions) to Fund Balance	(18,889,180)	(4,990,187) *	(12,445,510) **
Ending Fund Balance	**$17,435,697**	**$12,445,510** *	**$0** **

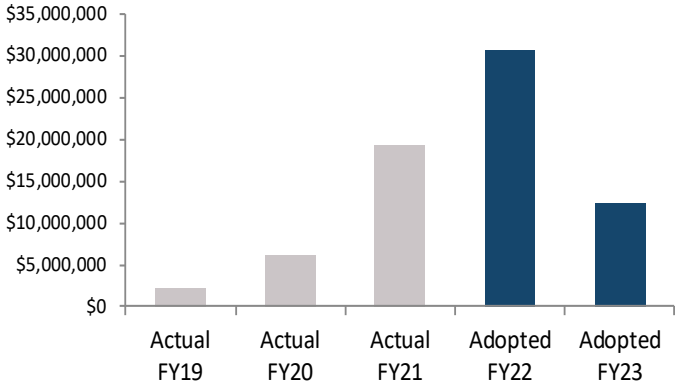
* Estimated.

** 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 FY21	Adopted FY22	Adopted FY23
Revenues			
Interest	$551,127	$0	$615,510
Other	395,365	0	300,000
Reimbursements	0	0	0
Service Charges	22,753	0	0
Transfers	44,684,252	19,807,448	44,065,000
Fund Balance	0	66,591,424	82,810,320
Total Revenues	**$45,653,498**	**$86,398,872**	**$127,790,830**
Expenditures			
City Clerk			
Personal Services	$0	$0	$0
Other Services & Charges	0	2,089	100,000
Supplies	0	5,663	60,000
Capital Outlay	0	19,065	0
Transfers	0	0	0
Department Total	**$0**	**$26,817**	**$160,000**
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	212,375	1,226,129	1,154,518
Supplies	0	506,463	778,883
Capital Outlay	0	1,191,088	240,188
Transfers	0	0	0
Department Total	**$212,375**	**$2,923,680**	**$2,173,589**
Development Services			
Personal Services	$0	$0	$0
Other Services & Charges	0	32,734	120,295
Supplies	3,766	80,097	4,464
Capital Outlay	6,800	227,794	240,025
Transfers	0	0	0
Department Total	**$10,566**	**$340,625**	**$364,784**
Finance			
Personal Services	$0	$0	$0
Other Services & Charges	3,500	437,825	217,172
Supplies	0	61,795	72,075
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$3,500**	**$499,620**	**$289,247**

	Actual FY21	Adopted FY22	Adopted FY23
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	1,300,000	1,300,000
Capital Outlay	0	2,400,000	2,400,000
Transfers	0	0	0
Department Total	**$0**	**$3,700,000**	**$3,700,000**
General Services			
Personal Services	$0	$0	$0
Other Services & Charges	244,149	1,904,797	2,701,581
Supplies	1,776,078	8,560,219	15,077,795
Capital Outlay	1,619,924	4,382,256	5,185,473
Transfers	0	285	0
Department Total	**$3,640,151**	**$14,847,557**	**$22,964,849**
Human Resources			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	105,029
Supplies	3,514	103,532	36,415
Capital Outlay	0	134,400	134,400
Transfers	0	0	0
Department Total	**$3,514**	**$237,932**	**$275,844**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	309,599	1,330,101	1,655,620
Supplies	110,601	353,021	299,878
Capital Outlay	8,000	973,348	1,516,568
Transfers	20,554	0	102,073
Department Total	**$448,754**	**$2,656,470**	**$3,574,139**
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	18,650	18,650	200,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	1,614	1,640
Department Total	**$18,650**	**$20,264**	**$201,640**

	Actual FY21	Adopted FY22	Adopted FY23
Municipal Counselor's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	105,000
Supplies	0	108,984	53,459
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$108,984**	**$158,459**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	1,641,224	693,423	3,467,850
Supplies	0	50,435	50,435
Capital Outlay	0	29,070,111	35,016,227
Transfers	4,201,620	2,481,059	3,425,586
Department Total	**$5,842,844**	**$32,295,028**	**$41,960,098**
Parks and Recreation			
Personal Services	$0	$0	$0
Other Services & Charges	215,000	534,573	3,051,878
Supplies	26,856	305,367	247,871
Capital Outlay	420,692	2,965,193	13,796,498
Transfers	0	3,300,000	330,000
Department Total	**$662,548**	**$7,105,133**	**$17,426,247**
Planning			
Personal Services	$0	$0	$0
Other Services & Charges	24,315	0	806,512
Supplies	0	0	121,900
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$24,315**	**$0**	**$928,412**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	14,551	1	315,233
Supplies	0	9,000,000	6,740,307
Capital Outlay	0	235,943	3,401,270
Transfers	0	0	0
Department Total	**$14,551**	**$9,235,944**	**$10,456,810**
Public Transportation and Parking			
Personal Services	$0	$0	$0
Other Services & Charges	0	1,021,425	0
Supplies	0	40,690	0
Capital Outlay	0	614,920	0
Transfers	0	0	0
Department Total	**$0**	**$1,677,035**	**$0**

	Actual FY21	Adopted FY22	Adopted FY23
Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	902,609	3,319,648	10,715,152
Supplies	77,949	390,020	348,827
Capital Outlay	1,112,641	7,003,615	12,082,233
Transfers	0	0	0
Department Total	**$2,093,199**	**$10,713,283**	**$23,146,212**
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	3,585,973	10,521,395	24,715,840
Supplies	1,998,764	20,876,786	25,202,809
Capital Outlay	3,168,057	49,217,733	74,012,882
Transfers	4,222,174	5,782,958	3,859,299
Total Expenditures	**$12,974,968**	**$86,398,872**	**$127,790,830**
Use of Fund Balance			
Beginning Fund Balance	$51,982,706	$84,661,236	$82,810,320
Additions/(Reductions) to Fund Balance	32,678,530	(1,850,916) *	(82,810,320)
Ending Fund Balance	**$84,661,236**	**$82,810,320** *	**$0**

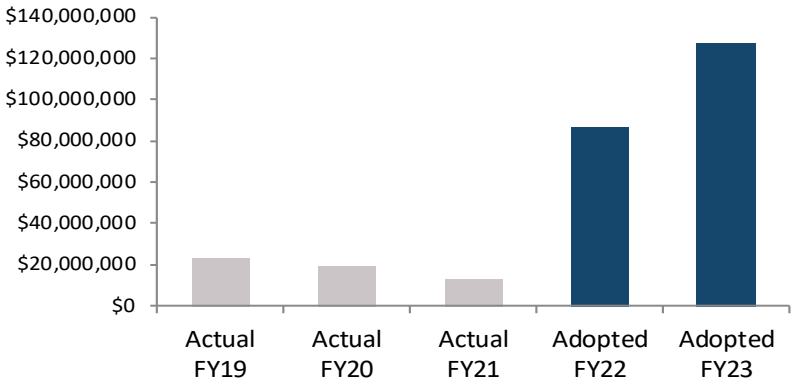
* Estimated.

** Assumes budgeted revenues and expenditures.

NOTES:

(a) Capital projects are lengthy in nature and difficult to predict completion. For this reason, the budget is based on the assumption that the outstanding encumbrances used as of February 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.

Capital Improvement Projects Fund
Historical and Projected Expenditures



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 FY21	Adopted FY22	Adopted FY23
Revenues			
Use Tax	$0	$0	$0
Interest	40,286	20,000	8,926
Other	162,238	0	100,000
Transfers	0	0	0
Fund Balance	0	3,521,887	2,464,005
Total Revenues	**$202,524**	**$3,541,887**	**$2,572,931**
Expenditures			
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	118,626
Department Total	**$0**	**$0**	**$118,626**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	1,676,216	20,200	495,005
Capital Outlay	0	0	0
Department Total	**$1,676,216**	**$20,200**	**$495,005**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	3,521,687	969,000
Total Expenditures	**$0**	**$3,521,687**	**$969,000**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	990,300
Supplies	0	0	0
Capital Outlay	0	0	0
Department Total	**$0**	**$0**	**$990,300**

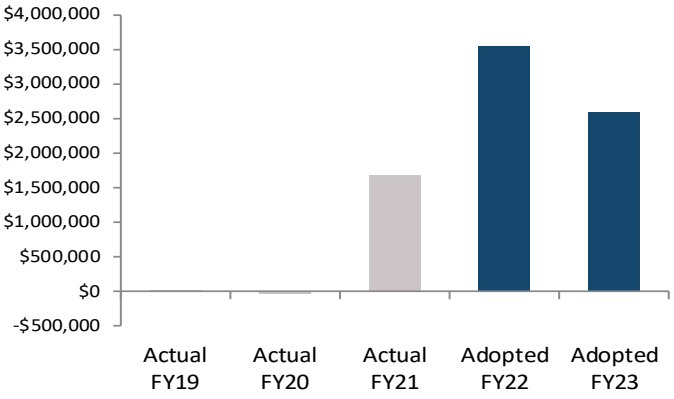
	Actual FY21	Adopted FY22	Adopted FY23
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	990,300
Supplies	1,676,216	20,200	495,005
Capital Outlay	0	3,521,687	1,087,626
Total Expenditures	**$1,676,216**	**$3,541,887**	**$2,572,931**
Use of Fund Balance			
Beginning Fund Balance	$3,981,070	$2,507,378	$2,464,005
Additions/(Reductions) to Fund Balance	(1,473,692)	(43,373) *	(2,464,005) **
Ending Fund Balance	**$2,507,378**	**$2,464,005** *	**$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

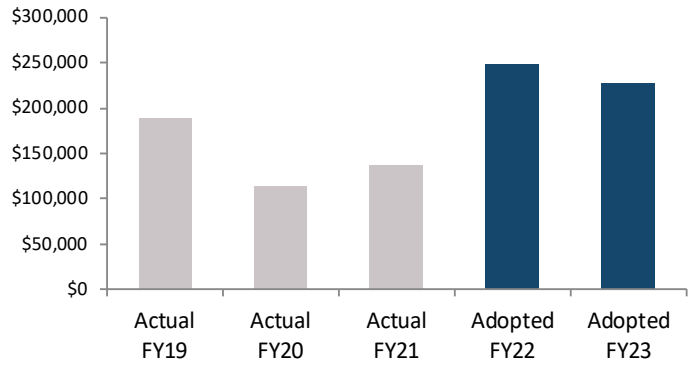
	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Fees	$161,903	$154,632	$150,332
Fines	50	400	225
Interest	1,746	1,760	1,349
Fund Balance	0	90,865	75,094
Total Revenues	**$163,699**	**$247,657**	**$227,000**
Expenditures			
Municipal Court			
Personal Services	$0	$0	$0
Other Services & Charges	0	7,000	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	2,363	12,000	12,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$2,363**	**$12,000**	**$12,000**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	121,017	171,261	153,000
Supplies	12,354	57,396	55,000
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$133,372**	**$228,657**	**$208,000**

	Actual FY21	Adopted FY22	Adopted FY23
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	123,380	190,261	172,000
Supplies	12,354	57,396	55,000
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$135,734**	**$247,657**	**$227,000**
Use of Fund Balance			
Beginning Fund Balance	$115,322	$143,287	$136,159
Additions/(Reductions) to Fund Balance	27,965	(7,128) *	(75,094) **
Ending Fund Balance	**$143,287**	**$136,159** *	**$61,065** **

* 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..

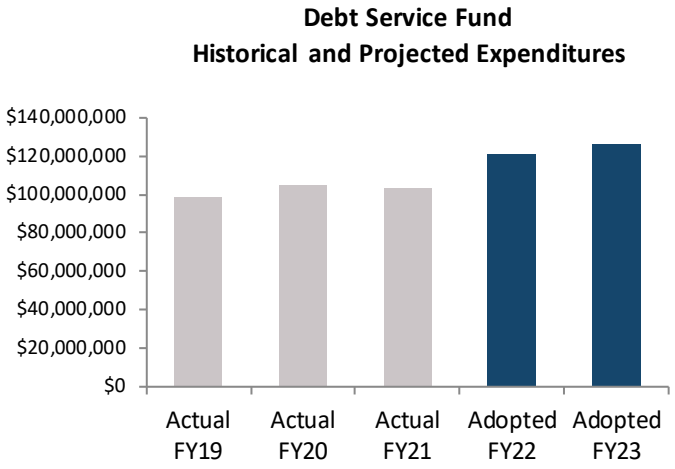
DEBT SERVICE FUND

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Ad Valorem (Property Tax)	$102,391,015	$83,600,579	$83,600,579
Interest	2,144,136	2,000,000	2,000,000
Other	11,134,329	10,000,000	10,000,000
Fund Balance	0	25,135,960	30,284,116
Total Revenues	**$115,669,480**	**$120,736,539**	**$125,884,695**
Expenditures - Non-Departmental			
Judgments	$3,149,479	$4,200,000	$4,800,000
Judgment Interest	184,257	350,000	275,000
Fiscal Agency Fees	542,139	700,000	555,000
Bond Retirement	65,765,000	71,040,000	75,905,000
Interest on Bonds	33,730,640	35,333,033	32,585,719
Reserve For Future Debt Service Payments	0	9,113,506	11,763,976
Total Expenditures	**$103,371,515**	**$120,736,539**	**$125,884,695**
Use of Fund Balance			
Beginning Fund Balance	$119,788,634	$132,086,599	$116,064,145
Additions/(Reductions) to Fund Balance	12,297,965	(16,022,454) *	(18,520,140) **
Ending Fund Balance	**$132,086,599**	**$116,064,145** *	**$97,544,005** **

* 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.



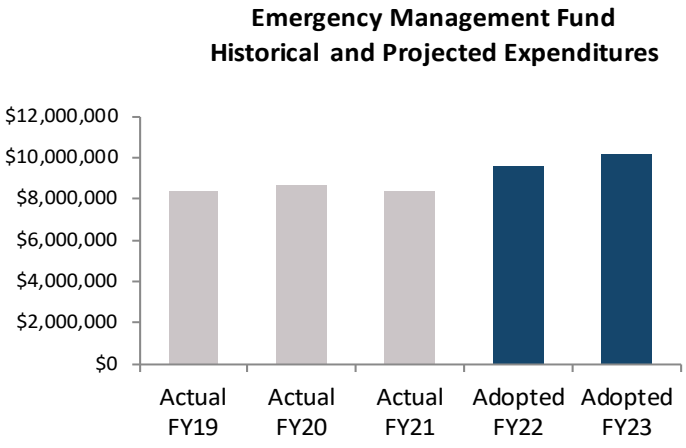
The final debt service budget (statement of required funding) is prepared and submitted to required authorities at the end of August. The adopted budget is an estimate based on partial year results.

EMERGENCY MANAGEMENT FUND

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Tariffs	$6,235,562	$6,326,315	$6,393,731
Interest	20,094	20,896	10,442
Transfers	2,061,455	3,020,280	3,584,933
Other	3,514	0	0
Fund Balance	0	200,000	200,000
Total Revenues	**$8,320,624**	**$9,567,491**	**$10,189,106**
Expenditures - Police			
Personal Services	$6,180,394	$6,854,929	$7,639,134
Other Services & Charges	2,170,336	2,705,493	2,542,903
Supplies	2,013	7,069	7,069
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$8,352,744**	**$9,567,491**	**$10,189,106**
Use of Fund Balance			
Beginning Fund Balance	$889,467	$857,347	$2,087,319
Additions/(Reductions) to Fund Balance	(32,120)	1,229,972 *	(200,000) **
Ending Fund Balance	**$857,347**	**$2,087,319** *	**$1,887,319** **

* Estimated.

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

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Special Sales Tax	$43,253,152	$43,914,382	$49,283,429
Interest	168,253	159,086	144,261
Other	17,323	14,177	15,495
Service Charges	75,718	0	0
Fund Balance	0	3,761,857	0
Total Revenues	**$43,514,447**	**$47,849,502**	**$49,443,185**
Expenditures - Fire			
Personal Services	$37,519,157	$38,947,146	$40,257,214
Other Services & Charges	1,824,676	3,478,711	4,360,971
Supplies	2,499,457	2,325,530	2,925,000
Capital Outlay	221,956	3,098,115	1,900,000
Transfers	0	0	0
Total Expenditures	**$42,065,245**	**$47,849,502**	**$49,443,185**
Use of Fund Balance			
Beginning Fund Balance	$13,018,068	$14,467,269	$14,904,423
Additions/(Reductions) to Fund Balance	1,449,201	437,154 *	0 **
Ending Fund Balance	**$14,467,269**	**$14,904,423** *	**$14,904,423** **

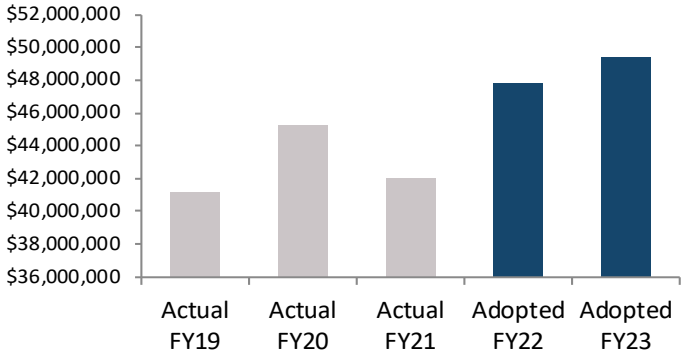
* Estimated.

** 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 FY21	Adopted FY22	Adopted FY23
Revenues - Operating			
Taxes	$346,576,832	$356,881,947	$402,373,118
Franchise Fees	40,754,283	41,180,634	45,985,654
Licenses & Permits	14,533,793	14,397,317	15,973,557
Service Charges	62,027,803	64,509,941	68,991,065
Fines	16,222,302	13,380,590	14,671,003
Transfers	60,840	58,684	68,762
Other Revenue	7,077,968	9,778,508	9,034,333
Total Revenues - Operating	**$487,253,821**	**$500,187,621**	**$557,097,492**
Revenues - Non-Operating			
Taxes	**$114,318,193**	**$117,103,316**	**$132,062,015**
Total Revenues - Non-Operating	**$114,318,193**	**$117,103,316**	**$132,062,015**
Total Revenues	**$601,572,014**	**$617,290,937**	**$689,159,507**
Expenditures - Operating			
City Auditor's Office			
Personal Services	$1,023,087	$1,149,796	$1,280,690
Other Services & Charges	41,116	106,337	155,618
Supplies	281	9,750	9,615
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,064,484**	**$1,265,883**	**$1,445,923**
City Clerk			
Personal Services	$893,544	$902,396	$970,116
Other Services & Charges	288,955	269,779	312,515
Supplies	32,867	10,295	5,052
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,215,366**	**$1,182,470**	**$1,287,683**
City Manager's Office			
Personal Services	$2,906,521	$3,205,689	$3,544,016
Other Services & Charges	306,077	375,982	487,891
Supplies	24,180	58,229	31,775
Capital Outlay	0	0	0
Transfers	500,000	0	0
Department Total	**$3,736,778**	**$3,639,900**	**$4,063,682**

	Actual FY21	Adopted FY22	Adopted FY23
Development Services			
Personal Services	$14,974,921	$15,869,283	$15,842,717
Other Services & Charges	2,789,752	3,090,135	3,013,078
Supplies	617,203	690,265	682,622
Capital Outlay	0	0	0
Transfers	161,294	0	22,319
Department Total	**$18,543,170**	**$19,649,683**	**$19,560,736**
Finance			
Personal Services	$7,107,970	$7,703,229	$7,886,731
Other Services & Charges	1,313,777	1,737,642	1,798,659
Supplies	32,695	188,639	115,760
Capital Outlay	0	0	0
Transfers	318,134	0	0
Department Total	**$8,772,576**	**$9,629,510**	**$9,801,150**
Fire			
Personal Services	$79,651,302	$102,261,489	$108,461,149
Other Services & Charges	6,883,650	7,702,257	8,512,197
Supplies	1,064,178	1,085,474	1,466,620
Capital Outlay	0	0	0
Transfers	12,813,176	0	0
Department Total	**$100,412,306**	**$111,049,220**	**$118,439,966**
General Services			
Personal Services	$3,165,043	$3,510,243	$4,301,129
Other Services & Charges	1,054,452	1,527,041	1,514,509
Supplies	183,403	149,492	141,858
Capital Outlay	0	0	0
Transfers	105,504	0	0
Department Total	**$4,508,402**	**$5,186,776**	**$5,957,496**
Human Resources			
Personal Services	$3,060,670	$3,443,490	$3,667,060
Other Services & Charges	453,048	605,156	845,267
Supplies	20,114	56,572	60,872
Capital Outlay	0	0	0
Transfers	134,400	0	0
Department Total	**$3,668,232**	**$4,105,218**	**$4,573,199**

	Actual FY21	Adopted FY22	Adopted FY23
Juvenile Justice - Municipal Court			
Personal Services	$797,442	$801,907	$944,551
Other Services & Charges	96,619	114,958	114,958
Supplies	342	2,631	2,631
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$894,402**	**$919,496**	**$1,062,140**
Juvenile Justice - Municipal Counselor			
Personal Services	$132,162	$0	$0
Other Services & Charges	0	0	0
Supplies	2,780	2,782	2,782
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$134,942**	**$2,782**	**$2,782**
Mayor and Council			
Personal Services	$1,076,802	$1,075,984	$1,106,810
Other Services & Charges	77,392	151,631	163,893
Supplies	1,546	10,420	10,420
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,155,740**	**$1,238,035**	**$1,281,123**
Municipal Court			
Personal Services	$3,839,835	$4,440,912	$4,645,410
Other Services & Charges	2,719,295	2,912,252	3,046,853
Supplies	122,041	195,933	194,772
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$6,681,171**	**$7,549,097**	**$7,887,035**
Municipal Counselor's Office			
Personal Services	$6,870,981	$7,091,356	$7,590,505
Other Services & Charges	506,406	631,671	603,326
Supplies	108,443	123,117	119,053
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$7,485,831**	**$7,846,144**	**$8,312,884**

	Actual FY21	Adopted FY22	Adopted FY23
Non-Departmental			
Personal Services	$17,680,493	$26,535,263	$42,943,840
Other Services & Charges	12,552,405	24,648,580	32,324,486
Supplies	2,942	7,500	27,500
Capital Outlay	0	0	0
Debt Service	6,265	10,000	10,000
Transfers	50,162,954	24,469,882	25,903,584
Department Total	**$80,405,059**	**$75,671,225**	**$101,209,410**
Parks and Recreation			
Personal Services	$12,804,049	$15,544,581	$16,054,202
Other Services & Charges	11,782,107	14,007,482	16,491,953
Supplies	2,019,675	2,198,026	2,172,294
Capital Outlay	0	62,573	0
Transfers	1,379,771	1,236,271	1,236,271
Department Total	**$27,985,601**	**$33,048,933**	**$35,954,720**
Planning			
Personal Services	$2,673,234	$3,071,949	$4,286,877
Other Services & Charges	1,092,459	1,701,137	1,594,873
Supplies	26,563	22,099	35,732
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$3,792,257**	**$4,795,185**	**$5,917,482**
Police			
Personal Services	$121,958,594	$133,924,140	$138,565,421
Other Services & Charges	17,294,172	18,906,299	19,994,540
Supplies	898,525	1,124,113	801,218
Capital Outlay	0	0	0
Transfers	12,967,555	3,158,335	4,550,480
Department Total	**$153,118,846**	**$157,112,887**	**$163,911,659**
Public Transportation and Parking			
Other Services & Charges	$15,055,923	$19,976,750	$29,496,480
Transfers	798,867	668,757	1,114,426
Department Total	**$15,854,790**	**$20,645,507**	**$30,610,906**
Public Works			
Personal Services	$20,836,197	$22,516,063	$21,727,204
Other Services & Charges	9,054,650	8,036,047	10,291,376
Supplies	2,540,862	5,097,560	3,798,936
Capital Outlay	0	0	0
Transfers	1,880,000	0	0
Department Total	**$34,311,710**	**$35,649,670**	**$35,817,516**

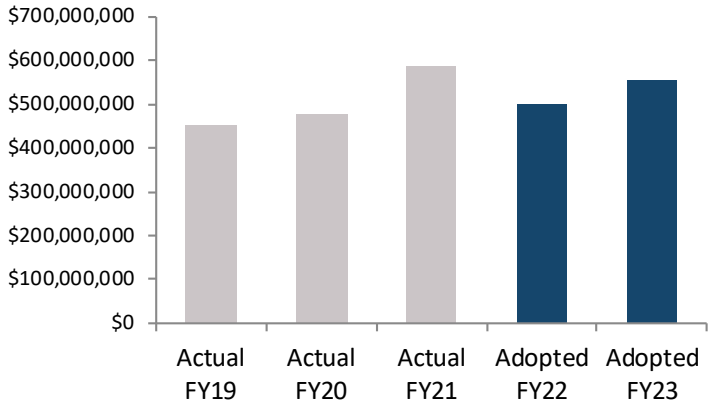
	Actual FY21	Adopted FY22	Adopted FY23
All Departments - Operating			
Personal Services	$301,452,849	$353,047,770	$383,818,428
Other Services & Charges	83,362,255	106,501,136	130,762,472
Supplies	7,698,640	11,032,897	9,679,512
Capital Outlay	0	62,573	0
Debt Service	6,265	10,000	10,000
Transfers	81,221,655	29,533,245	32,827,080
Total Operating Expenditures	**$473,741,664**	**$500,187,621**	**$557,097,492**
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	114,318,193	117,103,316	132,062,015
Department Total	**$114,318,193**	**$117,103,316**	**$132,062,015**
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	114,318,193	117,103,316	132,062,015
Total Operating Expenditures	**$114,318,193**	**$117,103,316**	**$132,062,015**
Total All Departments Operating and Non-Operating			
Personal Services	$301,452,849	$353,047,770	$383,818,428
Other Services & Charges	83,362,255	106,501,136	130,762,472
Supplies	7,698,640	11,032,897	9,679,512
Capital Outlay	0	62,573	0
Debt Service	6,265	10,000	10,000
Transfers	195,539,847	146,636,561	164,889,095
Total General Fund Expenditures	**$588,059,856**	**$617,290,937**	**$689,159,507**
Use of Fund Balance			
Beginning Fund Balance	$108,347,431	$121,859,589	$122,500,526
Additions/(Reductions) to Fund Balance	13,512,157	640,937 *	0 **
Ending Fund Balance	**$121,859,589**	**$122,500,526** *	**$122,500,526** **

* Estimated.

** Assumes budgeted revenues and expenditures.

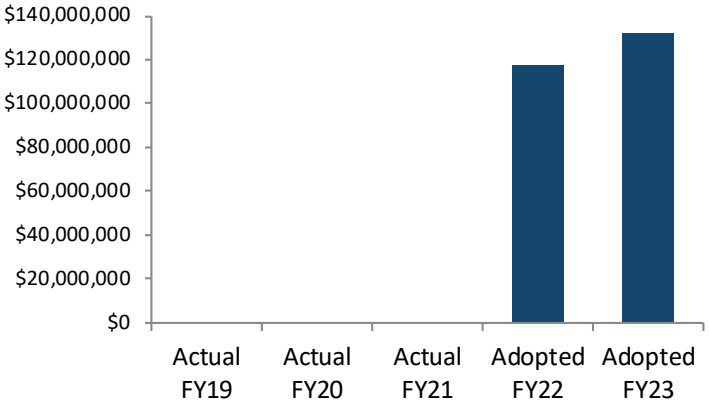
The General Fund is used to account for all funds received and disbursed for general municipal government purposes including all assets, liabilities, reserves, fund balances, revenues and expenditures that are not accounted for in any other fund.

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 FY21	Adopted FY22	Adopted FY23
Revenues			
Department of Energy	$0	$0	$0
Department of Homeland Security	1,226,675	0	0
Department of Housing and Urban Development	18,947,255	43,349,720	52,694,432
Department of Interior	74,116	16,767	51,930
Department of Justice	1,588,622	2,924,142	2,763,862
Department of Transportation	429,383	715,174	983,644
Department of the Treasury	20,460,149	137,500,000	58,000,000
Environmental Protection Agency	713,217	1,257,863	1,487,793
Federal Emergency Management Agency	0	1,800,000	0
Federal Railroad Administration	933	0	0
Other - Misc Grants, Loan Repayments, Etc.	544,531	75,000	25,000
State and Local Grants	448,060	806,492	1,182,512
Total Revenues [(a)]	**$44,432,942**	**$188,445,158**	**$117,189,173**

	Actual FY21	Adopted FY22	Proposed FY23
Expenditures			
Development Services			
Personal Services	$49,197	$75,000	$25,000
Other Services & Charges	815	0	0
Supplies	31,402	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$81,414**	**$75,000**	**$25,000**
Fire			
Personal Services	$1,019,487	$0	$0
Other Services & Charges	54,013	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,073,500**	**$0**	**$0**
Non-Departmental			
Personal Services	$34,165,446	$0	$0
Other Services & Charges	62,128,949	137,500,000	58,000,000
Supplies	2,956,453	0	0
Capital Outlay	2,617,152	0	0
Transfers	0	0	0
Department Total	**$101,868,000**	**$137,500,000**	**$58,000,000**
Planning			
Personal Services	$1,843,596	$4,546,597	$4,877,110
Other Services & Charges	18,266,689	40,505,633	49,796,372
Supplies	57,176	72,120	37,620
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$20,167,460**	**$45,124,350**	**$54,711,102**

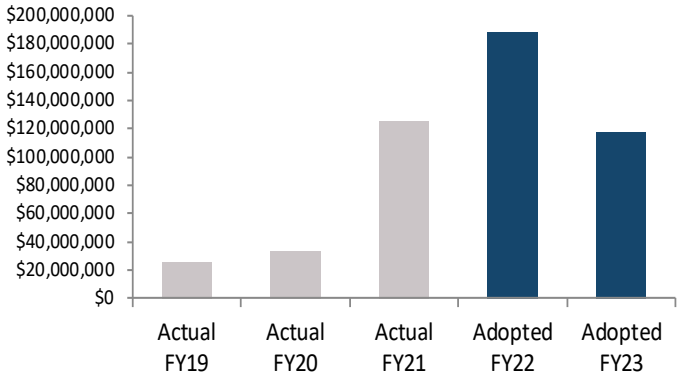
	Actual FY21	Adopted FY22	Proposed FY23
Police			
Personal Services	$1,161,491	$2,397,780	$2,561,512
Other Services & Charges	435,783	875,855	1,269,215
Supplies	175,220	164,473	116,372
Capital Outlay	490,479	388,000	304,462
Transfers	0	0	0
Department Total	**$2,262,973**	**$3,826,108**	**$4,251,561**
Public Works			
Personal Services	$103,522	$119,700	$201,510
Other Services & Charges	3,865	0	0
Supplies	96,974	0	0
Capital Outlay	0	0	0
Transfers	0	1,800,000	0
Department Total	**$204,361**	**$1,919,700**	**$201,510**
All Departments			
Personal Services	$38,342,740	$7,139,077	$7,665,132
Other Services & Charges	80,890,114	178,881,488	109,065,587
Supplies	3,317,225	236,593	153,992
Capital Outlay	3,107,631	388,000	304,462
Transfers	0	1,800,000	0
Total Expenditures	**$125,657,709**	**$188,445,158**	**$117,189,173**

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

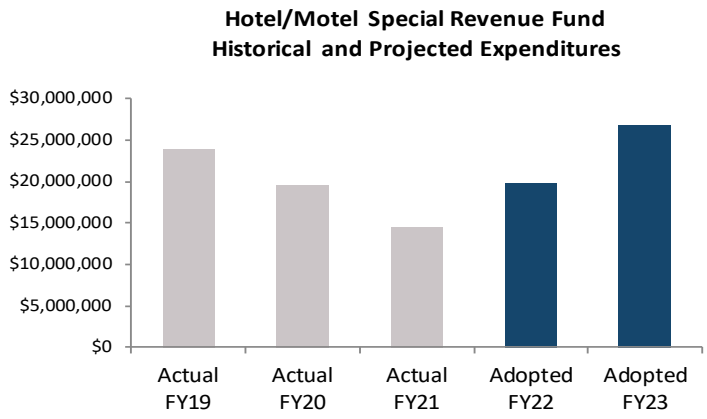


HOTEL/MOTEL TAX SPECIAL REVENUE FUND

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Hotel/Motel Tax	$11,088,637	$13,650,773	$17,106,042
Interest	64,928	67,260	41,334
Other	0	0	250,000
Transfers	3,154,782	5,801,670	9,157,471
Fund Balance	0	332,743	300,000
Total Revenues	**$14,308,347**	**$19,852,446**	**$26,854,847**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	4,848,751	6,723,922	8,560,223
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	9,618,405	13,128,524	18,294,624
Total Expenditures	**$14,467,155**	**$19,852,446**	**$26,854,847**
Use of Fund Balance			
Beginning Fund Balance	$6,082,935	$5,924,127	$6,989,678
Additions/(Reductions) to Fund Balance	(158,808)	1,065,551 *	(300,000) **
Ending Fund Balance	**$5,924,127**	**$6,989,678** *	**$6,689,678** **

* Estimated.

** Assumes budgeted revenues and expenditures.



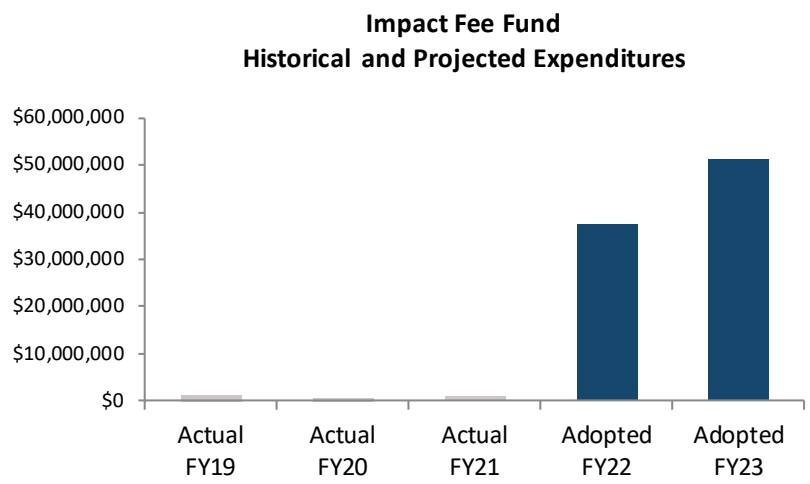
On December 14, 2004, the Oklahoma City voters approved a 5.5% hotel occupancy tax. The tax rate went into effect on January 1, 2005 and Ordinance No. 22,538 provides for three specific uses. Four-elevenths or 2% is dedicated to encouraging, promoting, and fostering convention and tourism development 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 FY21	Adopted FY22	Adopted FY23
Revenues			
Impact Fees	$10,714,131	$5,848,846	$9,804,725
Interest	345,917	144,186	451,239
Fund Balance	0	31,315,911	40,874,706
Total Revenues	**$11,060,048**	**$37,308,943**	**$51,130,670**
Expenditures - Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	209,541	7,292,369	22,179,188
Supplies	0	0	0
Capital Outlay	749,645	30,016,574	28,951,482
Transfers	0	0	0
Department Total	**$959,186**	**$37,308,943**	**$51,130,670**
Use of Fund Balance			
Beginning Fund Balance	$24,776,722	$34,877,585	$40,874,706
Additions/(Reductions) to Fund Balance	10,100,862	5,997,121 *	(40,874,706) **
Ending Fund Balance	**$34,877,585**	**$40,874,706** *	**$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.

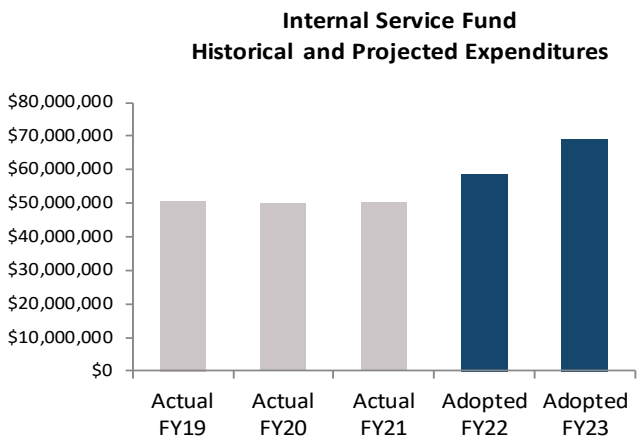
INTERNAL SERVICE FUND

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Interest	$178,016	$56,204	$64,180
Information Technology Chargebacks	28,110,304	31,236,659	34,488,860
Risk Management Chargebacks	12,919,039	15,728,939	19,796,799
Print Shop Chargebacks	808,609	935,668	992,377
Fleet Services Chargebacks	8,046,187	8,235,498	10,431,978
Licenses, Permits and Fees	0	0	0
Other	390,666	375,585	433,110
Services	124,649	0	0
Transfers	232,803	675,000	100,000
Fund Balance	0	1,436,856	2,779,745
Total Revenues	**$50,810,273**	**$58,680,409**	**$69,087,049**
Expenditures			
City Manager's Office - Print Shop			
Personal Services	$225,935	$240,736	$263,714
Other Services & Charges	460,901	584,992	598,482
Supplies	52,665	79,481	261,768
Capital Outlay	0	281,725	132,200
Transfers	0	0	0
Department Total	**$739,502**	**$1,186,934**	**$1,256,164**
Finance - Risk Management			
Personal Services	$1,057,903	$1,215,892	$1,277,657
Other Services & Charges	703,301	724,313	828,083
Supplies	23,984	24,629	24,629
Capital Outlay	0	0	0
Transfers	11,149,905	13,853,653	17,760,326
Department Total	**$12,935,094**	**$15,818,487**	**$19,890,695**
General Services - Fleet Services			
Personal Services	$2,427,490	$2,676,412	$2,984,387
Other Services & Charges	853,554	1,224,703	1,260,979
Supplies	4,250,766	4,604,198	6,436,612
Capital Outlay	0	0	0
Transfers	750,000	0	0
Department Total	**$8,281,810**	**$8,505,313**	**$10,681,978**
Information Technology			
Personal Services	$12,282,345	$13,347,314	$14,585,370
Other Services & Charges	5,731,158	7,394,332	8,786,817
Supplies	463,379	2,172,478	2,874,518
Capital Outlay	131,341	259,213	157,649
Transfers	9,855,505	9,996,338	10,853,858
Department Total	**$28,463,727**	**$33,169,675**	**$37,258,212**

	Actual FY21	Adopted FY22	Adopted FY23
All Departments			
Personal Services	$15,993,674	$17,480,354	$19,111,128
Other Services & Charges	7,748,914	9,928,340	11,474,361
Supplies	4,790,794	6,880,786	9,597,527
Capital Outlay	131,341	540,938	289,849
Transfers	21,755,410	23,849,991	28,614,184
Total Expenditures	**$50,420,133**	**$58,680,409**	**$69,087,049**
Use of Fund Balance			
Beginning Fund Balance	$9,419,144	$9,809,284	$10,272,071
Additions/(Reductions) to Fund Balance	390,140	462,787 *	(2,779,745) **
Ending Fund Balance	**$9,809,284**	**$10,272,071** *	**$7,492,326** **

* 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

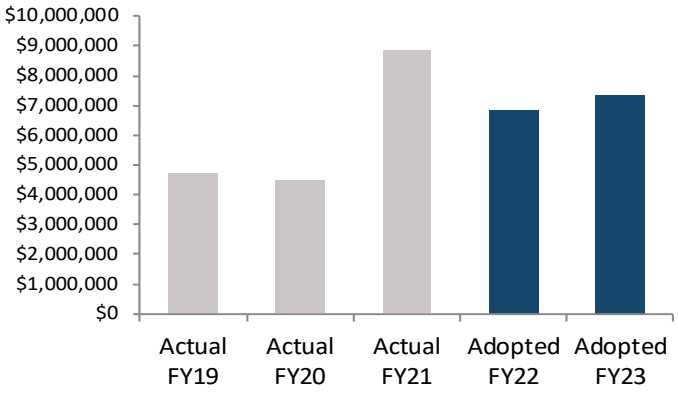
	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Medical Service Program Fee	$6,890,293	$6,748,200	$7,264,344
Interest	112,496	134,012	78,808
Other	8,400	0	0
Fund Balance	0	0	0
Total Revenues	**$7,011,189**	**$6,882,212**	**$7,343,152**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	4,389,470	6,882,212	7,343,152
Supplies	0	0	0
Capital Outlay	4,439,150	0	0
Transfers	0	0	0
Total Expenditures	**$8,828,620**	**$6,882,212**	**$7,343,152**
Use of Fund Balance			
Beginning Fund Balance	$10,827,069	$9,009,638	$13,165,039
Additions/(Reductions) to Fund Balance	(1,817,431)	4,155,401 *	0 **
Ending Fund Balance	**$9,009,638**	**$13,165,039** *	**$13,165,039** **

* Estimated.

** Assumes budgeted revenues and expenditures.

The Medical Service Program Fund was created in the FY10 budget for a new ambulance fee as part of the Medical Service Program enacted by the City Council on December 8, 2008. The program took effect on October 1, 2009. The Fund receives the $3.65 monthly fee paid by households enrolled in the program for coverage under the Emergency Medical Services Authority (EMSA) TotalCare program. The fund is used to pay EMSA for coverage, as well as, the administrative costs of the Utilities Department for operating the billing and customer service aspects of the program.

Medical Service Program Fund
Historical and Projected Expenditures



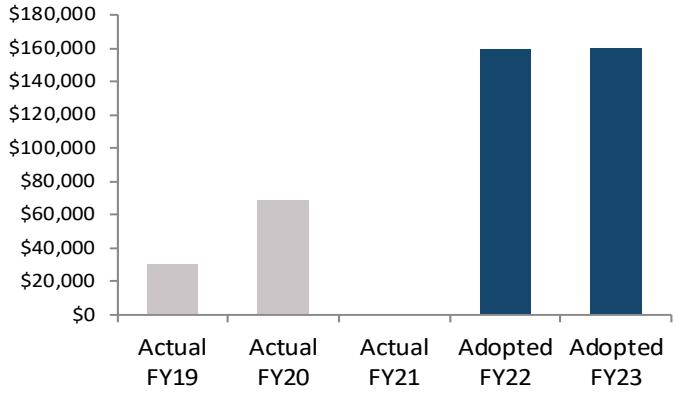
METROPOLITAN AREA PROJECTS (MAPS) SALES TAX

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Sales Tax	$0	$0	$0
Interest	63	0	43
Other	628	0	6
Fund Balance	0	159,782	159,859
Total Revenues	**$692**	**$159,782**	**$159,908**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	154,182	154,308
Supplies	0	0	0
Capital Outlay	0	5,600	5,600
Transfers	0	0	0
Total Expenditures	**$0**	**$159,782**	**$159,908**
Use of Fund Balance			
Beginning Fund Balance	$159,137	$159,828	$319,737
Additions/(Reductions) to Fund Balance	692	159,909 *	(159,859) **
Ending Fund Balance	**$159,828**	**$319,737** *	**$159,878** **

* 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.

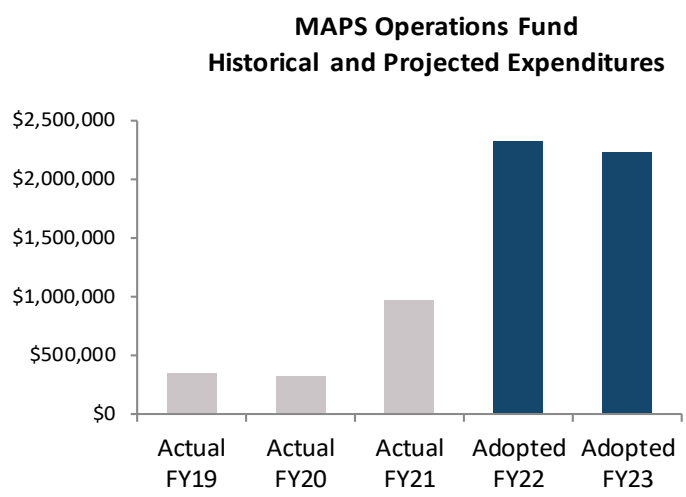
The ordinance established a limited purpose tax fund to be expended only for specified projects, including improvements to the North Canadian River; a metropolitan learning center; a baseball park; improvement of the Myriad Convention Center; improvement of the Civic Center Music Hall; improvement of 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 FY21	Adopted FY22	Adopted FY23	
Revenues				
Use Tax	$0	$0	$0	
Interest	53,004	32,073	31,528	
Other	4,000	0	0	
Transfers	0	0	0	
Fund Balance	0	2,285,360	2,204,588	
Total Revenues	**$57,004**	**$2,317,433**	**$2,236,116**	
Expenditures				
Parks and Recreation				
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**	
Non-Departmental				
Personal Services	$0	$0	$0	
Other Services & Charges	55,722	311,630	27,712	
Supplies	0	40,299	707,706	
Capital Outlay	910,862	1,965,504	1,500,698	
Transfers	0	0	0	
Department Total	**$966,584**	**$2,317,433**	**$2,236,116**	
All Departments				
Personal Services	$0	$0	$0	
Other Services & Charges	55,722	311,630	27,712	
Supplies	0	40,299	707,706	
Capital Outlay	910,862	1,965,504	1,500,698	
Transfers	0	0	0	
Total Expenditures	**$966,584**	**$2,317,433**	**$2,236,116**	
Use of Fund Balance				
Beginning Fund Balance	$4,990,253	$4,080,673	$2,204,588	
Additions/(Reductions) to Fund Balance	(909,580)	(1,876,085)	(2,204,588)	**
Ending Fund Balance	**$4,080,673**	**$2,204,588**	**$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.

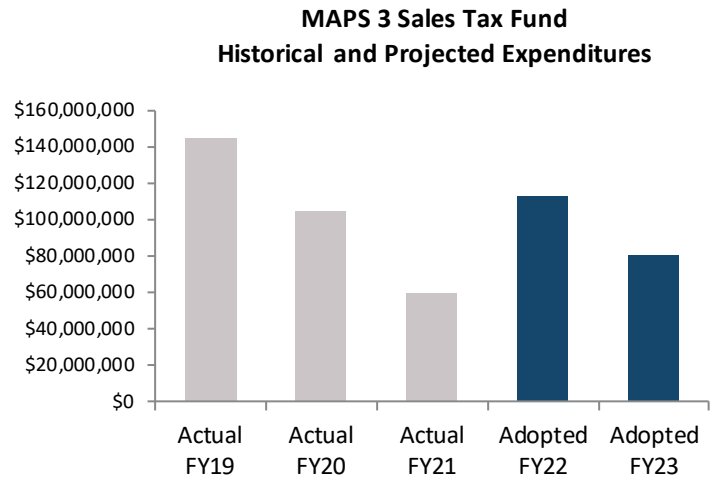
Funds collected from the additional levy were accounted for separately and are to be used for operating, maintaining, and replacing capital as needed on any or all of the nine major MAPS projects. The MAPS Operations Fund budget reflects only the funding for adopted expenditures.

MAPS 3 SALES TAX FUND

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Sales Tax	($60,858)	$0	$500,000
Interest	1,434,294	4,779,744	329,821
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	108,656,280	79,785,374
Total Revenues	**$1,373,435**	**$113,436,024**	**$80,615,195**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	9,464	9,824	3,249
Supplies	292,619	239,374	70,783
Capital Outlay	59,138,784	113,053,657	80,406,765
Transfers	0	133,169	134,398
Total Expenditures	**$59,440,867**	**$113,436,024**	**$80,615,195**
Use of Fund Balance			
Beginning Fund Balance	$154,237,503	$96,170,071	$79,785,374
Additions/(Reductions) to Fund Balance	(58,067,432)	(16,384,697) *	(79,785,374) **
Ending Fund Balance	**$96,170,071**	**$79,785,374** *	**$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.

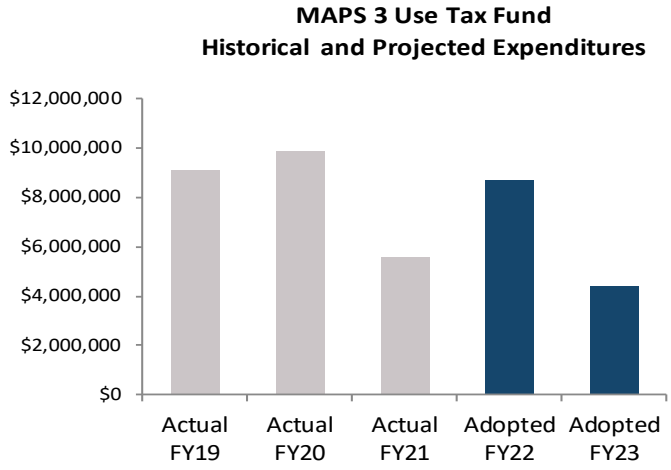
MAPS 3 USE TAX FUND

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Use Tax	($117,979)	$0	$0
Interest	106,241	54,861	33,983
Service Charges	825,262	600,000	600,000
Transfers	32,039	0	0
Fund Balance	0	8,038,481	3,721,768
Other	82,747	0	55,000
Total Revenues	**$928,311**	**$8,693,342**	**$4,410,751**
Expenditures			
City Manager's Office			
Personal Services	$2,240,140	$2,505,081	$330,776
Other Services & Charges	1,145,707	1,439,986	563,171
Supplies	26,857	108,500	0
Capital Outlay	0	418,742	0
Transfers	0	0	0
Department Total	**$3,412,704**	**$4,472,309**	**$893,947**
Fire Department			
Personal Services	$0	$0	$0
Other Services & Charges	12,720	2,544	0
Supplies	283,569	350	0
Capital Outlay	1,860,841	725,507	43
Transfers	0	0	0
Department Total	**$2,157,130**	**$728,401**	**$43**
Information Technology			
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**
Municipal Courts			
Personal Services	$0	$0	$0
Other Services & Charges	0	8,326	8,326
Supplies	0	0	0
Capital Outlay	0	199,643	199,643
Transfers	0	0	0
Department Total	**$0**	**$207,969**	**$207,969**

	Actual FY21	Adopted FY22	Adopted FY23	
Non-Departmental				
Personal Services	$0	$0	$0	
Other Services & Charges	0	0	0	
Supplies	0	0	0	
Capital Outlay	0	2,811,755	1,684,699	
Transfers	0	0	0	
Department Total	**$0**	**$2,811,755**	**$1,684,699**	
Police Department				
Personal Services	$0	$0	$0	
Other Services & Charges	0	6,537	6,537	
Supplies	0	277,665	1,487,628	
Capital Outlay	438	188,706	129,928	
Transfers	0	0	0	
Department Total	**$438**	**$472,908**	**$1,624,093**	
All Departments				
Personal Services	$2,240,140	$2,505,081	$330,776	
Other Services & Charges	1,158,427	1,457,393	578,034	
Supplies	310,426	386,515	1,487,628	
Capital Outlay	1,861,279	4,344,353	2,014,313	
Transfers	0	0	0	
Total Expenditures	**$5,570,272**	**$8,693,342**	**$4,410,751**	
Use of Fund Balance				
Beginning Fund Balance	$11,975,323	$7,333,361	$3,729,946	
Additions/(Reductions) to Fund Balance	(4,641,961)	(3,603,415)	* (3,721,768)	**
Ending Fund Balance	**$7,333,361**	**$3,729,946**	* **$8,178**	**

* Estimated.

** Assumes budgeted revenues and expenditures.



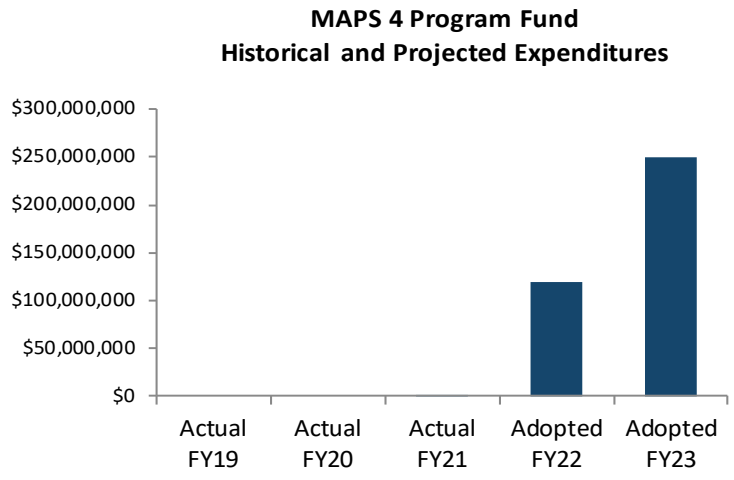
Following the approval of the one-cent MAPS 3 Sales Tax by City voters on December 8, 2009, the City Council approved an ordinance based on state statute that amended the City's use tax rate to be equal to the sales tax rate. The MAPS 3 Use Tax will be in effect for the same seven years and nine months 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 FY21	Adopted FY22	Proposed FY23
Revenues			
Interest	$772,489	$1,686,490	$1,524,780
Transfers	114,318,193	117,103,316	132,062,015
Fund Balance	0	0	116,826,164
Total Revenues	**$115,090,682**	**$118,789,806**	**$250,412,959**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	1,030,000	118,789,806	170,412,959
Transfers	0	0	80,000,000
Total Expenditures	**$1,030,000**	**$118,789,806**	**$250,412,959**
Use of Fund Balance			
Beginning Fund Balance	$10,827,691	$124,888,373	$255,302,314
Additions/(Reductions) to Fund Balance	114,060,682	130,413,941 *	(116,826,164) **
Ending Fund Balance	**$124,888,373**	**$255,302,314** *	**$138,476,150** **

* 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 the Paycom Center 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.

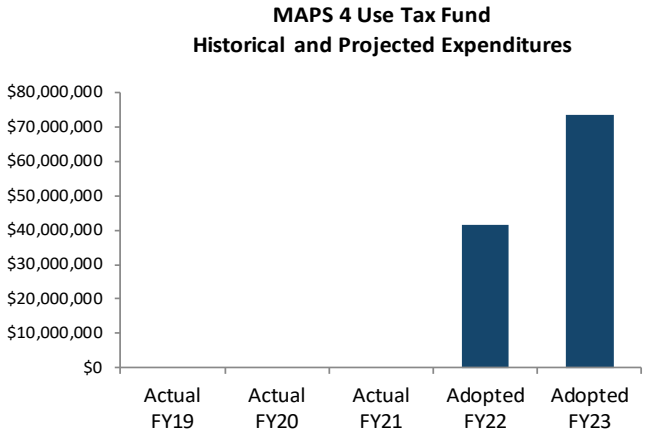
MAPS 4 USE TAX FUND

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Use Tax	$23,604,016	$25,831,700	$29,365,494
Interest	159,904	209,211	324,065
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	15,403,605	44,023,515
Other	0	0	0
Total Revenues	**$23,763,919**	**$41,444,516**	**$73,713,074**
Expenditures			
City Manager's Office			
Personal Services	$0	$1,500,000	$2,586,207
Other Services & Charges	0	240,752	14,138,390
Supplies	0	0	108,500
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$1,740,752**	**$16,833,097**
Fire Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	9,290,681	21,240,000
Transfers	0	0	0
Department Total	**$0**	**$9,290,681**	**$21,240,000**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	1,019,700
Supplies	0	1,987,724	7,460,293
Capital Outlay	0	0	65,000
Transfers	0	0	0
Department Total	**$0**	**$1,987,724**	**$8,544,993**

	Actual FY21	Adopted FY22	Adopted FY23
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	12,903,723	0
Capital Outlay	0	15,521,636	13,887,236
Transfers	0	0	0
Department Total	**$0**	**$28,425,359**	**$13,887,236**
Police Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	8,015,649
Capital Outlay	0	0	5,192,099
Transfers	0	0	0
Department Total	**$0**	**$0**	**$13,207,748**
All Departments			
Personal Services	$0	$1,500,000	$2,586,207
Other Services & Charges	0	240,752	15,158,090
Supplies	0	14,891,447	15,584,442
Capital Outlay	0	24,812,317	40,384,335
Transfers	0	0	0
Total Expenditures	**$0**	**$41,444,516**	**$73,713,074**
Use of Fund Balance			
Beginning Fund Balance	$2,021,564	$25,785,483	$60,341,309
Additions/(Reductions) to Fund Balance	23,763,919	34,555,826 *	(44,023,515) **
Ending Fund Balance	**$25,785,483**	**$60,341,309** *	**$16,317,794** **

* Estimated.

** Assumes budgeted revenues and expenditures.



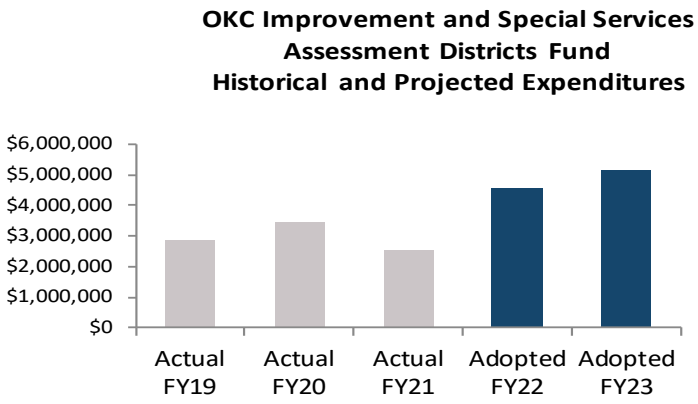
Following the approval of the one-cent sales tax for the MAPS 4 Program by the Oklahoma City voters on December 10, 2020, the City Council approved an ordinance based on state statute that amended the City's use tax rate to be equal to the sales tax rate. The MAPS 4 Use Tax will be in effect for the 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 FY21	Adopted FY22	Adopted FY23
Revenues			
Assessments	$3,101,602	$4,505,576	$5,113,307
Interest	28,602	33,938	22,415
Service Charges	3,002	4,206	6,336
Transfers	0	0	0
Fund Balance	0	0	0
Total Revenues	**$3,133,206**	**$4,543,720**	**$5,142,058**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	2,541,299	4,543,720	5,142,058
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$2,541,299**	**$4,543,720**	**$5,142,058**
Use of Fund Balance			
Beginning Fund Balance	$2,094,415	$2,686,322	$0
Additions/(Reductions) to Fund Balance	591,907	(2,686,322) *	0 **
Ending Fund Balance	**$2,686,322**	**$0** *	**$0** **

* 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

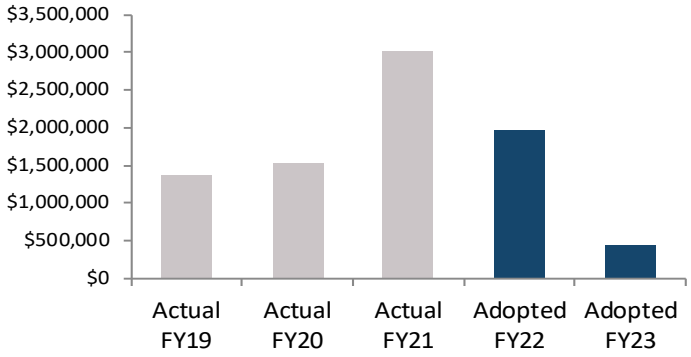
	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
City/Schools Sales Tax	$0	$0	$0
Interest	30,853	43,971	2,538
Other	2,262	0	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	1,915,557	426,492
Total Revenues	**$33,115**	**$1,959,528**	**$429,030**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	43,978	2,545
Supplies	0	0	0
Capital Outlay	3,010,649	1,915,550	426,485
Transfers	0	0	0
Total Expenditures	**$3,010,649**	**$1,959,528**	**$429,030**
Use of Fund Balance			
Beginning Fund Balance	$4,200,794	$1,223,260	$426,492
Additions/(Reductions) to Fund Balance	(2,977,534)	(796,768) *	(426,492) **
Ending Fund Balance	**$1,223,260**	**$426,492** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.

On November 13, 2001, Oklahoma City voters approved a limited term, limited purpose sales tax to be earmarked for certain public school capital projects. The rate of the tax was one-half percent from January 1, 2002 until April 1, 2003 when the rate changed to one percent. The tax expired on January 1, 2009. The OCMAPS trust was dissolved in FY18 and the remaining funds will be used to complete existing projects.

OKC Metropolitan Area Public Schools Sales Tax Fund
Historical and Projected Expenditures

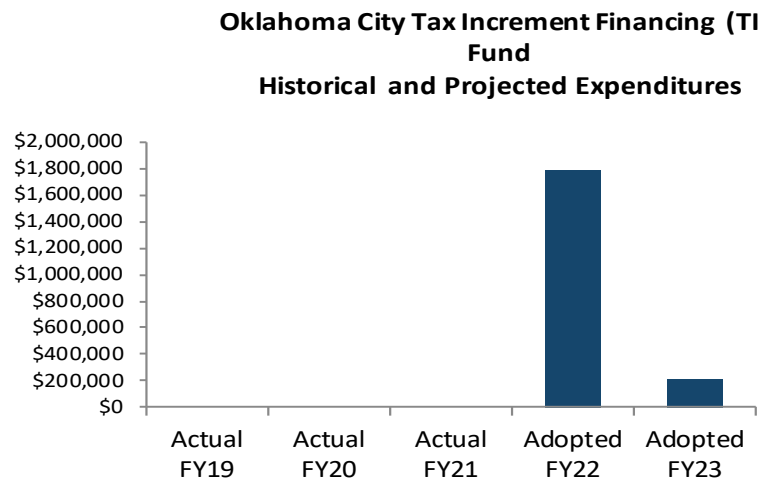


OKLAHOMA CITY TAX INCREMENT FINANCING (TIF) FUND

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Tax Increment Financing Match	$0	$1,490,144	$200,000
Interest	1,480	0	70
Fund Balance	0	300,000	9,235
Total Revenues	**$1,480**	**$1,790,144**	**$209,305**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	1,790,144	209,305
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Reserve for Future Capital Costs	0	0	0
Total Expenditures	**$0**	**$1,790,144**	**$209,305**
Use of Fund Balance			
Beginning Fund Balance	($1,480)	$0	$9,235
Additions/(Reductions) to Fund Balance	1,480	9,235 *	(9,235) **
Ending Fund Balance	**$0**	**$9,235** *	**$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.

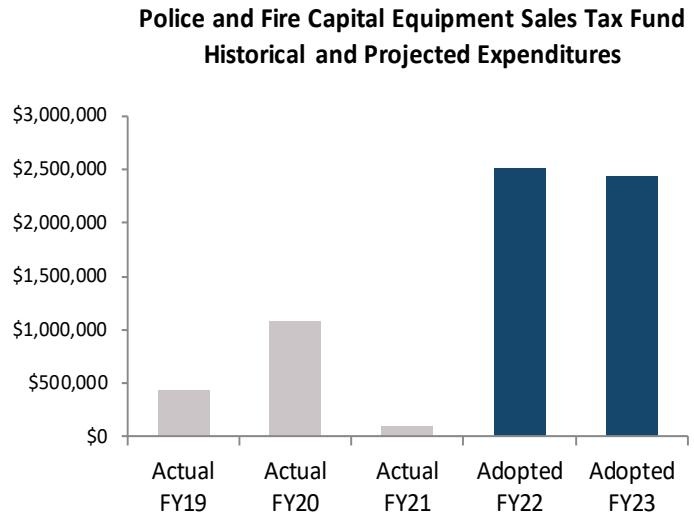
POLICE AND FIRE CAPITAL EQUIPMENT SALES TAX FUND

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Police and Fire Equipment Sales Tax	$0	$0	$0
Interest	28,524	17,211	10,028
Other	63,042	0	0
Fund Balance	0	2,485,751	2,424,070
Total Revenues	**$91,565**	**$2,502,962**	**$2,434,098**
Expenditures			
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	50,285	1,006,869	718,599
Supplies	13,290	102,631	102,631
Capital Outlay	34,981	359,092	359,092
Transfers	0	0	0
Department Total	**$98,556**	**$1,468,592**	**$1,180,322**
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	1,936	1,936
Supplies	0	0	0
Capital Outlay	0	7,011	57,011
Transfers	0	0	0
Department Total	**$0**	**$8,947**	**$58,947**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	34,928
Supplies	0	0	889,053
Capital Outlay	0	854,575	0
Transfers	0	0	0
Department Total	**$0**	**$854,575**	**$923,981**
Non-Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	100,000
Transfers	0	0	0
Department Total	**$0**	**$0**	**$100,000**

	Actual FY21	Adopted FY22	Adopted FY23
Police			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	3,483	3,483
Capital Outlay	0	167,365	167,365
Transfers	0	0	0
Department Total	**$0**	**$170,848**	**$170,848**
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	50,285	1,008,805	755,463
Supplies	13,290	106,114	995,167
Capital Outlay	34,981	1,388,043	683,468
Transfers	0	0	0
Total Expenditures	**$98,556**	**$2,502,962**	**$2,434,098**
Use of Fund Balance			
Beginning Fund Balance	$2,518,536	$2,511,546	$4,848,140
Additions/(Reductions) to Fund Balance	(6,991)	2,336,594 *	(2,424,070) **
Ending Fund Balance	**$2,511,546**	**$4,848,140** *	**$2,424,070** **

* 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)

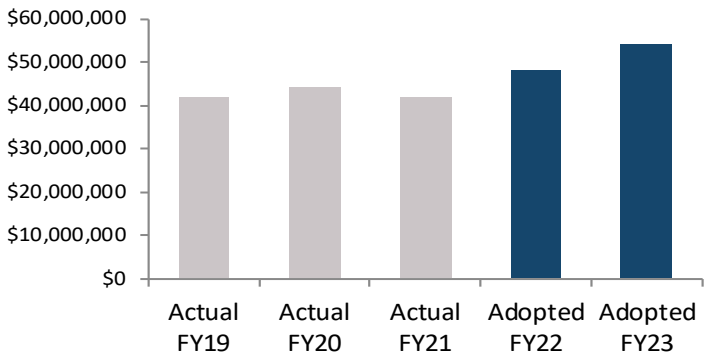
	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Special Sales Tax	$43,253,152	$43,914,436	$49,283,429
Interest	198,908	171,939	190,798
Other	1,564	0	0
Service Charges	426,101	261,316	232,784
Transfers	0	0	0
Fund Balance	0	3,645,392	4,231,498
Total Revenues	**$43,879,724**	**$47,993,083**	**$53,938,509**
Expenditures - Police			
Personal Services	$36,667,339	$38,992,664	$42,180,332
Other Services & Charges	3,173,932	5,222,589	6,892,619
Supplies	1,763,389	2,177,830	3,000,813
Capital Outlay	179,803	1,600,000	1,864,745
Transfers	0	0	0
Total Expenditures	**$41,784,463**	**$47,993,083**	**$53,938,509**
Use of Fund Balance			
Beginning Fund Balance	$15,640,679	$17,735,941	$26,135,602
Additions/(Reductions) to Fund Balance	2,095,262	8,399,661 *	(4,231,498) **
Ending Fund Balance	**$17,735,941**	**$26,135,602** *	**$21,904,104** **

* 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

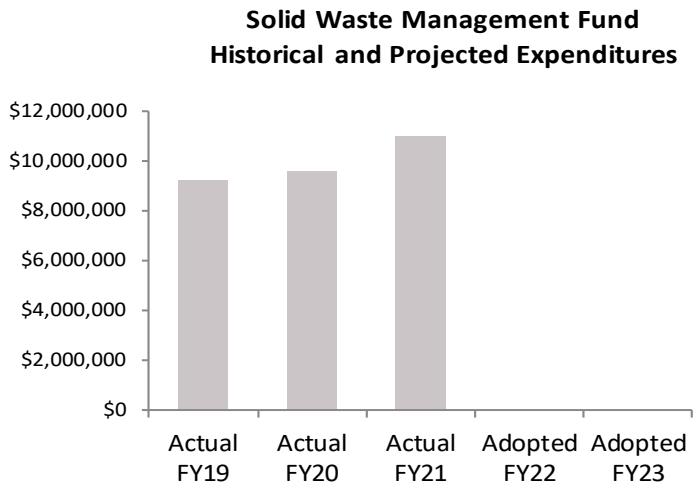


SOLID WASTE MANAGEMENT FUND

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Interest	$15,687	$0	$0
Transfers	9,693,000	0	0
Fund Balance	0	0	0
Total Revenues	**$9,708,687**	**$0**	**$0**
Expenditures - Utilities			
Personal Services	$8,531,071	$0	$0
Other Services & Charges	2,378,500	0	0
Supplies	99,400	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$11,008,970**	**$0**	**$0**
Use of Fund Balance			
Beginning Fund Balance	$1,300,283	$0	$0
Additions/(Reductions) to Fund Balance	(1,300,283)	0 *	0 **
Ending Fund Balance	**$0**	**$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.

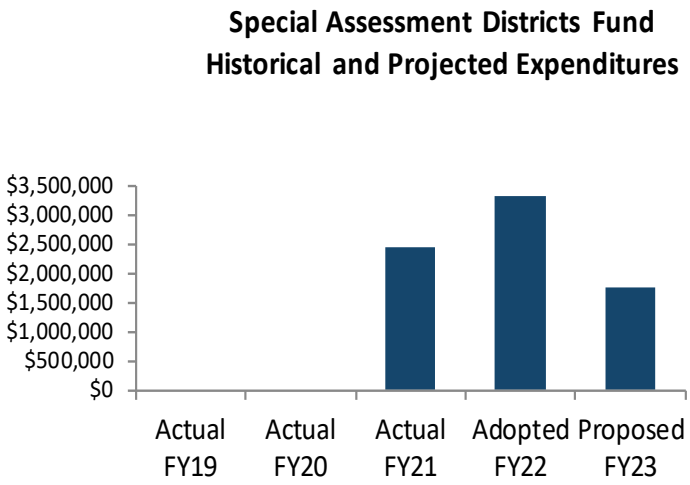
During FY21, the Solid Waste Management system was consolidated with the water and wastewater systems under the Oklahoma City Water Utilities Trust (OCWUT). As part of the merger, the Solid Waste Management Cash Fund was merged with the Utilities Fund.

SPECIAL ASSESSMENT DISTRICTS FUND

	Actual FY21	Adopted FY22	Proposed FY23
Revenues			
Assessments	$0	$2,054,856	$1,754,000
Interest	1,031	0	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	1,276,358	0
Total Revenues	**$1,031**	**$3,331,214**	**$1,754,000**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	2,457,029	3,331,214	1,754,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$2,457,029**	**$3,331,214**	**$1,754,000**
Use of Fund Balance			
Beginning Fund Balance	$2,717,351	$261,354	$0
Additions/(Reductions) to Fund Balance	(2,455,998)	(261,354) *	0 **
Ending Fund Balance	**$261,354**	**$0** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



The Special Assessment Districts Fund was created in FY21 as a result of new rules from the Governmental Accounting Standards Board (GASB) requiring municipalities to reflect these districts in the budget. Special Assessment Districts allow a majority of property owners in a neighborhood to petition the City to create an assessment district for the purpose of improving the roads in that neighborhood. Under this program the City sells bonds and has the work completed and creates an assessment roll for all of the property owners in the neighborhood to repay the bond over time.

SPECIAL PURPOSE FUND

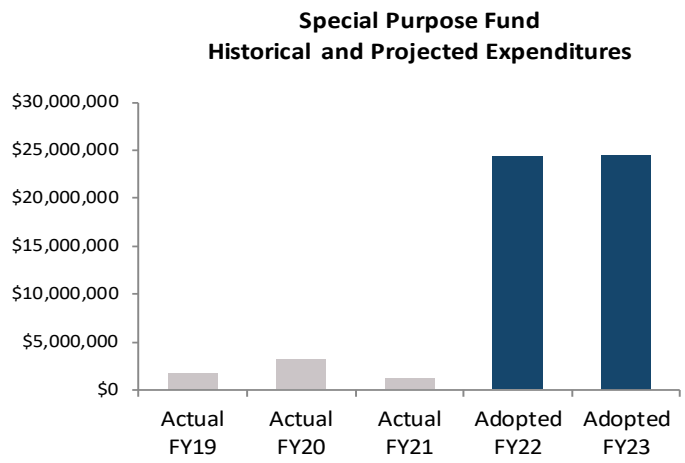
	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Donations	$171,958	$187,905	$64,459
Fees	244,005	228,117	153,110
Interest	165,699	184,535	264,246
Other	(789,196)	25,000	1,020,500
Service Charges	56,195	119,080	136,850
Transfers	13,099,000	1,500,000	1,000,000
Fund Balance	0	22,087,936	21,856,018
Total Revenues	**$12,947,662**	**$24,332,573**	**$24,495,183**
Expenditures			
City Clerk's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	770
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$0**	**$770**
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	8,159	8,308
Supplies	880	0	0
Capital Outlay	0	213,437	0
Transfers	0	0	3,040
Department Total	**$880**	**$221,596**	**$11,348**
Development Services			
Personal Services	$0	$0	$0
Other Services & Charges	124,969	1,170,373	1,202,093
Supplies	27,967	87,128	43,793
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$152,936**	**$1,257,501**	**$1,245,886**
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	18,449	12,562
Supplies	0	109,824	122,858
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$128,273**	**$135,420**

	Actual FY21	Adopted FY22	Adopted FY23
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	4,000,000	5,049,908
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$4,000,000**	**$5,049,908**
Parks and Recreation			
Personal Services	$0	$0	$0
Other Services & Charges	282,036	3,232,634	2,122,236
Supplies	148,414	606,669	742,388
Capital Outlay	0	2,026,590	2,945,786
Transfers	0	0	30
Department Total	**$430,450**	**$5,865,893**	**$5,810,440**
Planning			
Personal Services	$0	$0	$0
Other Services & Charges	23,981	301,392	223,472
Supplies	0	0	3,909
Capital Outlay	0	5,818	205,919
Transfers	0	60,000	0
Department Total	**$23,981**	**$367,210**	**$433,300**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	0	36,525	16,448
Supplies	0	25,011	27,520
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$61,536**	**$43,968**
Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	73,822	6,637,082	9,659,939
Supplies	3,025	1,975	2,875
Capital Outlay	479,080	5,791,507	2,084,495
Transfers	982	0	16,834
Department Total	**$556,909**	**$12,430,564**	**$11,764,143**

	Actual FY21	Adopted FY22	Adopted FY23
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	504,808	15,404,614	18,295,736
Supplies	180,285	830,607	943,343
Capital Outlay	479,080	8,037,352	5,236,200
Transfers	982	60,000	19,904
Total Expenditures	**$1,165,155**	**$24,332,573**	**$24,495,183**
Use of Fund Balance			
Beginning Fund Balance	$9,690,933	$21,473,439	$21,856,018
Additions/(Reductions) to Fund Balance	11,782,506	382,579 *	(21,856,018) **
Ending Fund Balance	**$21,473,439**	**$21,856,018** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



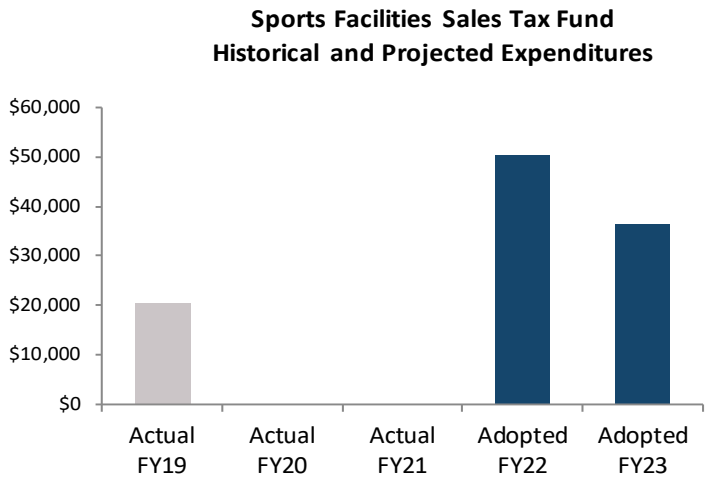
The Special Purpose Fund is used primarily for donations to the City of Oklahoma City or for other designated uses. The expenditures are made from specific accounts designated for each special purpose. Typical expenditures of the fund are projects relating to improvements by neighborhood associations, 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 FY21	Adopted FY22	Adopted FY23
Revenues			
Sports Facilities Sales Tax	$0	$0	$0
Interest	555	0	179
Other	(14,712)	0	0
Fund Balance	0	50,373	36,196
Total Revenues	**($14,157)**	**$50,373**	**$36,375**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	28,902	23,354
Supplies	0	21,471	13,021
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$0**	**$50,373**	**$36,375**
Use of Fund Balance			
Beginning Fund Balance	$49,770	$35,613	$36,196
Additions/(Reductions) to Fund Balance	(14,157)	583 *	(36,196) **
Ending Fund Balance	**$35,613**	**$36,196** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



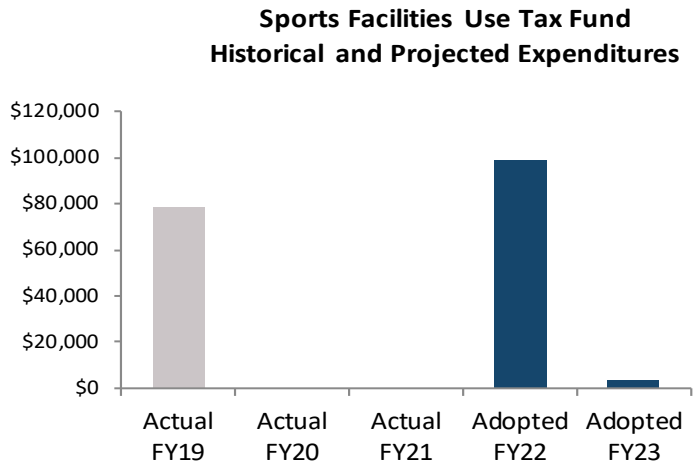
The Oklahoma City Sports Facilities Improvement Sales Tax Fund, established in FY08 pursuant to voter approval on March 4, 2008, is a limited term, limited purpose sales tax earmarked for certain capital improvements relating to the City's sports arena and the construction of the professional basketball 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 FY21	Adopted FY22	Adopted FY23
Revenues			
Sports Facilities Use Tax	$0	$0	$0
Interest	1,005	0	15
Other	(96,459)	0	0
Fund Balance	0	98,652	3,678
Total Revenues	**($95,454)**	**$98,652**	**$3,693**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	98,652	3,693
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$98,652**	**$3,693**
Use of Fund Balance			
Beginning Fund Balance	$99,151	$3,697	$3,678
Additions/(Reductions) to Fund Balance	(95,454)	(19) *	(3,678) **
Ending Fund Balance	**$3,697**	**$3,678** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



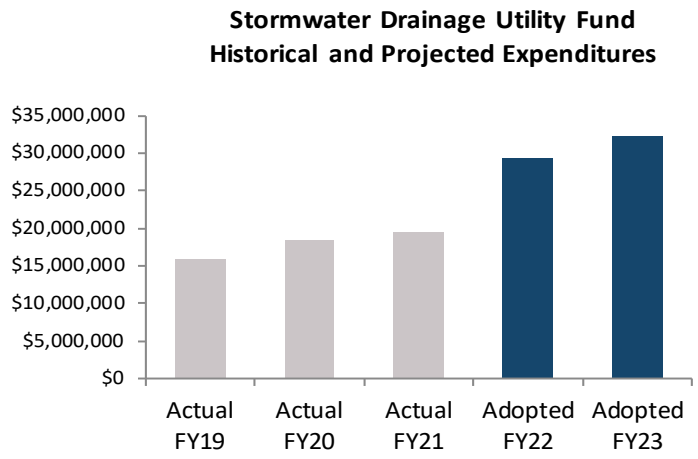
The Oklahoma City Sports Facilities Use Tax is the companion use tax to the one-cent Oklahoma City Sports Facilities Sales Tax. The tax provides a levy of one percent on the sale of tangible personal property not subject to sales tax from January 1, 2009 through March 21, 2010. The City Council has expressed 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 FY21	Adopted FY22	Adopted FY23
Revenues			
Fees	$18,259,743	$18,049,941	$19,498,800
Interest	259,589	71,230	199,912
Other	320	0	0
Permits	119,440	117,581	134,997
Reimbursements	255,766	255,766	255,766
Service Charges	44,576	42,703	49,012
Transfers	649,115	0	2,000,000
Fund Balance	0	10,853,220	10,058,751
Total Revenues	**$19,588,550**	**$29,390,441**	**$32,197,238**
Expenditures - Public Works			
Personal Services	$9,987,810	$11,645,711	$12,177,580
Other Services & Charges	7,030,779	15,167,820	16,405,897
Supplies	968,269	1,591,694	1,464,969
Capital Outlay	141,400	985,216	2,148,792
Transfers	1,329,000	0	0
Total Expenditures	**$19,457,259**	**$29,390,441**	**$32,197,238**
Use of Fund Balance			
Beginning Fund Balance	$21,767,987	$21,899,278	$32,503,877
Additions/(Reductions) to Fund Balance	131,291	10,604,599 *	(12,058,751) **
Ending Fund Balance	**$21,899,278**	**$32,503,877** *	**$20,445,126** **

* Estimated.

** Assumes budgeted revenues and expenditures.



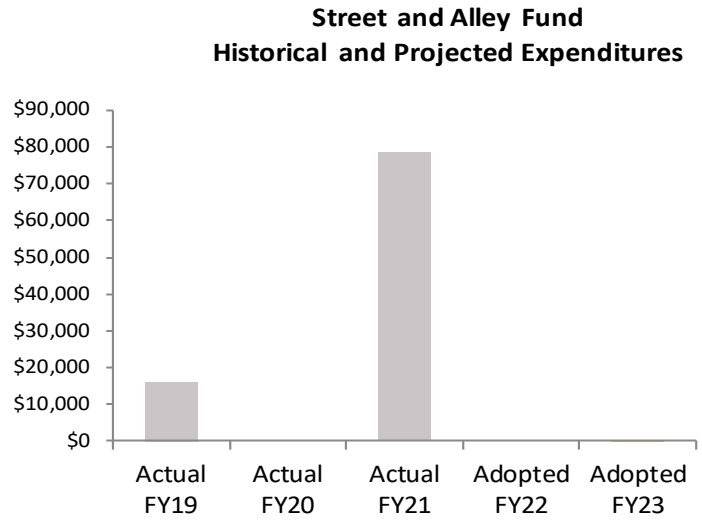
The Stormwater Drainage Utility Fund was established by Council on June 13, 1995 to address federal mandates governing National Pollution Discharge Elimination System (NPDES) programs and is responsible for planning and implementing strategies for improving the quality of storm and other runoff waters. 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 FY21	Adopted FY22	Adopted FY23
Revenues			
Interest	$1,027	$0	$5
Other	(69,927)	0	0
Fund Balance	0	0	98
Total Revenues	**($68,900)**	**$0**	**$103**
Expenditures - Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	103
Capital Outlay	44,288	0	0
Transfers	34,326	0	0
Total Expenditures	**$78,613**	**$0**	**$103**
Use of Fund Balance			
Beginning Fund Balance	$147,610	$98	$98
Additions/(Reductions) to Fund Balance	(147,513)	0 *	(98) **
Ending Fund Balance	**$98**	**$98** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



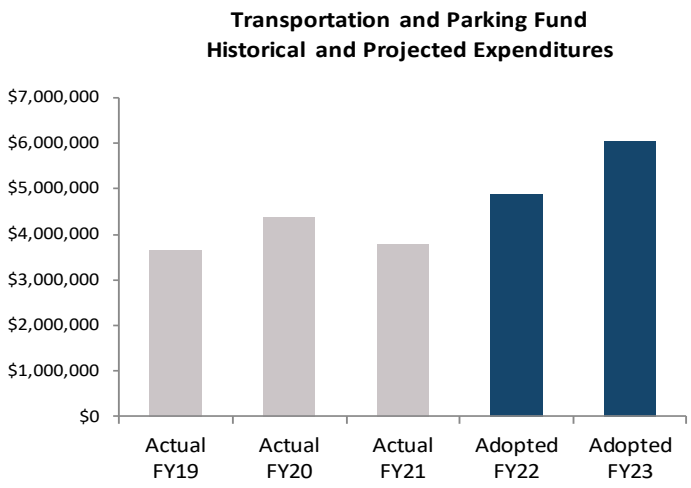
The Street and Alley Fund provides for street resurfacing and major repairs on City streets that are in addition to those projects funded through General Obligation Bonds. Fund Balance provides the funding for these projects.

TRANSPORTATION AND PARKING FUND

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Interest	$5,278	$5,745	$3,964
Other	0	0	0
Service Charges	241,913	362,892	507,953
Transfers	3,783,729	4,466,760	5,529,021
Fund Balance	0	50,000	0
Total Revenues	**$4,030,919**	**$4,885,397**	**$6,040,938**
Expenditures			
Parking			
Personal Services	$470,541	$485,079	$978,466
Other Services & Charges	344,904	441,818	459,183
Supplies	15,685	93,752	72,677
Capital Outlay	0	0	84,484
Transfers	0	0	0
Department Total	**$831,130**	**$1,020,649**	**$1,594,810**
Public Transportation			
Personal Services	$2,639,707	$3,512,408	$4,035,702
Other Services & Charges	313,891	352,340	410,426
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$2,953,598**	**$3,864,748**	**$4,446,128**
All Departments			
Personal Services	$3,110,248	$3,997,487	$5,014,168
Other Services & Charges	658,795	794,158	869,609
Supplies	15,685	93,752	72,677
Capital Outlay	0	0	84,484
Transfers	0	0	0
Total Expenditures	**$3,784,728**	**$4,885,397**	**$6,040,938**
Use of Fund Balance			
Beginning Fund Balance	$68,258	$314,449	$639,097
Additions/(Reductions) to Fund Balance	246,191	324,648 *	0 **
Ending Fund Balance	**$314,449**	**$639,097** *	**$639,097** **

* 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.

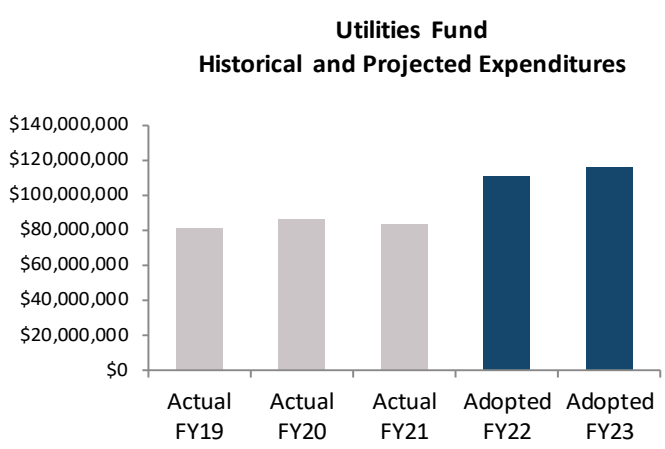
The Central Oklahoma Transportation and Parking Authority (COTPA) was created in 1966 as a Public Trust pursuant to Title 60 of the Oklahoma Statutes, Section 176. The purpose of COTPA is to provide a means of financing municipal public transportation services and functions. The trust indenture provides 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 FY21	Adopted FY22	Adopted FY23
Revenues			
Interest	$193,067	$139,904	$137,645
Other	0	0	0
Service charges	0	0	0
Transfers	85,701,127	108,252,233	113,824,377
Fund Balance	0	2,335,568	1,800,000
Total Revenues	**$85,894,194**	**$110,727,705**	**$115,762,022**
Expenditures			
Solid Waste			
Personal Services	$0	$8,557,396	$9,244,212
Other Services & Charges	(901,997)	1,822,422	2,268,161
Supplies	0	202,160	179,360
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	**($901,997)**	**$10,581,978**	**$11,691,733**
Water			
Personal Services	$29,205,608	$33,069,965	$34,585,016
Other Services & Charges	19,145,395	23,613,369	24,834,984
Supplies	8,979,029	11,457,402	11,478,752
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	**$57,330,033**	**$68,140,736**	**$70,898,752**
Wastewater			
Personal Services	$19,560,002	$22,043,408	$23,367,100
Other Services & Charges	6,202,958	7,832,807	8,369,061
Supplies	1,457,267	2,128,776	1,435,376
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	**$27,220,227**	**$32,004,991**	**$33,171,537**
All Departments			
Personal Services	$48,765,611	$63,670,769	$67,196,328
Other Services & Charges	24,446,357	33,268,598	35,472,206
Supplies	10,436,296	13,788,338	13,093,488
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$83,648,263**	**$110,727,705**	**$115,762,022**
Use of Fund Balance			
Beginning Fund Balance	$2,284,626	$4,530,556	$2,800,000
Additions/(Reductions) to Fund Balance	2,245,931	(1,730,556) *	(1,800,000) **
Ending Fund Balance	**$4,530,556**	**$2,800,000** *	**$1,000,000** **

* Estimated.

** Assumes budgeted revenues and expenditures.

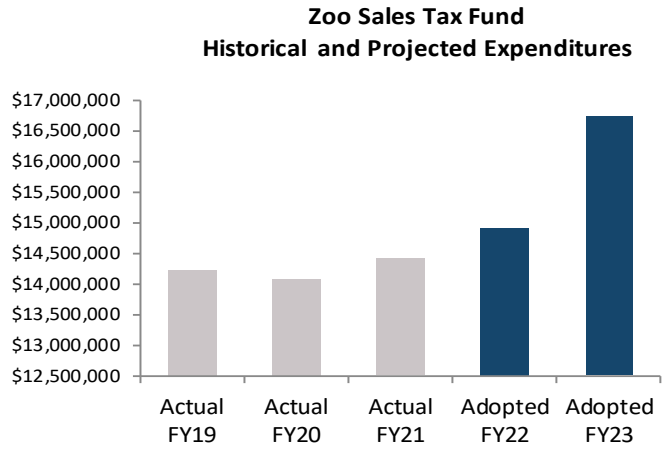


The Water and Wastewater Fund was established in 1988 by the City Council for the purpose of identifying operating expenditures of the Utilities Department and is funded by monthly cash transfers from the Oklahoma City Water Utilities Trust (OCWUT). During FY21, the Solid Waste Management system was 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 FY21	Adopted FY22	Adopted FY23
Revenues			
Zoo Sales Tax Revenue	$14,417,718	$14,638,127	$16,427,810
Interest	934	2,058	1,000
Other	0	0	328,556
Fund Balance	0	292,763	0
Total Revenues	**$14,418,652**	**$14,932,948**	**$16,757,366**
Expenditures - Zoo			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	14,418,652	14,932,948	16,757,366
Total Expenditures	**$14,418,652**	**$14,932,948**	**$16,757,366**
Use of Fund Balance			
Beginning Fund Balance	$0	$0	$0 **
Additions/(Reductions) to Fund Balance	0	0 *	0 **
Ending Fund Balance	**$0**	**$0** *	**$0**

* Estimated



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.

Capital Improvement Budget

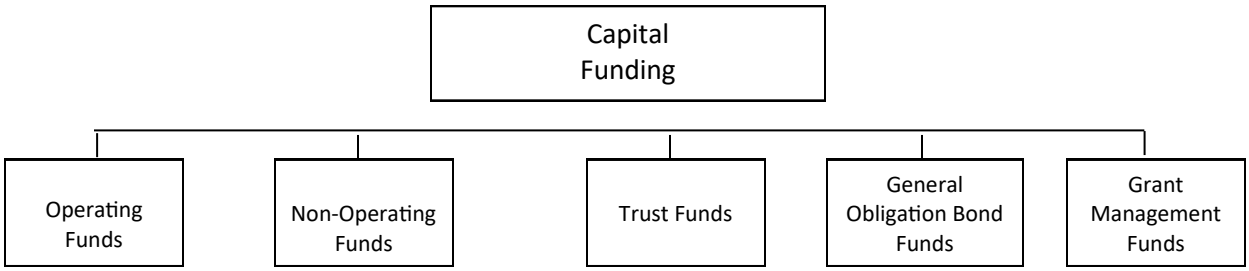
The Capital Improvement budget is separate from the city's operating budget approved by the city council. The provided capital budget is a listing of FY22 amounts budgeted and funding sources of each planned project. The planned capital expenditures represents the cost of new construction, renovation, 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 FY23 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
- Internal Service Fund
- Medical Service Prog Fund
- Stormwater Drainage 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
- Internal Service Capital 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 Capital Fund
- Street and Alley Capital 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

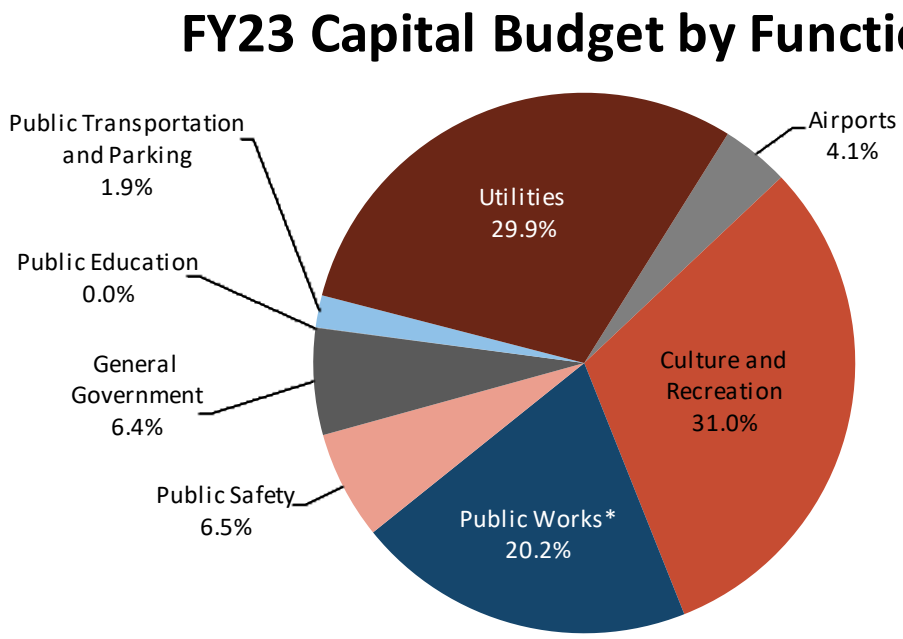
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IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

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.



$1,409,560,579**

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

** Estimated Capital Expenditures as of April 19, 2022

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CAPITAL EXPENDITURES SUMMARY

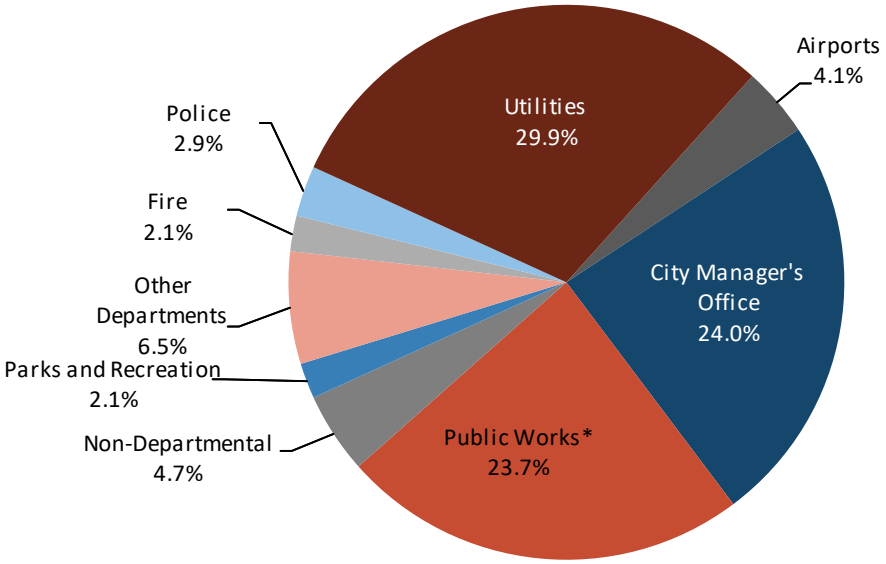
	Actual FY21	Adopted FY22	Adopted FY23
Operating Funds			
Airports Fund	$0	$500,000	$500,000
Internal Service Fund	0	30,700	30,700
Medical Service Program Fund	4,439,150	0	0
Stormwater Drainage Fund	141,400	480,898	480,898
Total Operating Funds	**$4,580,550**	**$1,011,598**	**$1,011,598**
Non-Operating Funds			
Asset Forfeiture Funds	$80,540	$200,000	$200,000
Capital Improvements Projects Fund	3,168,057	63,544,472	127,790,830
Impact Fee Fund	749,645	37,308,943	51,130,670
Internal Service Capital Fund	131,341	510,238	3,486,995
Special Purpose Funds	479,080	5,037,352	5,236,200
Stormwater Drainage Capital Fund	0	1,650,000	1,667,894
Street and Alley Capital Fund	44,288	0	0
Transportation & Parking Fund	0	0	84,484
Total Non-Operating Funds	**$4,652,951**	**$108,251,005**	**$189,597,073**
Trust Funds *			
Central OK Trans. and Parking Auth. (COTPA)	$13,493,856	$2,104,716	6,964,775
McGee Creek Authority (MCA)	$730,264	0	0
OKC Airport Trust (OCAT)	61,120,484	39,465,000	43,728,000
OKC Environmental Assistance Trust (OCEAT)	3,144,132	0	0
OKC Economic Development Trust (OCEDT)	12,776,182	0	0
OKC Municipal Facilities Authority (OCMFA)	2,863,606	3,526,645	1,601,421
OKC Public Property Authority (OCPPA)	76,704	9,521,387	8,529,201
OKC Water Utilities Trust (OCWUT)	113,774,799	428,063,000	420,806,000
OKC Zoological Trust (OCZT)	3,778,059	18,809,000	22,059,000
Total Trust Funds	**$211,758,085**	**$501,489,748**	**$503,688,397**
Special Tax Funds			
Special Tax Funds	$79,837,826	$460,890,932	$518,208,991
Total Special Tax Funds	**$79,837,826**	**$460,890,932**	**$518,208,991**
General Obligation Bond Funds			
General Obligation Bond Funds	$59,933,962	$166,425,825	$170,709,770
Total General Obligation Bond Funds	**$59,933,962**	**$166,425,825**	**$170,709,770**
Grant Management Funds			
Grant Management Funds	$3,107,631	$40,695,887	$25,442,750
Total Grant Management Funds	**$3,107,631**	**$40,695,887**	**$25,442,750**
Other Unspecified Funds			
Other Unspecified Funds	$0	$2,175,200	902,000
Other Unspecified Funds	**$0**	**$2,175,200**	**$902,000**
Total Capital Expenditures **	**$363,871,004**	**$1,280,940,195**	**$1,409,560,579**

* Not included in the City's adopted budget

** Estimated Capital Expenditures as of April 19, 2022

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CAPITAL BUDGET BY DEPARTMENT



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

$1,409,560,579**

** Estimated Capital Expenditures as of April 19, 2022

	Adopted FY23
Airports	$57,167,000
City Clerk's Office	160,000
City Manager's Office	338,584,886
Development Services	364,784
Finance	289,247
Fire	29,253,729
General Services	23,244,849
Human Resources	275,844
Information Technology	17,027,285
Mayor and Council	10,500
Municipal Counselor	158,459
Municipal Court	409,609
Non-Departmental	66,740,597
Parks and Recreation	29,139,247
Planning	1,134,331
Police	41,532,555
Public Transportation and Parking	27,050,201
Public Works	334,152,456
Utilities	420,806,000
Zoo	22,059,000
**Total Capital Expenditures ** **	**$1,409,560,579**

** Estimated Capital Expenditures as of April 19, 2022



The City of
OKLAHOMA CITY

AIRPORTS

CEPA Install Electronic Gates - Clarence E. Page Airport (Ward 3)

Install electronic gate at FBO and replace arm gate near Legacy Aviation. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$52,000
Project Total	**$52,000**

MMAC Air Navigation AHU Replac - Mike Monroney Aeronautical Center (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.

	FY23 Cost
Oklahoma City Airport Trust	$2,000,000
Project Total	**$2,000,000**

MMAC ANF-1 Repl Chiller & Cool - Mike Monroney Aeronautical Center (Ward 3)

Replace chiller and cooling towers at ANF-1. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$1,420,000
Project Total	**$1,420,000**

MMAC Environmental Remediation - Mike Monroney Aeronautical Center (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.

	FY23 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

MMAC H8 Chilled Water Pump Rpl - Mike Monroney Aeronautical Center (Ward 3)

Replace chilled water pumps and associated piping. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$50,000
Project Total	**$50,000**

MMAC Hangar 9 AHU Replacement - Mike Monroney Aeronautical Center (Ward 3)

Replace air handling units (AHU) at Hangar 9. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$750,000
Project Total	**$750,000**

MMAC Hangar 9 Chiller Repl - Mike Monroney Aeronautical Center (Ward 3)

Replace 2 -300 ton chillers. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$750,000
Project Total	**$750,000**

MMAC Headquarters Envelope - Mike Monroney Aeronautical Center (Ward 3)

Mike Monroney Aeronautical Center - Repair the Headquarters Building envelope. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$25,000
Project Total	**$25,000**

MMAC LED Streetlight Upgrade - Mike Monroney Aeronautical Center (Ward 3)

Mike Monroney Aeronautical Center - Replace aging lamp post heads including lamps and ballasts. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$1,880,000
Project Total	**$1,880,000**

MMAC LSF E. Side Sprink Repl - Mike Monroney Aeronautical Center (Ward 3)

After FSB performed a Type A study, a Five Year Inspection was completed 10/14/2016.There will be two phases. This project will replace the east side sprinkler system due to age of the system (installed in the 1950s), corrosion and microbial issues. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$5,000,000
Project Total	**$5,000,000**

MMAC Mechanical Systems Repair - Mike Monroney Aeronautical Center (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.

	FY23 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

MMAC Medium Voltage Systems - Mike Monroney Aeronautical Center (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.

	FY23 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

MMAC MPB S. Pkg Lot Joint Reh - Mike Monroney Aeronautical Center (Ward 3)

Rehabilitate joint in parking lot, limited concrete panel replacement and possible drainage upgrade for parking lot. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$500,000
Project Total	**$500,000**

MMAC Multi-Elevator Replace-I - Mike Monroney Aeronautical Center (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.

	FY23 Cost
Oklahoma City Airport Trust	$3,234,000
Project Total	**$3,234,000**

MMAC N. Campus Asphalt Paving - Mike Monroney Aeronautical Center (Ward 3)

Halaby Drive from SW 74th to Parking Lot near SW 59th – mill and overlay; Helms Street from Halaby Dr to Quesada Dr (asphalt only) – full depth reconstruction; SW 66th Street from Quesada Dr to MacArthur Blvd; and other areas Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$4,427,000
Project Total	**$4,427,000**

MMAC Natural Gas System Repair - Mike Monroney Aeronautical Center (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.

	FY23 Cost
Oklahoma City Airport Trust	$50,000
Project Total	**$50,000**

MMAC Roof Repair & Maintenance - Mike Monroney Aeronautical Center (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.

	FY23 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

MMAC S. Campus Asphalt Paving - Mike Monroney Aeronautical Center (Ward 3)

Paving repairs for Quesada Drive, south of 74th Street, VOR drive and parking lot at building 166, along with drainage in parking lot. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$2,678,000
Project Total	**$2,678,000**

MMAC TPS Emergency Gen Replace - Mike Monroney Aeronautical Center (Ward 3)

Replace emergency generator, add transfer switch, and upgrade building switchgear to meet current electrical code. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$960,000
Project Total	**$960,000**

MMAC Transformer T6 Replace - Mike Monroney Aeronautical Center (Ward 3)

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

	FY23 Cost
Oklahoma City Airport Trust	$436,000
Project Total	**$436,000**

MMAC Water Meter Purch & Instl - Mike Monroney Aeronautical Center (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.

	FY23 Cost
Oklahoma City Airport Trust	$2,500,000
Project Total	**$2,500,000**

WPA ALCMS Refresh - Wiley Post Airport (Ward 3)

ALCMS hardware including replacing primary and adding secondary servers/workstations, replacement of the roaming laptop, network devices, touchscreen control panel(s), and other ancillary hardware and software updates and stock replacements as necessary. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$150,000
Project Total	**$150,000**

WPA Drainage Improvements - Wiley Post Airport (Ward 1)

Design and construct a new RCB trunk line in Basin D, identified in the 2015 Drainage Study conducted by MKEC, to alleviate flooding problems. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$135,000
Project Total	**$135,000**

WPA Hangar 10 Roof - Wiley Post Airport (Ward 1)

Wiley Post Airport - Recoating of the Hangar 10 roof. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$85,000
Project Total	**$85,000**

WPA Hangar 6 Roof - Wiley Post Airport (Ward 1)

Wiley Post Airport - Recoating of Hangar 6 roof. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$252,000
Project Total	**$252,000**

WPA Hgr 11 Middle & High Roof - Wiley Post Airport (Ward 1)

Wiley Post Airport - Re-roof high roof and adjacent equipment room (middle roof). Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$380,000
Project Total	**$380,000**

WPA Perimeter Fence & Gates - Wiley Post Airport (Ward 1)

Purchase and installation of a new perimeter fence & gates around the entire airport. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$20,000
Project Total	**$20,000**

WPA Smith Fire Facility Demo - Wiley Post Airport (Ward 3)

Wiley Post Airport - Demo expenses of former Smith Fire Facility. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$25,000
Project Total	**$25,000**

WPA Term Bldg Electrical Rehab - Wiley Post Airport (Ward 3)

Replacement of electrical equipment, including transformers, cutoff switches, circuit panels and wiring as needed. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$200,000
Project Total	**$200,000**

WPA Widen Rway 17R/35L to 100' - Wiley Post Airport (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.

	FY23 Cost
Other Grants	$828,000
Oklahoma City Airport Trust	$14,000
Project Total	**$842,000**

WRWA Runway 13-31 Rehab - Will Rogers World Airport (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.

	FY23 Cost
Other Grants	$8,962,000
Oklahoma City Airport Trust	$3,214,000
Project Total	**$12,176,000**

WRWA AAR Ramp Pavement Rehab-I - Will Rogers World Airport (Ward 3)

The AAR ramp is located to the east of the northern end of Taxiway A and is approximately 3,000 feet long by 300 ft. wide. Due to the size of the apron, the rehabilitation is split into 2 phases. Phase I consists of the northern approximately 1,500 ft. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$288,000
Project Total	**$288,000**

WRWA Access Road Signage - Will Rogers World Airport (Ward 3)

Will Rogers World Airport - Landside upgrade and replacement of signage. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$2,836,000
Project Total	**$2,836,000**

WRWA Baggage Claim Units - Will Rogers World Airport (Ward 3)

Will Rogers World Airport - Replace six baggage claim units. Estimated annual operating cost is $50,000.

	FY23 Cost
Oklahoma City Airport Trust	$500,000
Project Total	**$500,000**

WRWA Carpet Replacement - Will Rogers World Airport (Ward 3)

Replace existing carpet. Estimated annual operating cost is $10,000.

	FY23 Cost
Oklahoma City Airport Trust	$250,000
Project Total	**$250,000**

WRWA Cellular Consultation - Will Rogers World Airport (Ward 3)

Will Rogers World Airport - A&E to design, consult, project management to install an Airport DAS (Distributed Antenna System) to improve cellular services on WRWA campus, including the Consolidated Rental Car Facility. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$150,000
Project Total	**$150,000**

WRWA Crash Phone Sys Refresh - Will Rogers World Airport (Ward 3)

WRWA Crash Phone System hardware and software refresh. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

WRWA Decomm Tunnel Video Wall - Will Rogers World Airport (Ward 3)

Refresh of the hardware and software necessary to extend the useful life of the WRWA pedestrian tunnel video wall system, including new servers, displays, and ancillary hardware and software as necessary. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$150,000
Project Total	**$150,000**

WRWA Garage B & C Repairs - Will Rogers World Airport (Ward 3)

Will Rogers World Airport - Garage B and C review/repair waterproofing and structural repairs. Estimated annual operating cost is $2,430,000.

	FY23 Cost
Oklahoma City Airport Trust	$116,000
Project Total	**$116,000**

WRWA Hotel Demolition - Will Rogers World Airport (Ward 3)

Hotel demolition expenses. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$475,000
Project Total	**$475,000**

WRWA Main Term Light Upgrade - Will Rogers World Airport (Ward 3)

Upgrade the existing lighting in the main terminal area with a combination of hold room and cove lighting fixture removal and replacement. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$496,000
Project Total	**$496,000**

WRWA Mechanical Improvements - Will Rogers World Airport (Ward 3)

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

	FY23 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

WRWA N. Parking Lot 2 - Will Rogers World Airport (Ward 3)

Route and seal cracks, patch and asphalt some of the larger cracks, slurry seal and re-stripe the parking lot from Row O to the North. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

WRWA Old Fire Station Up Roof - Will Rogers World Airport (Ward 3)

Will Rogers World Airport - Replace the upper and lower roof on the Old Fire Station. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$40,000
Project Total	**$40,000**

WRWA Parking Garage & MEP Eval - Will Rogers World Airport (Ward 3)

Will Rogers World Airport - Analysis and engineering for painting of all Parking Garages B and C. Evaluation of Parking Garages and Pedestrian Tunnel MEP Systems. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$200,000
Project Total	**$200,000**

WRWA Pavement Replace Rehab - Will Rogers World Airport (Ward 3)

Will Rogers World Airport - Funding for unexpected pavement repair or replacement project. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$500,000
Project Total	**$500,000**

WRWA Rehab Twys E/N/H Connect - Will Rogers World Airport (Ward 3)

Rehabilitation and/or reconstruction of concrete taxiway pavement, lighting, and asphalt shoulders on taxiways E, N, H connectors. Estimated annual operating cost is $0.

	FY23 Cost
Other Grants	$108,000
Oklahoma City Airport Trust	$36,000
Project Total	**$144,000**

WRWA Replace Excavator - Will Rogers World Airport (Ward 3)

Current excavator is 25 years old. This project will replace equipment that's becoming less dependable, costly to maintain and obsolete parts. Estimated annual operating cost is $10,000.

	FY23 Cost
Oklahoma City Airport Trust	$200,000
Project Total	**$200,000**

WRWA Runway 17R/35L Rehab - Will Rogers World Airport (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.

	FY23 Cost
Other Grants	$117,000
Oklahoma City Airport Trust	$28,000
Project Total	**$145,000**

WRWA Shuttle Bus Purchase - Will Rogers World Airport (Ward 3)

Purchase of replacement buses. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$190,000
Project Total	**$190,000**

WRWA Snow Removal Equipment - Will Rogers World Airport (Ward 3)

Will Rogers World Airport - Replace equipment that's becoming less dependable, costly to maintain and obsolete parts. Estimated annual operating cost is $10,000.

	FY23 Cost
Oklahoma City Airport Trust	$1,800,000
Project Total	**$1,800,000**

WRWA Telecom Infra Refresh - Will Rogers World Airport (Ward 3)

Terminal communication infrastructure refresh, including replacement and improvements to comm room equipment and wiring throughout the terminal building, to improve reliability and security for Airport and tenant systems. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

WRWA Ter West Con Restroom Exp - Will Rogers World Airport (Ward 3)

Expand the men's and women's restrooms in the Terminal West Concourse. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$184,000
Project Total	**$184,000**

WRWA Term Bldg Access Control - Will Rogers World Airport (Ward 3)

WRWA upgrades/modifications to existing Terminal Building access control as requested/instructed by Fire Marshal. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$150,000
Project Total	**$150,000**

WRWA Terminal Access Road - Will Rogers World Airport (Ward 3)

Will Rogers World Airport - Rehabilitate the terminal entrance and exit road along with adjacent intersecting roads. Estimated annual operating cost is $0.

	FY23 Cost
Other Grants	$1,200,000
Oklahoma City Airport Trust	$400,000
Project Total	**$1,600,000**

WRWA Terminal Area Master Plan - Will Rogers World Airport (Ward 3)

Will Rogers World Airport - Develop a master plan for the terminal area to include an area between the terminal curb and 54th street and between runways 17R/35L and 17L/35R. Estimated annual operating cost is $0.

	FY23 Cost
Other Grants	$751,000
Oklahoma City Airport Trust	$250,000
Project Total	**$1,001,000**

WRWA Terminal Bldg Roof Study - Will Rogers World Airport (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.

	FY23 Cost
Oklahoma City Airport Trust	$2,000,000
Project Total	**$2,000,000**

WRWA Upper Lvl Deck Structure - Will Rogers World Airport (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.

	FY23 Cost
Other Grants	$973,000
Oklahoma City Airport Trust	$302,000
Project Total	**$1,275,000**

WRWA W. Side Drainage - Will Rogers World Airport (Ward 3)

Will Rogers World Airport - Study and implement drainage improvements from the west side of the terminal area to the airport west drainage outfall to improve storm drainage in the terminal area without an associated dry detention basin. Estimated annual operating cost is $0.

	FY23 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

AIRPORTS FY23 TOTAL $56,667,000

BOND-BUILDINGS

Downtown Bldgs Cntrl Unlisted - Downtown City Campus (Ward 6)

Control project for unlisted bond funds related to Downtown City buildings. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$350,000
Project Total	**$350,000**

BOND-BUILDINGS FY23 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.

	FY23 Cost
2017 G.O. Bonds	$8,805,000
Project Total	**$8,805,000**

BOND-LIBRARIES FY23 TOTAL $8,805,000

CITY MANAGER

Ballpark Maintenance - 2 S Mickey Mantle Drive (Ward 7)

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

	FY23 Cost
OKC Public Property Authority	$700,000
Project Total	**$700,000**

Print Shop Remodel - 200 N. Walker (Ward 6)

Remodel of the Print Shop to accommodate service consultations and assistance, display sample products, and give customers an area to complete print shop business transactions. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$120,700
Project Total	**$120,700**

Printshop Equipment - 200 N. Walker (Ward 6)

Replacement of printing or copying equipment used in Print Shop operations. Estimated annual operating cost is $0.

	FY23 Cost
Internal Service Fund Capital	$100,000
Project Total	**$100,000**

Softball Hall of Fame - 2801 NE 50th Street (Ward 7)

Phase IV of USA Softball Hall of Fame including various improvements the stadium; such as a new media center, ticket booths, press box, concourse and restrooms. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$3,000,000
Project Total	**$3,000,000**

Softball Hall of Fame Cap Rsrv - 2801 NE 50th St. (Ward 7)

American Softball Hall of Fame (ASAHF) capital maintenance reserve. Estimated annual operating cost is $0.

	FY23 Cost
OKC Public Property Authority	$700,000
Project Total	**$700,000**

CITY MANAGER FY23 TOTAL $4,620,700

CITY MANAGER (MAPS)

MAPS 3 Convention Center - Downtown Oklahoma City (Ward 6)

Remaining funds for the new MAPS 3 Downtown Convention Center. Estimated annual operating cost is $0.

	FY23 Cost
MAPS3 Sales Tax	$150,000
Project Total	**$150,000**

MAPS 3 Downtown Public Park - Downtown Oklahoma City (Ward 6)

Remaining funds for the new MAPS 3 Downtown Public Park. Estimated annual operating cost is $1,200,000.

	FY23 Cost
MAPS3 Sales Tax	$7,500,000
Project Total	**$7,500,000**

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

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

	FY23 Cost
MAPS3 Sales Tax	$1,304,936
Project Total	**$1,304,936**

MAPS 3 Oklahoma River - Along the Oklahoma River (Ward 7)

Remaining funds for 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.

	FY23 Cost
MAPS3 Sales Tax	$104,865
Project Total	**$104,865**

MAPS 3 Senior Health/Wellness - (Citywide)

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

	FY23 Cost
MAPS3 Sales Tax	$1,399,826
Project Total	**$1,399,826**

MAPS 3 Sidewalks - (Citywide)

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

	FY23 Cost
MAPS3 Sales Tax	$242,936
Project Total	**$242,936**

MAPS 3 Streetcar System - Downtown Oklahoma City (Ward 7)

Construction of a MAPS 3 Streetcar transportation system. Estimated annual operating cost is $3,500,000.

	FY23 Cost
MAPS3 Sales Tax	$1,076,994
Project Total	**$1,076,994**

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.

	FY23 Cost
MAPS3 Sales Tax	$3,250,000
Project Total	**$3,250,000**

MAPS4 - Animal Shelter - (Ward 7)

M4-NA000 - Animal Shelter – Construction of a new animal shelter to provide the needed additional capacity. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$8,837,300
Project Total	**$8,837,300**

MAPS4 - Arena/Related Facil - (Ward 6)

M4-VA000 - Arena / Related Facilities – Provide improvements to the Downtown Arena and Practice Facility. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$16,095,800
Project Total	**$16,095,800**

MAPS4 - Beautification - (Citywide)

M4-TB000 - Beautification – Provide for beautification efforts along major corridors across Oklahoma City. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$4,599,300
Project Total	**$4,599,300**

MAPS4 - Diversion Hub - (Ward 6)

M4-MD000 - Diversion Hub – Land acquisition and construction of a Diversion Hub. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$3,251,200
Project Total	**$3,251,200**

MAPS4 - Family Justice Center - (Citywide)

M4-MJ000 - Family Justice Center - Land acquisition and construction of a new Family Justice Center. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$6,663,400
Project Total	**$6,663,400**

MAPS4 - Freedom/Civil Rights - (Ward 7)

M4-RF000 - Freedom/Civil Rights Center – Restore and improve existing Freedom Center building and construct a new civil rights museum and gathering space. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$4,593,700
Project Total	**$4,593,700**

MAPS4 - Innovation District - (Ward 7)

M4-DD000 - Innovation District – Provide improved district connectivity, renovate existing H.B. Foster Center, construct an Innovation Hall, and provide for the operating expenses. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$6,401,400
Project Total	**$6,401,400**

MAPS4 - Mental Health - (Citywide)

M4-MM000 - Mental Health/Addiction – Land acquisition and construction of a Restoration Center, two new Mental Health Crisis Centers, and fund transitional housing. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$5,960,700
Project Total	**$5,960,700**

MAPS4 - Multipurpose Stadium - (Citywide)

M4-VM000 - Multipurpose Stadium – Land acquisition and construction of a new multipurpose stadium. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$8,060,500
Project Total	**$8,060,500**

MAPS4 - Parks - (Citywide)

M4-NP000 - Parks – Provide neighborhood and community park upgrades, improve C.B. Cameron and Southlakes Soccer Parks, perform larger scale park improvements, and improvements along the Oklahoma River. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$40,648,200
Project Total	**$40,648,200**

MAPS4 - Transit - (Citywide)

M4-TT000 - Transit – Funding for planned transit growth, bus stop improvements, advanced transit capabilities, and enhanced bus service. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$6,504,600
Project Total	**$6,504,600**

MAPS4 - Wlks/Lane/Trail/Stlght - (Citywide)

M4-TK000 - Walks / Lanes / Trails / Streetlights – Continued funding to efforts related to providing pedestrian and bicycle related projects. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$9,121,000
Project Total	**$9,121,000**

MAPS4 - Youth Centers - (Citywide)

M4-NY000 - Youth Centers – Land acquisition and construction of at least four Youth Centers. Estimated annual operating cost is $0.

	FY23 Cost
MAPS4 Sales Tax	$13,979,200
Project Total	**$13,979,200**

CITY MANAGER (MAPS) FY23 TOTAL $149,745,857

FIRE

Defibrillators - (N/A)

Cardiac Monitors (Defibrillators) and Automated External Defibrillators for use by Fire Department Paramedics and EMT's providing advanced life support (ALS) and basic life support (BLS). Estimated annual operating cost is $0.

	FY23 Cost
Fire Sales Tax Fund	$250,000
Project Total	**$250,000**

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.

	FY23 Cost
MAPS 4 Use Tax Fund	$16,590,000
Project Total	**$16,590,000**

Fire Control Unlisted - (N/A)

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

	FY23 Cost
2017 G.O. Bonds	$200,000
Project Total	**$200,000**

Fire Passenger Vehicles - (N/A)

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

	FY23 Cost
MAPS 4 Use Tax Fund	$1,070,000
Project Total	**$1,070,000**

FIRE FY23 TOTAL $18,110,000

GENERAL SERVICES

ADA Compliance Program - Citywide

ADA program to assist in bringing City facilities into compliance. Project to include general ADA compliance upgrades in addition to site specific projects that are identified and or requested. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$50,000
Project Total	**$50,000**

AMAG Hardware Replacement - (Citywide)

Routine break/fix replacement of AMAG access control equipment and hardware including locks, card readers, and various maintenance items. In addition beginning in FY 2022-23 a planned replacement of obsolete equipment will begin with the downtown campus. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$50,000
Project Total	**$50,000**

City Hall Waterproofing - 200 North Walker (Ward 6)

This project would provide funding for sealing surfaces as required to prevent water from leaking/seeping into building. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$400,000
Project Total	**$400,000**

Citywide Carpet Replacement - (Ward 6)

Replace aged carpet that reaches the manufacturer's life cycle and documented wear percentage in the Downtown campus buildings and SW Oklahoma City Library. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$100,000
Project Total	**$100,000**

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.

	FY23 Cost
Capital Improvement Fund	$300,000
Project Total	**$300,000**

Citywide Fleet Replacement - (N/A)

Replacement of highway and non-highway equipment in the general fleet used by Animal Welfare, Development Services, Municipal Court, Parks, Public Transportation and Parking, and Public Works. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$4,500,000
Project Total	**$4,500,000**

Citywide HVAC Units - Various locations (Citywide)

Replacement of old and outdated HVAC units. Specific locations include Will Rogers Garden Center, Macklanburg Rec Center, Southern Oaks Rec Center, Pitts Rec Center, RMACC, and Will Rogers Police Station. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$1,000,000
Project Total	**$1,000,000**

Citywide Roofing - Various locations (Citywide)

Roof repairs / replacement at various facilities including Fire Department Air Shop, Fire Station 2, Fire Station 16, E-911, Schilling Community Center, Taylor Center, Macklanburg Center, Will Rogers Aquatic Center, and the Whisenhunt Athletic Complex. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$1,025,000
Project Total	**$1,025,000**

CMF Complex CNTRL_ULSTA - 3738 SW 15th Street (Ward 3)

Control project for unlisted bond funds related to the Central Maintenance Facility. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$280,000
Project Total	**$280,000**

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.

	FY23 Cost
Capital Improvement Fund	$100,000
Project Total	**$100,000**

Windows and EIFS Replacement - CMF Building #4 (Street Maintenance), CMF Building #2 (Field Services), City Hall (Citywide)

This project is to replace windows and complete other upgrades to prevent water intrusion in the listed buildings. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$500,000
Project Total	**$500,000**

GENERAL SERVICES FY23 TOTAL $8,305,000

INFORMATION TECHNOLOGY

Agenda Mgmt Syst Conversion - (N/A)

Conversion of the agenda management system. Estimated annual operating cost is $45,000.

	FY23 Cost
Capital Improvement Fund	$160,000
Project Total	**$160,000**

Canopy Wireless Extension - (Citywide)

Extend canopy wireless for Fire Station locations. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$150,000
Project Total	**$150,000**

CCTV Rplcmnt Infra Security - (Citywide)

Critical Infrastructure Security - Replace existing analog CCTV cameras at transmitter sites with re-purposed cameras (removed from critical service) recorded on Genetec Archiver. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$50,000
Project Total	**$50,000**

Centrex Elimination - (N/A)

Centrex Elimination - Copper service alternatives. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$100,000
Project Total	**$100,000**

Core Voice ISR Gateway Rplc - (N/A)

Replace IT collaboration core voice ISR gateway - configure, install and cutover voice call routing services to three new Cisco 4431 ISR's (with appropriate Collaboration hardware installed). Estimated annual operating cost is $0.

	FY23 Cost
Internal Service Fund Capital	$105,000
Project Total	**$105,000**

Cyber Recovery Solution - (N/A)

Cyber Recovery Solution - air gap solution to protect against a cyber attack including ransomware and malware. This solution provides data isolation and governance. Automated sandbox copies for security analytics and data recovery and remediation. Estimated annual operating cost is $0.

	FY23 Cost
Internal Service Fund Capital	$1,050,000
Project Total	**$1,050,000**

HVAC Service Bay Radio Shop - 3738 SW 15th Street (Ward 3)

Installation of HVAC for the East and West Service bays at the radio shop. Estimated annual operating cost is $0.

	FY23 Cost
Internal Service Fund Capital	$100,000
Project Total	**$100,000**

InfoSec-3rd Party Penetration - (N/A)

Third-party security penetration testing. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$65,000
Project Total	**$65,000**

iNovah-Accela API Update - (N/A)

New integration between Accela and iNovah due to an Accela upgrade from version 9.3.3 to 21.x.x. System Innovators will construct the new interface. Estimated annual operating cost is $0.

	FY23 Cost
Internal Service Fund Capital	$85,000
Project Total	**$85,000**

Inventory of City Fiber Infras - (N/A)

Inventory and document City fiber plant infrastructure. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$50,000
Project Total	**$50,000**

IT CCTV - (Ward 6)

Improvement and maintenance to IT CCTV system. Estimated annual operating cost is $0.

	FY23 Cost
Internal Service Fund Capital	$110,000
Project Total	**$110,000**

IT Device Replacement - 100 N. Walker (Ward 6)

Standard device replacement. Estimated annual operating cost is $0.

	FY23 Cost
Internal Service Fund Capital	$400,000
Project Total	**$400,000**

IT Fund Control Acct - (N/A)

Projects include security, network , administrative, server, process management, GIS, database, telecom and others. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$100,000
Internal Service Fund Capital	$75,000
Project Total	**$175,000**

IT Multi-Project Control Acct. - Citywide (N/A)

Projects include security, network , administrative, server, process management, GIS, database, telecom and others. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$200,000
Project Total	**$200,000**

IT Network - (Citywide)

Improvements and maintenance to IT network. Estimated annual operating cost is $0.

	FY23 Cost
Internal Service Fund Capital	$250,000
Project Total	**$250,000**

IT Server - (Citywide)

Improvements and maintenance to IT servers. Estimated annual operating cost is $0.

	FY23 Cost
Internal Service Fund Capital	$400,000
Project Total	**$400,000**

LEM Replacement Project - (N/A)

Replacement of the current Log Management System (LEM) tool with Security Information and Event Management (SIEM). Estimated annual operating cost is $75,000.

	FY23 Cost
Capital Improvement Fund	$240,000
Project Total	**$240,000**

MCO Practice Mgmt System - (N/A)

Municipal Counselor practice management system. Estimated annual operating cost is $70,000.

	FY23 Cost
Capital Improvement Fund	$80,000
Project Total	**$80,000**

INFORMATION TECHNOLOGY FY23 TOTAL $3,770,000

MUNICIPAL COUNSELOR

MCO Office Additions - 200 N Walker Ave (Ward 6)

Add additional office space for Municipal Counselor. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$150,000
Project Total	**$150,000**

MUNICIPAL COUNSELOR FY23 TOTAL $150,000

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.

	FY23 Cost
2017 G.O. Bonds	$9,190,000
Project Total	**$9,190,000**

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.

	FY23 Cost
2007 G.O. Bonds	$1,000,000
Project Total	**$1,000,000**

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.

	FY23 Cost
2007 G.O. Bonds	$200,000
Project Total	**$200,000**

Earlywine Golf Clubhouse - 11600 S Portland Avenue (Ward 5)

Acquisition, construction, expansion, renovation, repair, relocation, or improvements to new and existing City golf courses, clubhouses, maintenance facilities, practice facilities, or tournament facilities. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$10,450,000
Project Total	**$10,450,000**

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.

	FY23 Cost
Capital Improvement Fund	$150,000
Project Total	**$150,000**

Neighborhood Parks - New neighborhood parks in Wards 3, 4 and 8 (Citywide)

Acquisition, construction, expansion, equipping and improvement of new City parks, parkland, recreational facilities, or trails. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$900,000
Project Total	**$900,000**

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.

	FY23 Cost
2017 G.O. Bonds	$3,000,000
Project Total	**$3,000,000**

Oklahoma River Greenway Trail - Along the Oklahoma River (Ward 7)

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

	FY23 Cost
2007 G.O. Bonds	$4,000,000
Project Total	**$4,000,000**

Parks & Rec Fac Cntrl Unlisted - (Citywide)

Control project for unlisted bond funds related to the Parks and Recreation Facilities. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$2,000,000
Project Total	**$2,000,000**

Redlands Park - 1425 NW 141st Street (Ward 8)

Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping. Estimated annual operating cost is $0.

	FY23 Cost
2007 G.O. Bonds	$208,125
Project Total	**$208,125**

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.

	FY23 Cost
2017 G.O. Bonds	$275,000
Project Total	**$275,000**

Trail Grand, I-44 to E Reno - Along the S Grand Blvd Trail from the Oklahoma River and I-44 to E Reno near I-40 (Ward 6)

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

	FY23 Cost
2017 G.O. Bonds	$660,000
Project Total	**$660,000**

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.

	FY23 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.

	FY23 Cost
2017 G.O. Bonds	$2,675,000
Project Total	**$2,675,000**

Will Rogers Aquatic Center - 3201 N Grand Blvd (Ward 2)

Will Rogers Family Aquatic Center is the oldest of the Department's large pools and a void has been discovered under it due to a water leak and will require extensive repairs. Estimated annual operating cost is $0.

	FY23 Cost
Capital Improvement Fund	$150,000
Project Total	**$150,000**

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.

	FY23 Cost
2017 G.O. Bonds	$5,000,000
Project Total	**$5,000,000**

Woodson Park - 3401 S May Avenue (Ward 3)

Improve parks by acquiring/installing/repairing and/or replacing playground equipment/spraygrounds and/or facilities which may include related design and landscaping. Estimated annual operating cost is $0.

	FY23 Cost
2007 G.O. Bonds	$270,000
Project Total	**$270,000**

Woodson Park Athletic Cmplx - Woodson Park, 3401 S May Avenue (Ward 3)

Acquisition, construction, expansion, equipping and improvement of new City parks, parkland, recreational facilities, or trails. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$5,000,000
Project Total	**$5,000,000**

PARKS AND RECREATION FY23 TOTAL $45,678,125

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.

	FY23 Cost
2007 G.O. Bonds	$895,700
2017 G.O. Bonds	$375,753
Police Sales Tax Fund	$1,634,419
Project Total	**$2,905,872**

Helicopter Refurbishments - (N/A)

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.

	FY23 Cost
Btr Streets Safer City Use Tax	$1,325,652
MAPS3 Use Tax	$1,209,962
Project Total	**$2,535,614**

Patrol/Marked Vehicles - N/A (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.

	FY23 Cost
Btr Streets Safer City Use Tax	$7,778,051
MAPS3 Use Tax	$97,903
MAPS 4 Use Tax Fund	$15,250,570
Project Total	**$23,126,524**

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.

	FY23 Cost
Police Sales Tax Fund	$1,845,677
Project Total	**$1,845,677**

Police Helicoptor - N/A

Replacement and purchase of police helicopters. Estimated annual operating cost is $0.

	FY23 Cost
MAPS 4 Use Tax Fund	$10,422,740
Temp Sales Tax Pub Safety Cap	$170,848
Project Total	**$10,593,588**

Police Sec B Cntrl Listed - (N/A)

Control account - Listed. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$200,000
Project Total	**$200,000**

Special Investigations Vehicle - (N/A)

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.

	FY23 Cost
State Asset Forfeiture Funds	$200,000
Project Total	**$200,000**

Unmarked Vehicles Police - (N/A)

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.

	FY23 Cost
Btr Streets Safer City Use Tax	$827,505
MAPS 4 Use Tax Fund	$1,045,188
Project Total	**$1,872,693**

POLICE FY23 TOTAL $43,279,968

PUBLIC TRANS AND PARKING

Building Renovation - 2000 S May Ave (Ward 6)

Renovate S May Ave administration building and bus wash area. Estimated annual operating cost is $3,500.

	FY23 Cost
Cntrl OK Trans and Prkng Auth	$2,000,000
Other Grants	$600,000
Project Total	**$2,600,000**

Bus Rapid Transit - Northwest Expressway and Meridian Avenue to the Downtown Transit Center (Citywide)

Northwest Corridor Bus Rapid Transit. Estimated annual operating cost is $4,500,000.

	FY23 Cost
2017 G.O. Bonds	$3,385,192
Cntrl OK Trans and Prkng Auth	$350,000
Other Grants	$5,791,750
Project Total	**$9,526,942**

Bus Replacement - (Citywide)

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

	FY23 Cost
2017 G.O. Bonds	$910,000
Cntrl OK Trans and Prkng Auth	$2,788,000
Other Grants	$1,552,000
Project Total	**$5,250,000**

Bus Stop Improvements - (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.

	FY23 Cost
2017 G.O. Bonds	$500,000
Project Total	**$500,000**

Bus Stops - (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 $8,400.

	FY23 Cost
2017 G.O. Bonds	$500,000
Project Total	**$500,000**

Equipment Replacement - 2000 S May Avenue (Ward 6)

Purchase of maintenance equipment. Estimated annual operating cost is $2,000.

	FY23 Cost
Cntrl OK Trans and Prkng Auth	$20,000
Other Grants	$80,000
Project Total	**$100,000**

FAM Landing - Oklahoma River at the FAM (Ward 7)

First Americans Museum landing. Estimated annual operating cost is $10,000.

	FY23 Cost
Other Grants	$2,000,000
Other Unspecified	$502,000
Project Total	**$2,502,000**

Fare Collection Equipment - (Citywide)

Fare collection or ticket sales equipment. Estimated annual operating cost is $50,000.

	FY23 Cost
Cntrl OK Trans and Prkng Auth	$100,000
Project Total	**$100,000**

Ferry Terminal Upgrades - 701 S Lincoln Blvd (Ward 7)

Upgrades to ferry terminal. Estimated annual operating cost is $0.

	FY23 Cost
Cntrl OK Trans and Prkng Auth	$20,000
Other Grants	$80,000
Project Total	**$100,000**

Paratransit Vans - (Citywide)

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

	FY23 Cost
Cntrl OK Trans and Prkng Auth	$385,000
Other Grants	$1,540,000
Project Total	**$1,925,000**

Parking Garage Improvements - Downtown (Ward 6)

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

	FY23 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.

	FY23 Cost
2017 G.O. Bonds	$1,000,000
Project Total	**$1,000,000**

Security at COTPA Facilities - (Citywide)

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

	FY23 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.

	FY23 Cost
Cntrl OK Trans and Prkng Auth	$60,000
Other Grants	$240,000
Project Total	**$300,000**

Streetcar Battery Replacement - 420 NW 5th Street (Ward 7)

Replacement of streetcar batteries. Estimated annual operating cost is $0.

	FY23 Cost
Other Unspecified	$400,000
Project Total	**$400,000**

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 mini-hub technology. Also includes computers, software and upgrading software. Estimated annual operating cost is $60,000.

	FY23 Cost
Cntrl OK Trans and Prkng Auth	$138,000
Other Grants	$552,000
Project Total	**$690,000**

Traffic Signal Prioritization - (Citywide)

Traffic Signal Prioritization for Fixed Route Estimated annual operating cost is $0.

	FY23 Cost
Cntrl OK Trans and Prkng Auth	$82,320
Other Grants	$329,281
Project Total	**$411,601**

Transit Center Improvements - 420 NW 5th Street (Ward 6)

Facilities improvements. Estimated annual operating cost is $0.

	FY23 Cost
Cntrl OK Trans and Prkng Auth	$50,000
Project Total	**$50,000**

Transit Cntrl Unlisted - (N/A)

Control project for unlisted bond funds related to Transit. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$300,000
Project Total	**$300,000**

PUBLIC TRANS AND PARKING FY23 TOTAL $26,840,543

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.

	FY23 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.

	FY23 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.

	FY23 Cost
Better Streets Safer City Tax	$375,430
Project Total	**$375,430**

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.

	FY23 Cost
Better Streets Safer City Tax	$1,600,000
Project Total	**$1,600,000**

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.

	FY23 Cost
Better Streets Safer City Tax	$800,000
Project Total	**$800,000**

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.

	FY23 Cost
Better Streets Safer City Tax	$1,600,000
Project Total	**$1,600,000**

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.

	FY23 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.

	FY23 Cost
Better Streets Safer City Tax	$3,200,000
Project Total	**$3,200,000**

Grand/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.

	FY23 Cost
Better Streets Safer City Tax	$1,250,000
Project Total	**$1,250,000**

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.

	FY23 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.

	FY23 Cost
Better Streets Safer City Tax	$1,400,000
Project Total	**$1,400,000**

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.

	FY23 Cost
Better Streets Safer City Tax	$1,000,000
Project Total	**$1,000,000**

NE 24/N Lottie Bike Lanes - NE 24th Street/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.

	FY23 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.

	FY23 Cost
Better Streets Safer City Tax	$889,000
Project Total	**$889,000**

OK River North Trail-Paving - Oklahoma River North Trail (Ward 7)

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

	FY23 Cost
Better Streets Safer City Tax	$864,226
Project Total	**$864,226**

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.

	FY23 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.

	FY23 Cost
Better Streets Safer City Tax	$500,000
Project Total	**$500,000**

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.

	FY23 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.

	FY23 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.

	FY23 Cost
Better Streets Safer City Tax	$180,000
Project Total	**$180,000**

PUBLIC WORKS FY23 TOTAL $21,990,826

PUBLIC WORKS - BRIDGES

Bridge Cntrl Unlisted - (N/A)

Control project for unlisted bond funds related to bridges. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$500,000
Project Total	**$500,000**

N Choctaw Rd, E 66 Hwy - 1100 Feet north of the intersection of N Choctaw Rd and E 66 HWY (Ward 7)

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.

	FY23 Cost
2017 G.O. Bonds	$415,000
Project Total	**$415,000**

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.

	FY23 Cost
2017 G.O. Bonds	$1,925,000
Project Total	**$1,925,000**

PUBLIC WORKS - BRIDGES FY23 TOTAL $2,840,000

PUBLIC WORKS - DRAINAGE

Drainage Studies - (Citywide)

Drainage studies Citywide. Estimated annual operating cost is $0.

	FY23 Cost
Stormwater Drainage Utility	$150,000
Project Total	**$150,000**

Drainage Sys Cntrl Unlisted - (Citywide)

Control project for unlisted bond funds related to Drainage. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$500,000
Project Total	**$500,000**

Jamestown-NW 63 and Drexel - West of NW 63rd and May. In the Vicnity of NW 63rd St and N Drexel Blvd. (Ward 2)

Drainage, channel and water quality improvements, mapping and equipment, may include stormwater detention facilities, real property acquisition, construction and related activities, landscaping, or technology improvements. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$640,000
Project Total	**$640,000**

NW 150 and Portland - 0.85 Miles West of NW 150th and Portland (Ward 8)

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.

	FY23 Cost
2017 G.O. Bonds	$690,000
Project Total	**$690,000**

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.

	FY23 Cost
Stormwater Drainage Utility	$500,000
Project Total	**$500,000**

PUBLIC WORKS - DRAINAGE FY23 TOTAL $2,480,000

PUBLIC WORKS - STREETS

1/4 mile, NW 117 and Rockwell - Within 1/4 mile of NW 117th and Rockwell (Ward 8)

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.

	FY23 Cost
2017 G.O. Bonds	$385,000
Project Total	**$385,000**

Ann Arbor, NW 23 to NW 36 - N Ann Arbor from NW 23rd St to NW 36th St (Ward 3)

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.

	FY23 Cost
2017 G.O. Bonds	$385,000
Project Total	**$385,000**

Britton, Piedmont to N Mustang - W Britton Rd from Piedmont Rd (Hwy 4) to N Mustang Rd (Ward 1)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$555,000
Project Total	**$555,000**

Cemetery, Czech, Reno, NW 10 - Area bound by N Cemetery Rd, N Czech Hall Rd, W Reno Ave, NW 10 (Ward 3)

Resurfacing, repair, rehabilitation or improvement of the streets in areas bounded by listed streets, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, or sidewalks. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$3,050,000
Project Total	**$3,050,000**

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.

	FY23 Cost
2017 G.O. Bonds	$2,750,000
Project Total	**$2,750,000**

EB Reno, N Meridian-Portland - East bound on W Reno Ave from N Meridian Ave to N Portland Ave (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Frisco Road, Hefner to NW 122 - Frisco Road from Hefner Road to NW 122nd St (Ward 1)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Frisco Road, Memorial, NW 150 - Frisco Road from Memorial Road to NW 150th St (Ward 1)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Gregroy Road, SW 59 to SW 74 - Gregroy Road from SW 59th St to SW 74th St (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Harrah , SE 89 to I-40 - S Harrah Rd from SE 89th St to I-40 (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$260,000
Project Total	**$260,000**

Harrah Rd, SE 104 to SE 119 - Harrah Road from SE 104th St to SE 119th St (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$555,000
Project Total	**$555,000**

Harrah Rd, SE 89 to SE 104 - Harrah Road from SE 89th St to SE 104th St (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Harrah, SE 149 to SE 134 - S Harrah Rd from SE 149th St to SE 134th St (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

High, Santa Fe, Grand, SE 29 - Area bound by High St, Santa Fe Ave, SE Grand, and SE 29th St (Citywide)

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.

	FY23 Cost
2017 G.O. Bonds	$4,160,000
Project Total	**$4,160,000**

I-44, Reno, May, NW 10 - Area bound by I-44, W Reno, N May, and NW 10th St (Ward 6)

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.

	FY23 Cost
2017 G.O. Bonds	$3,325,000
Project Total	**$3,325,000**

Kelley, MLK, NE 23rd, NE 36th - 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.

	FY23 Cost
2017 G.O. Bonds	$2,148,750
Project Total	**$2,148,750**

MacArthur, Wilshire to Britton - N MacArthur Blvd from W Wilshire Blvd to W Britton Rd (Ward 1)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,345,000
Project Total	**$1,345,000**

May, I-44, SW 89, SW 104 - Area bound by May, I-44, SW 89th St, and SW 104th St (Ward 5)

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.

	FY23 Cost
2017 G.O. Bonds	$2,080,000
Project Total	**$2,080,000**

May, NW 63 to Wilshire - N May Ave from NW 63rd St to W Wilshire Blvd (Ward 2)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,335,000
Project Total	**$1,335,000**

Mem, MacArthur, Meridian EB - W Memorial Rd (EB) from N MacArthur Blvd to N Meridian Ave (Ward 8)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$660,000
Project Total	**$660,000**

Memorial, Hfnr Prkwy May WB - W Memorial Rd (WB) from Lake Hefner Parkway 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 imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Memorial, MacArthr, Mridn WB - W Memorial Rd (WB) from N MacArthur Blvd to N Meridian Ave (Ward 8)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$555,000
Project Total	**$555,000**

Memorial, Mridn, Hfnr Prkwy EB - W Memorial Rd (EB) from N Meridian to Lake Hefner Parkway (Ward 8)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,335,000
Project Total	**$1,335,000**

Memorial, Mridn, Hfnr Prkwy WB - W Memorial Rd (WB) from N Meridian Ave to Lake Hefner Parkway (Ward 8)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Meridian, NW 63 to NW Expwy - N Meridian Ave from NW 63rd St to NW Expressway (Ward 1)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$450,000
Project Total	**$450,000**

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.

	FY23 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

MLK, NE 4 to NE 10 - N MLK Blvd from NE 4th St to NE 10th St (Ward 7)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$595,000
Project Total	**$595,000**

N County Line, Britton, Hefner - N County Line Rd from W Britton Rd to W Hefner Rd (Ward 1)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$545,000
Project Total	**$545,000**

N May, NW 63 - N May Ave from N Grand Blvd to NW 47th St and NW 63rd St from N Warren Ave to N Villa Ave (Ward 1)

Sidewalk improvements, may include reconstruction, construction, repair, resurfacing, or improvements of sidewalks, AE, signals, signs, lighting, landscaping, or pedestrian amenities. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$2,140,000
Project Total	**$2,140,000**

N Rockwell, Wilshire, Britton - N Rockwell Ave from W Wilshire Blvd to W Britton Rd (Ward 1)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

N Western, W Wilshire, Britton - N Western Ave from W Wilshire Blvd to W Britton Rd (Ward 2)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,305,000
Project Total	**$1,305,000**

NW 10, Penn and Virginia - NW 10th and Penn/Virginia (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.

	FY23 Cost
2017 G.O. Bonds	$110,000
Project Total	**$110,000**

NW 122, Penn to Western - NW 122nd St between Pennsylvania Avenue and Western Avenue (Citywide)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

NW 140 and N Penn - NW 140th St and N Pennsylvania Ave (Ward 8)

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.

	FY23 Cost
2017 G.O. Bonds	$140,000
Project Total	**$140,000**

NW 23, Sara Rd, E Overholser - NW 23rd St from Sara Rd to E. Overholser Drive (Ward 1)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

NW 50, I-44, May, Hefner Prkwy - Area bound by NW 50th St, I-44, May, and Hefner Parkway (Ward 2)

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.

	FY23 Cost
2017 G.O. Bonds	$2,992,500
Project Total	**$2,992,500**

NW 50, May to Penn - NW 50th St from N May Ave to N Pennsylvania Ave (Ward 2)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$555,000
Project Total	**$555,000**

Penn, Western, 164th, 178th - Area bound by Pennsylvania, Western, 164th St, and 178th St (Ward 8)

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.

	FY23 Cost
2017 G.O. Bonds	$3,880,000
Project Total	**$3,880,000**

Portland, NW 10 to NW 23 - Portland from NW 10th to NW 23rd (Ward 3)

Street enhancements, may include reconstruction, construction, repair, resurfacing, or improvements of streets, pedestrian safety improvements, bicycle lanes, striping, markings, or pedestrian amenities Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,540,000
Project Total	**$1,540,000**

Portland, NW 36 to NW 50 - N Portland Ave from NW 36th St to NW 50th St (Ward 2)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$330,000
Project Total	**$330,000**

Portland, Reno to NW 10 - N Portland Ave between N Reno Ave and NW 10th St (Ward 3)

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.

	FY23 Cost
2017 G.O. Bonds	$1,945,000
Project Total	**$1,945,000**

Portland, SW 119 to SW 134 - Portland Avenue from SW 119th St to SW 134th St (Ward 5)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Portland, SW 44 to SW 29 - S Portland Ave from SW 44th St to SW 29th St (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

Post Road, SE 44 to SE 29 - S Post Rd from SE 44th St to SE 29th St (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Rckwll, Cncl, NW 122, Hefner - Area bound by Rockwell, Council, NW 122nd St, and Hefner Rd (Ward 8)

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.

	FY23 Cost
2017 G.O. Bonds	$3,187,500
Project Total	**$3,187,500**

Santa Fe, Kelley, NW 50, NW 36 - Area bound by N Santa Fe Ave, N Kelley Ave, NW 50th St, and NW 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.

	FY23 Cost
2017 G.O. Bonds	$2,772,500
Project Total	**$2,772,500**

Sara Rd, NW 23 to NW 36 - Sara Road from NW 23rd St to NW 36th St (Ward 1)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

SE 104, Henney to Choctaw Rd - SE 104th St from S Henney Rd to S Choctaw Rd (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$545,000
Project Total	**$545,000**

SE 104, Hiwassee to Henney - SE 104th St from S Hiwassee Rd to S Henney Rd (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$545,000
Project Total	**$545,000**

SE 104, Indian Mridn, Triple X - SE 104th St from S Indian Meridian to S Triple X Rd (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$530,000
Project Total	**$530,000**

SE 89, Eastern to Bryant - SE 89th St from Eastern Avenue to Bryant Avenue (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Streets Cntrl Unlisted - (Citywide)

Control project for unlisted bond funds related to Streets. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$11,562,250
Project Total	**$11,562,250**

SW 104, May to Penn - SW 104th St from S May Ave to S Pennsylvania Ave (Ward 5)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,335,000
Project Total	**$1,335,000**

SW 104, N Morgan, S Cnty Line - SW 104th St from N Morgan Rd to S County Line Rd (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

SW 104, Rockwell to Council - SW 104th St between Rockwell Avenue and Council Road (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

SW 119, Czech Hall, Cemetery - SW 119th St from Czech Hall Road to Cemetery Road (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

SW 119, I-44 to Meridian - SW 119th St from I-44 to Meridian Avenue (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$485,000
Project Total	**$485,000**

SW 25, Western to Penn - SW 25th St from S Western Ave to S Pennsylvania Ave (Ward 6)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$555,000
Project Total	**$555,000**

SW 29, Council to County Line - SW 29th St from Council Road to County Line Road (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$540,000
Project Total	**$540,000**

SW 29, Robinson to Western - SW 29th St from Robinson to Western (Ward 6)

Street enhancements, may include reconstruction, construction, repair, resurfacing, or improvements of streets, pedestrian safety improvements, bicycle lanes, striping, markings, or pedestrian amenities. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$3,300,000
Project Total	**$3,300,000**

SW 29, Western to Penn - SW 29th St from Western to Pennsylvania (Ward 6)

Street enhancements, may include reconstruction, construction, repair, resurfacing, or improvements of streets, pedestrian safety improvements, bicycle lanes, striping, markings, or pedestrian amenities Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$3,300,000
Project Total	**$3,300,000**

SW 89, Council to County Line - SW 89th St from Council Road to County Line Road (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

SW 89, Western to Santa Fe - SW 89th St from S Western Ave to S Santa Fe Ave (Ward 5)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

W Hefner, N Council, Rockwell - W Hefner Rd from N Council Rd to N Rockwell Ave (Citywide)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

W Hefner, N Meridian, Portland - W Hefner Rd from N Meridian Ave to N Portland Ave (Ward 8)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$585,000
Project Total	**$585,000**

W Reno, N Portland-Meridian - West bound on Reno Ave from N Portland to N Meridian Ave (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$555,000
Project Total	**$555,000**

W Reno, N Rockwell MacArthr EB - W Reno Ave (EB) from N Rockwell to N MacArthur Blvd (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

W Reno, N Rockwell MacArthr WB - W Reno Ave (WB) from N Rockwell to N MacArthur Blvd (Ward 3)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Walker, SW 44 to SW 29 - S Walker Ave from SW 44th St to SW 29th St (Ward 4)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

Western, NW 23 to NW 36 - N Western Ave from NW 23rd St to NW 36th St (Ward 2)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

Western, NW 50 to NW 63 - N Western Ave from NW 50th St to NW 63rd St (Ward 2)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

Westrn, SW 29, Shlds, Okla Rvr - Area bound by S Western, SW 29th St, Shields, and Oklahoma River (Ward 4)

Resurfacing, repair, rehabilitation or improvement of the streets in areas bounded by listed streets, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, or sidewalks. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$3,422,500
Project Total	**$3,422,500**

Wilshire, Olie to Broadway Ext - Wilshire Blvd from Olie Ave to Broadway Ext (Citywide)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,045,000
Project Total	**$1,045,000**

PUBLIC WORKS - STREETS FY23 TOTAL $97,236,000

PUBLIC WORKS - TRAFFIC

County Line and NW Expressway - N County Line Road and NW Expressway (Ward 1)

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.

	FY23 Cost
2017 G.O. Bonds	$1,075,000
Project Total	**$1,075,000**

N Hudson and W Britton - N Hudson Avenue and W Britton Road (Ward 7)

Installation, acquisition of new, improvement, replacement or repair of existing traffic signals, signs, equipment, and devices, may include AE, ROW, utility relocation, conduit installation, drainage, intersection improvements, or lighting. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$1,285,000
Project Total	**$1,285,000**

Traffic Ctrl Sys Ctrl Unlisted - (Citywide)

Control project for unlisted bond funds related to the Traffic control systems. Estimated annual operating cost is $0.

	FY23 Cost
2017 G.O. Bonds	$364,000
Project Total	**$364,000**

PUBLIC WORKS - TRAFFIC FY23 TOTAL $2,724,000

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.

	FY23 Cost
OKC Water Utilities Trust	$1,888,000
Project Total	**$1,888,000**

Mobile Equipment - (N/A)

Replacement of pick-up trucks, refuse trucks, side loaders, and other mobile equipment. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$2,488,000
Project Total	**$2,488,000**

SWM Facility Improvements - (N/A)

Solid Waste Management facility improvements. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$102,000
Project Total	**$102,000**

SOLID WASTE MANAGEMENT FY23 TOTAL $4,478,000

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.

	FY23 Cost
OKC Water Utilities Trust	$618,000
Project Total	**$618,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$36,057,000
Project Total	**$36,057,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$1,416,000
Project Total	**$1,416,000**

Citywide Sanitary Sewer R & R - (Citywide)

To provide for renewal and/or replacement of deficient sanitary sewer lines. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$13,057,000
Project Total	**$13,057,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$7,572,000
Project Total	**$7,572,000**

Customer Service Division - Citywide

Replaces meters and meter pits. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$4,690,000
Project Total	**$4,690,000**

Deer Creek Plant Improvements - 20600 N. Portland Avenue (Ward 8)

Improvements to the Deer Creek Wastewater Treatment Plant. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$1,546,000
Project Total	**$1,546,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$4,851,000
Project Total	**$4,851,000**

Emergency Projects - (Citywide)

Wastewater related emergency projects. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$1,030,000
Project Total	**$1,030,000**

Equipment Replacement - (N/A)

Mobile equipment replacement. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$1,133,000
Project Total	**$1,133,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$773,000
Project Total	**$773,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$5,251,000
Project Total	**$5,251,000**

I/I Abatement - (Citywide)

This program will further investigate the cause of inflow and infiltration and install the required capital improvements necessary to prevent them from entering the collection system. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$1,545,000
Project Total	**$1,545,000**

Laboratory Improvements - (Citywide)

Laboratory improvements. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$103,000
Project Total	**$103,000**

Lift Station R & R - (Citywide)

Lift station renewals and/or replacements. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$15,067,000
Project Total	**$15,067,000**

Line Maintenance Division Pro. - (Citywide)

Line Maintenance Projects. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$52,000
Project Total	**$52,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$30,067,000
Project Total	**$30,067,000**

North Canadian Expansion - 12800 N Anderson Rd (Ward 7)

North Canadian Wastewater Treatment Plant expansion. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$1,118,000
Project Total	**$1,118,000**

North Canadian Interceptor - (Citywide)

Increase capacity of the North Canadian wastewater collection system. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$850,000
Project Total	**$850,000**

Odor Control Improvements - (N/A)

Installation of odor control systems at various wastewater treatment plants and lift stations Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$8,320,000
Project Total	**$8,320,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$515,000
Project Total	**$515,000**

Public Works Reimbursements - (Citywide)

Public Works reimbursement projects. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$309,000
Project Total	**$309,000**

Relocation for Road Projects - (Citywide)

Relocations of sewer roadway improvement projects. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$1,031,000
Project Total	**$1,031,000**

Technology Upgrades - (N/A)

Technology upgrades. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$3,014,000
Project Total	**$3,014,000**

WASTEWATER FY23 TOTAL $139,985,000

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.

	FY23 Cost
OKC Water Utilities Trust	$618,000
Project Total	**$618,000**

Citywide Water Main R & R - (Citywide)

Water main renewals and replacements. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$11,187,000
Project Total	**$11,187,000**

Customer Service Division Proj - (Citywide)

Replaces water meters and meter pits. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$3,660,000
Project Total	**$3,660,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$824,000
Project Total	**$824,000**

Draper Plant R & R - 13700 S. Douglas Boulevard (Ward 4)

Draper Water Treatment Plant renewal and replacement. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$14,883,000
Project Total	**$14,883,000**

Draper WTP Upgrades - 13700 S. Douglas Boulevard (Ward 4)

Improvements to the Draper Water Treatment Plant. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$4,121,000
Project Total	**$4,121,000**

Draper/Hefner Interconnection - (Citywide)

Transmission and booster station improvements to interconnect the Draper and Hefner service areas. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$21,594,000
Project Total	**$21,594,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$824,000
Project Total	**$824,000**

Equipment Replacement - (N/A)

Mobile equipment replacement. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$1,514,000
Project Total	**$1,514,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$15,463,000
Project Total	**$15,463,000**

Gen Trans and Distrib - (N/A)

Transmission and distribution main improvements. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$2,060,000
Project Total	**$2,060,000**

Hefner Plant R & R - 3827 W. Hefner Road (Ward 8)

Hefner Water Treatment Plant renewal and replacement. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$4,250,000
Project Total	**$4,250,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$103,000
Project Total	**$103,000**

Laboratory Improvements - (Citywide)

Laboratory improvements. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$113,000
Project Total	**$113,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$10,035,000
Project Total	**$10,035,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$103,000
Project Total	**$103,000**

Public Works Reimbursements - (Citywide)

Public Works reimbursement projects. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$319,000
Project Total	**$319,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$169,282,000
Project Total	**$169,282,000**

Relocation for Road Projects - (Citywide)

Relocation of water roadway improvement projects. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$782,000
Project Total	**$782,000**

Technology Upgrade - (N/A)

Technology upgrades. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$2,807,000
Project Total	**$2,807,000**

Upgrades to Booster Stations - (Citywide)

Upgrades to booster stations to improve reliability and resiliency. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$6,583,000
Project Total	**$6,583,000**

Water Master Plan Development - (Citywide)

Project to develop and/or update master planning studies to determine required future capital improvements and upgrades necessary to provide reliabile, resilient water service. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$3,091,000
Project Total	**$3,091,000**

Water Storage Tanks - (Citywide)

Add water storage tanks. Estimated annual operating cost is $0.

	FY23 Cost
OKC Water Utilities Trust	$67,000
Project Total	**$67,000**

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.

	FY23 Cost
OKC Water Utilities Trust	$2,060,000
Project Total	**$2,060,000**

WATER FY23 TOTAL $276,343,000

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 $98.72 million in General Obligation bonded debt and has issued $135.40 million in FY22, which will leave the total General Obligation Bond indebtedness at the end of FY22 at approximately $1.03 billion. This equates to $1,498 per capita estimated for FY22 compared to $1,488 per capita at the end of FY21.

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.

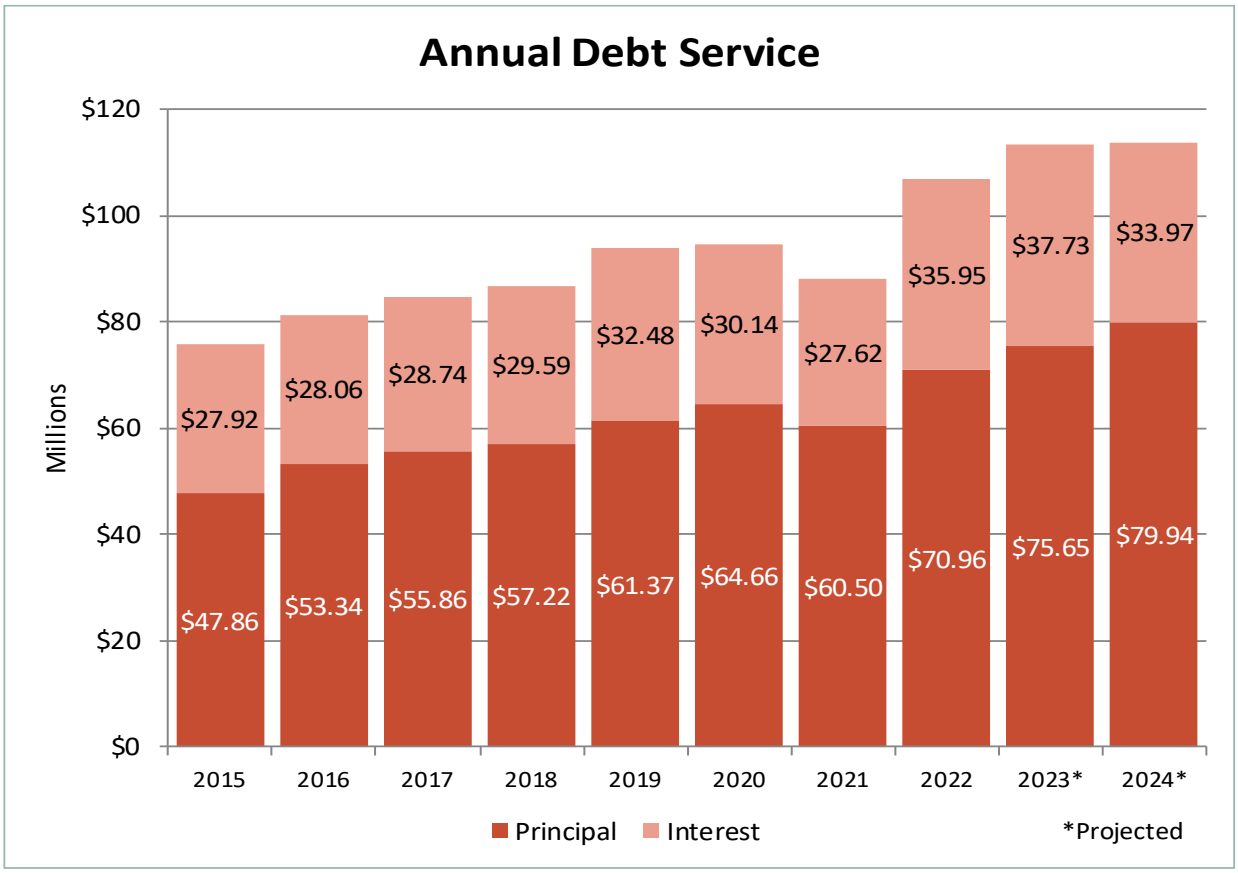
DEBT SERVICE BUDGET

	Actual FY21	Adopted FY22	Adopted FY23
Revenues			
Ad Valorem (Property Tax)	$102,391,015	$83,600,579	$83,600,579
Interest	2,144,136	2,000,000	2,000,000
Other	11,134,329	10,000,000	10,000,000
Fund Balance	0	25,135,960	30,284,116
Total Revenues	**$115,669,480**	**$120,736,539**	**$125,884,695**
Expenditures - Non-Departmental			
Judgments	$3,149,479	$4,200,000	$4,800,000
Judgment Interest	184,257	350,000	275,000
Fiscal Agency Fees	542,139	700,000	555,000
Bond Retirement	65,765,000	71,040,000	75,905,000
Interest on Bonds	33,730,640	35,333,033	32,585,719
Reserve For Future Debt Service Payments	0	9,113,506	11,763,976
Total Expenditures	**$103,371,515**	**$120,736,539**	**$125,884,695**
Use of Fund Balance			
Beginning Fund Balance	$119,788,634	$132,086,599	$116,064,145
Additions/(Reductions) to Fund Balance	12,297,965	(16,022,454) *	(18,520,140) **
Ending Fund Balance	**$132,086,599**	**$116,064,145** *	**$97,544,005** **

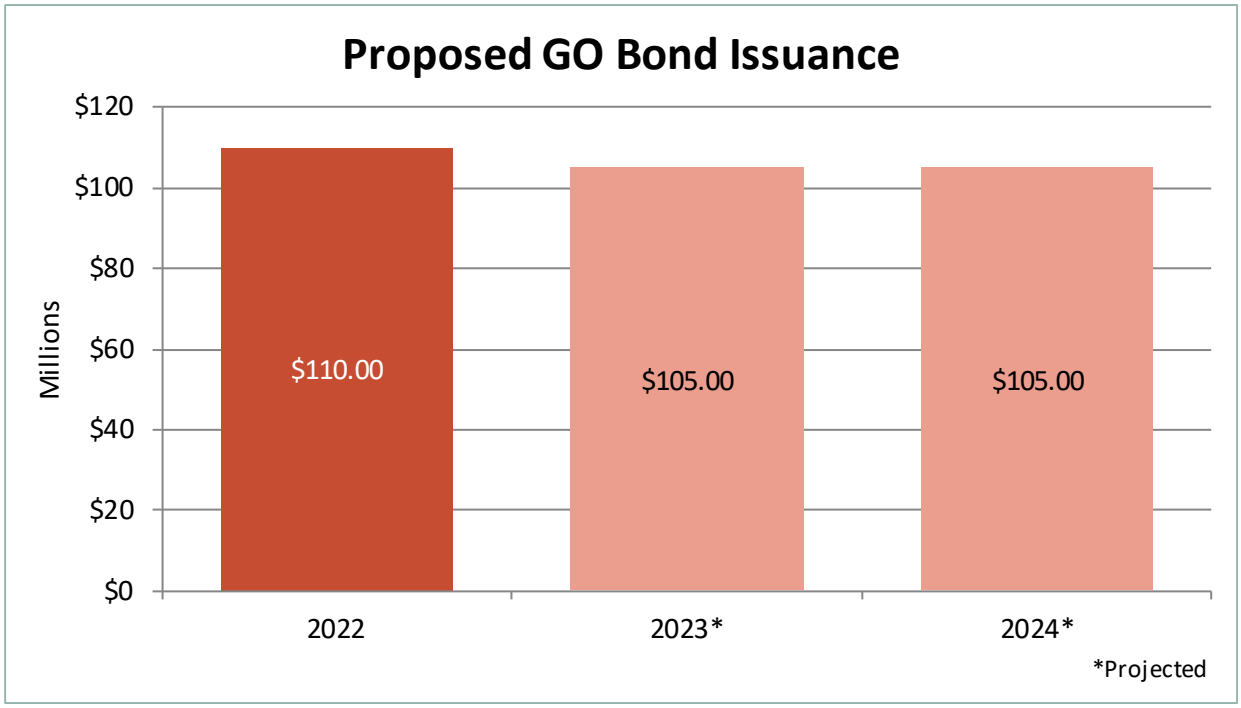
* Estimated.

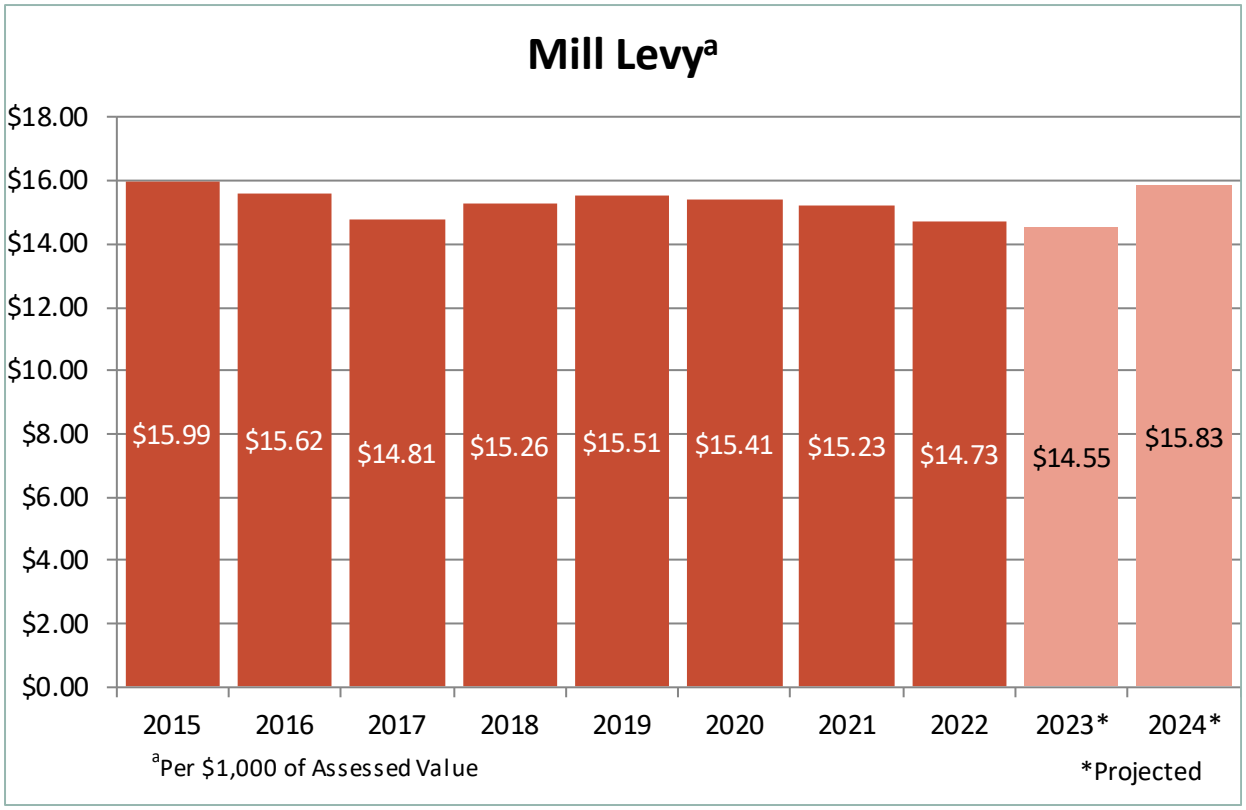
** Assumes budgeted revenues and expenditures.

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 Annual Comprehensive Financial Report (ACFR). 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 ACFR.

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 ACFR for GAAP purposes are classified as revenues and expenditures for budgetary purposes.

4. All City public trust revenues and expenses are incorporated for GAAP purposes but only included in budgetary revenues and expenses to the extent that transfers are budgeted from or to a City fund by the public trust.

Overview of Financial Policies and Practices

This section describes the major policies and practices that guide Oklahoma City's financial planning and management. Policies are shaped by state law and established by the Mayor and City Council. Practices are determined by City management and, while often ratified by the Mayor and City Council in annual budgeting and other major decisions, have not been adopted as policies.

The financial policies and practices described in this section address:

- Budgeting and Financial Planning
- Capital Planning
- Revenue
- Investments
- Debt Management
- Procurement
- Accounting and Auditing

BUDGETING AND FINANCIAL PLANNING POLICIES

A RESOLUTION ADOPTING UPDATED BUDGETING AND FINANCIAL PLANNING POLICIES, ADOPTED BY THE CITY COUNCIL APRIL 12, 2022, 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. 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, meet unexpected needs, and 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 2% 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 10% 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 17% and no more than 22% of the total General Fund budget for that fiscal year. This equates to maintaining approximately 2-3 months of expenditures in operating reserves. The Government Finance Officers Association (GFOA) recommends a minimum of two months' worth of operating revenues or 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 17%-22% range, the City Manager will recommend appropriate action to address the situation. Should operating reserves fall below the minimum level, it will be the goal of the City to restore the operating reserve to the minimum level within two years. Should the operating reserve exceed the recommended maximum level, the City Manager may recommend that the excess be transferred to a capital maintenance reserve (see Section 5(c) "Capital Maintenance Reserve" below).

BUDGETING AND FINANCIAL PLANNING POLICIES

ii. **Other Funds.** Any fund that supports personnel or other ongoing operating expenditures shall maintain operating reserves at a target level of at least 10% 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 or the Oklahoma City Airports Trust, are excepted from this operating reserve requirement. Funds fully supported by a trust will follow the trust policy for operating reserve requirements.

c. **Capital Maintenance Reserve.** City facilities require regular capital maintenance to extend the life of the facility and to keep them functioning effectively. To ensure that City facilities are well maintained, a new Capital Maintenance Reserve Fund will be established. The fund shall be dedicated to the maintenance of City facilities, and the primary source of revenue in the fund shall be contributions from the General Fund when the operating reserve level in the General Fund exceeds the high end of the range, and the City Manager recommends a contribution be made to the Capital Maintenance Reserve Fund. Should the General Fund's operating reserve fall below 17%, the City Manager may recommend funds be transferred from the Capital Maintenance Reserve to the General Fund for liquidity purposes and bring the operating reserve back to the minimum levels recommended in this policy.

d. **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 consider 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 of 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, the County Excise Board 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 the annual budget and State law, under Title 11, Section 17-207, which governs the Debt Service Fund budget.

b. **Trust Budgets.** All trusts for which the City is the beneficiary must submit their annual budget to the City Council to be received by Council, so they are aware of the financial activity in those trusts.

BUDGETING AND FINANCIAL PLANNING POLICIES

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 information as may be useful to residents, 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. 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. Assistant City Managers shall authorize transfers between departments within the same fund.

      iv. The Finance Director shall authorize transfers between account classes within any department within the same fund.

      v. The City Manager shall authorize all transfers involving Non-Departmental contingency.

      vi. 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.

BUDGETING AND FINANCIAL PLANNING POLICIES

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 creation and 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. Still, 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 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 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 and/or transfer to the Capital Improvement Projects Fund each year.

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 ensure 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 comply with the City’s current comprehensive plan.

BUDGETING AND FINANCIAL PLANNING POLICIES

15. **Arbitrage Compliance.** To comply with federal regulations under the Internal Revenue Code (IRC), Section 148 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, such as the Finance Department or Municipal Counselor Department, 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 the ability to pay but shall maintain equitable treatment of all departments or funds.

17. **Interest Service Funds.** The City shall establish separate funds for the provision of certain services that support the operations of all City Departments. Currently, Information Technology, Risk Management, Fleet Services, and the Print Shop are set up as internal service funds. The internal service funds shall establish methodologies for charging for their services to departments that fairly represent the level of service provided to each department. The internal service funds shall be self-sustaining and not subsidized so that the costs of their services may be accurately reflected in department budgets.

18. **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.

19. **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 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 to provide maximum flexibility in the 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.

20. **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 to 10%.

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 the MAPS 4 Program.
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.

INVESTMENT

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 the Annual Comprehensive Financial Report (ACFR) 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 ACFR 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 ACFR.
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 Updated Budgeting and Financial Planning Policies, adopted by the City Council April 12, 2022 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 17% and no more than 22% 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 at least 10% 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. **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.
9. **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.
10. **Interest and Investment Income.** Interest and investment income earned by each fund shall be deposited in the same fund.
11. **Budget Amendments**. If budget amendments are necessary, they will be conducted as required by policy.

TABLE OF COMPLIANCE WITH RESERVE POLICY

	Operating Only	FY23 Proposed Budget	FY23 Budgeted Contingency (a)	Contingency as a % of Budget (b)	Projected Unbudgeted Fund Balance (c)	Fund Bal. as a % of Budget (d)
(e)	General Fund	$557,097,492	$8,347,396	1.50%	$122,500,526	21.99%
(g)	Asset Forfeiture Fund	$4,561,789	1,649,937	36.17%	$4,295,667	94.17%
	Court Admin. and Training Fund	227,000	6,400	2.82%	40,455	17.82%
(g)	Fire Sales Tax Fund	49,443,185	2,015,000	4.08%	14,904,423	30.14%
(e,f,g)	Hotel/Motel Tax Fund	14,545,879	0	0.00%	6,689,678	45.99%
(e)	MAPS 3 Use Tax	893,947	400,000	44.75%	8,178	0.91%
(e)	MAPS 4 Use Tax	16,833,097	12,626,155	75.01%	0	0.00%
(g)	Medical Service Program Fund	7,343,152	1,826,419	24.87%	13,165,039	179.28%
(g)	Police Sales Tax Fund	49,515,656	1,671,823	3.38%	21,904,104	44.24%
(g)	Stormwater Drainage Fund	20,299,321	605,000	2.98%	12,386,375	61.02%
(f,i)	Zoo Sales Tax Fund	16,757,366	0	0.00%	0	0.00%
	Funds Supported by the General Fund or Other Entities (h)					
(i)	Airports	$22,404,283	$336,882	1.50%	$0	0.00%
	Emergency Management Fund	10,189,106	200,000	1.96%	1,887,319	18.52%
	Internal Service Fund	65,600,054	844,918	1.29%	9,129,604	13.92%
(i)	Transportaion and Parking Fund	6,040,938	150,767	2.50%	639,097	10.58%
(i)	Solid Waste Mgmt. Fund	11,691,733	364,256	3.12%	0	0.00%
(i)	Water Fund	70,898,752	1,260,000	1.78%	0	0.00%
(i)	Wastewater Fund	33,171,537	630,000	1.90%	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.

ACFR– Annual Comprehensive Financial Report . The City prepares this annual report which provides the public with an accurate picture of current financial conditions.

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.

ARPA—American Rescue Plan Act. The economic stimulus plan was enacted in 2021 to accelerate the United States' recovery from the impact of the COVID-19 pandemic and provided $350 billion to state and local governments.

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.

GLOSSARY

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.

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).

GLOSSARY

CARES Act—The Coronavirus Aid, Relief, and Economic Security Act. Enacted in 2020 to provide economic relief to Americans during the COVID-19 pandemic, CARES provided $139 million to state and local governments, as well as direct payments to local governments with a population of 500,000 or greater.

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.

GLOSSARY

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.

GLOSSARY

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.

GLOSSARY

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.

GLOSSARY

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 4—On December 10, 2019, voters extended a one-cent temporary sales tax initiative to move forward with a unique and ambitious plan to transform the Oklahoma City community. The program will raise $978 million over eight years for projects targeting neighborhood and human needs, such as a mental health and addiction and homelessness, as well as quality of life and job creation, including an Innovation District and a multi-purpose stadium.

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.

GLOSSARY

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 provided services and activities on behalf of the City of Oklahoma City that included financing and partial operation of the City's sanitation activities of pollution control and waste disposal, and certain cultural, educational, and housing activities. The Trust was dissolved on March 31, 2021 and was consolidated with the water and wastewater systems in a merger with OCWUT.

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 was the governing body responsible for the MAPS for Kids sales tax funds and management of its construction projects. It was dissolved on April 18, 2018 and the remaining funds will be used to complete existing projects.

OCMIOT—Oklahoma City MAPS Investment and Operating Trust. The Trust will develop a strategic investment plan to support long-term sustainable funding for MAPS 4 projects' operational expenses and maintenance.

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, Film Studio (formerly the Convention Center), Downtown 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, wastewater, and solid waste 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.

GLOSSARY

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.

GLOSSARY

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.

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.

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.

GLOSSARY

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.

* An asterisk indicates that the measure was added during the FY22 Strategic Business Plan Update process.

More information about Oklahoma City Council Priorities can be found beginning on page A-13 of the FY23 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.*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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	0%	-1%	-1%	2%	2%
3	% change in parking revenue per transaction per year	20%	6%	6%	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.*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
4	% of new signs installed to implement the wayfinding plan	0%	55%	55%	88%	88%
5	% of terminal expansion project completed	74%	99%	99%	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.*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
6	% increase in the airport cost to the airline per boarding passenger	33%	-2%	-2%	5%	5%
7	# of marketing presentations to air carriers each year	1	1	4	10	10
8	% change in boarding passengers	-26%	-28%	-28%	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.*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
9	% of identified and targeted acres leased	N/A	0%	0%	2%	2%
10	% of days garage public parking exceeds 85% of capacity	29%	0%	19%	70%	70%
11	% of ageing infrastructure projects completed	1%	2%	3%	31%	46%

Airports

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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	0%	0%	95%	95%
13	% of agreements/contracts approved on time	N/A	19%	14%	90%	90%
Administrative - Airport Data Systems						
14	% of incidents resolved within four operational hours	84%	77%	58%	80%	75%
Administrative - Executive Leadership						
15	% of key measures and strategic results achieved	27%	31%	27%	75%	75%
16	% increase in the airport cost to the airline per boarding passenger	33%	-2%	-2%	5%	5%
17	% of new signs installed to implement the wayfinding plan	0%	55%	55%	88%	88%
18	% of performance evaluations completed by the review date	73%	77%	68%	95%	95%
19	% of terminal expansion project completed	74%	99%	99%	85%	85%
20	Injury/Illness Incident Rate	N/A	6.39	8.60	6.00	6.00
21	# of employees receiving safety training	N/A	846	540	550	550

Airports

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Administrative - Executive Leadership						
22	# of enplanements	1,630,730	1,170,401	1,899,283	1,200,000	1,224,000
Administrative - Public Information and Marketing						
23	% of airlines that have increased or improved air service	14%	29%	25%	18%	18%
24	% of citizen complaints responded to within 24 hours	100%	84%	94%	98%	98%
25	# of airports served by non-stop flights from Will Rogers World Airport	20	18	18	27	27
26	# of marketing presentations to air carriers each year	1	1	0	10	10
Commercial Aviation - Airfield Operations						
27	% of daily inspection items resolved within 30 days	83%	79%	76%	90%	90%
28	# of aircraft diversions per month	173	247	315	225	225
Commercial Aviation - Runways and Taxiways						
29	% of days per month that the airport has a runway closed	28%	27%	65%	10%	10%
30	% of airport certification work orders completed within 3 business days of identifying deficiency	100%	100%	100%	96%	96%
Commercial Aviation - Safety, Security and Inspection						
31	% of days with zero security incidents	89%	89%	83%	97%	97%
32	% of airport identification badges renewed on time	79%	68%	74%	85%	85%
General Aviation - Operations						
33	% of itinerant takeoffs and landings at Wiley Post Airport	70%	71%	75%	70%	70%
34	% of days the airport has a runway closed	18%	4%	56%	8%	8%
Maintenance - Building Maintenance						
35	% of airport operating hours where major mechanical systems are functioning	90%	89%	92%	95%	95%
36	% of critical building maintenance calls resolved within 2 days	98%	99%	100%	95%	95%
37	% of moving walkways, elevators, and escalators that are functioning	106%	98%	88%	90%	90%

Airports

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Maintenance - Equipment Maintenance						
38	% of repairs that are outsourced	7%	1%	0%	10%	10%
39	% of preventative maintenance work orders completed on time	78%	92%	91%	90%	90%
Maintenance - Fuel						
40	% of tenant aircraft refueling vehicles with no deficiencies found	100%	100%	100%	95%	95%
Maintenance - Horticulture						
41	% of landscape maintained according to schedule	74%	75%	76%	90%	90%
42	% of publc grounds mowed according to schedule	65%	66%	61%	87%	87%
43	# of public grounds acres mowed	7,423	7,423	8,511	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	20%	50%	5%	50%	50%
46	% of total project consultant cost as a result of amendments	2%	-7%	24%	5%	5%
Property Management and Development - Construction						
47	% of construction projects that do not exceed 5% of original contract amount	64%	78%	90%	80%	80%
48	% of total project construction cost as a result of change orders and amendments	7%	3%	3%	5%	5%
Property Management and Development - Facility and Lease Administration						
49	% of agreements/contracts approved on time	N/A	19%	14%	90%	90%
50	% change in boarding passengers	-26%	-28%	-28%	2%	2%
51	% change in parking revenue per transaction per year	20%	6%	6%	2%	2%
52	% increase in Food, beverage, and retail concession revenues per boarding passenger	0%	-1%	-1%	2%	2%
53	% of days garage public parking exceeds 85% of capacity	29%	0%	19%	70%	70%
54	% of Facility and Leasing records digitized and easily accessible	N/A	0%	0%	95%	95%

Airports

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Property Management and Development - Facility and Lease Administration						
55	% of identified and targeted acres leased	N/A	0%	0%	2%	2%
56	# of agreements	475	489	485	475	475
57	# of leasable acres identified and targeted	230.45	2,765.40	2,765.40	246.00	246.00

City Auditor's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
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*

58	% of City Council and other City decision makers rating audit services as "good" or "excellent"	100%	92%	100%	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	95%	100%	100%	90%	90%

City Auditor's Office

Long-Term Issue - Complex Information Systems

The continuing reliance on complex information systems combined with rapid technology advancement creates a need for knowledge and expertise to assess controls over information systems that support critical operational and financial activities, which, if not addressed will lead to:

- *Increased risks relating to system security, availability and integrity*
- *Programs failing to meet objectives*
- *Undetected violations of laws, regulations and policies*

Strategies to address the Long-Term Issue

- *Contract with an information technology expert to perform a citywide information systems risk assessment.*
- *The risk assessment will be used to select future contracted information technology audits.*

Strategic Result(s) to measure annual progress on Long-Term Issue

No results have been identified for this Issue

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Administrative - Executive Leadership						
62	% of key measures and strategic results achieved	100%	100%	100%	75%	75%
63	% of performance evaluations completed by the review date	83%	75%	20%	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%	92%	100%	90%	90%
66	% of audit services completed within deadlines	71%	63%	100%	80%	80%
67	% of available time on direct services	85%	87%	88%	73%	79%
68	# of direct service hours provided	10,610.00	8,898.00	9,804.00	9,600.00	9,600.00
Ethics Assurance - Ethics Assurance						
69	% of actionable allegations assessed and assigned for investigation within seven days of reporting	95%	100%	100%	90%	90%
70	# of allegation dispositions provided	38	19	20	40	40

City Clerk's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Increasing Demand for Government Transparency						
The increasing demand for government transparency including meeting management, requests for information and open records, if not addressed will result in:						
▪ *Loss of public trust and confidence*						
▪ *Delays in responses to requests for information and open records*						
▪ *Failure to comply with the Open Meetings Act*						
Strategies to address the Long-Term Issue						
▪ *Increase the number of City and Trust records available online to departments and the public*						
▪ *Provide training for Open Records Act and Open Meetings Act compliance*						
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*						
▪ *95% of City Clerk records requests completed within 8 hours*						
▪ *80% of records and information maintained in other city departments completed withing 7 days*						
71	% of land documents filed at county offices within 3 working days	95%	89%	100%	100%	100%
72	% of City Clerk records requests completed within 8 hours of request	88%	82%	89%	95%	95%
73	% of requests for records and information maintained in other City departments completed within 7 working days	81%	51%	80%	80%	80%

City Clerk's Office

Long-Term Issue - Accessibility and Storage of Information

The increasing demand for user friendly online information and the lack of technological resources to simplify access to store and retrieve information, if not addressed, will result in:

- *Inadequate space to store and maintain records*
- *Lack of transparency*
- *Delays in responding to requests for information and records*
- *Limited records available online*

Strategies to address the Long-Term Issue

- *Publish all public records maintained in the Office of the City Clerk online*
- *Work with the Information Technology department on the implementation of an enterprise management system*
- *Develop a centralized records management policy*
- *Provide the training and information needed to maintain records according to the Records Management and Retention Policies*

Strategic Result(s) to measure annual progress on Long-Term Issue

City and public customers will benefit from enhanced accessibility of official City records as evidenced by:

City and public customers will benefit from enhanced accessibility of official City records as evidenced by:

City and public customers will benefit from enhanced accessibility of official City records as evidenced by:

- *Implementation of an enterprise records management policy by 2023*
- *Implementation of an enterprise records management system 2025*
- *A Records Retention policy update by May 2022*

Administrative - Executive Leadership

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
77	% of key measures and strategic results achieved	25%	8%	33%	75%	75%
78	% of performance evaluations completed by the review date	89%	82%	62%	95%	95%

Clerk Operations - Meeting and Bid Management

79	% of agenda items submitted correctly	78%	84%	88%	85%	85%

City Clerk's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Clerk Operations - Meeting and Bid Management						
80	# of agenda items corrected	827	588	454	600	600
81	# of bidding documents reviewed and released	225	209	221	200	200
82	# of bids received *	N/A	N/A	910	900	900
83	# of agenda items reviewed	3,815	3,594	3,791	4,000	4,000
Clerk Operations - Records and Information Management						
84	% of City Clerk records requests completed within 8 hours of request	88%	82%	84%	95%	95%
85	% of requests for records and information maintained in other City departments completed within 7 working days	81%	51%	70%	80%	80%
86	% of land documents filed at county offices within 3 working days	95%	89%	98%	100%	100%
87	# of land documents filed within 3 working days	268	266	299	400	325
88	# of req maintained by clerk office complete in 8 hours	292.00	293.00	217.43	332.00	333.00
89	# of req maintained in other city departments completed within 7 days	2,186.00	2,329.00	3,005.72	3,320.00	3,320.00
90	# of staff trained on records management and retention policies	96	56	9	100	30
91	# of land documents filed in county offices	282.00	299.00	304.48	400.00	325.00
92	# of record requests received	4,378	4,918	4,546	4,500	4,500
93	# of requests for records maintained in other city departments	2,694	4,580	4,282	4,150	4,150

City Manager's Office

Long-Term Issue - Talent, Acquisition, Development, and Engagement

An increasing need for a skilled, engaged, and inclusive workforce, if not addressed, will result in:

- *poor customer service*
- *high turnover*
- *difficulty recruiting skilled talent*
- *lack of innovation and collaboration*
- *decreased productivity and efficiency*
- *lack of a connected culture*
- *insufficient succession planning*
- *increased safety concerns*

Strategies to address the Long-Term Issue

- *Partner with the Chief Human Resource Officer and Chief Inclusion Diversity Officer to enhance the talent lifecycle by:*
  - *Implement comprehensive employee training and mentoring programs*
  - *Improve diversity outreach by building a culture of inclusiveness and examining the recruiting process*
  - *Evaluate hiring process and implement recommended changes*
  - *Complete classification and compensation study*
  - *Conduct employee engagement surveys*
  - *Evaluate the size and structure of the Human Resources Department*
  - *Develop and communicate a new core values message*
  - *Create a culture where employees feel valued, developed and psychologically safe*
  - *Establish inclusive leadership accountability and education opportunities*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, at least 60% of employees will be satisfied with The City of Oklahoma City as a place of work

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
94	% of employees satisfied with the City of Oklahoma City as a place to work *	N/A	N/A	N/A	60%	N/A

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, 70% of residents will be satisfied with the quality of customer service from City employees

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
95	% of residents surveyed who report they are satisfied or very satisfied with City services	64%	67%	69%	75%	75%

City Manager's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Innovation and Efficiency						
Challenges with taking advantage of new technologies, innovative practices and process efficiencies will result in service delivery that is more costly and fails to meet customer expectations.						
Strategies to address the Long-Term Issue						
▪ *Work with Innovation Officer, multidisciplinary innovation team, and City staff to develop an Innovation Plan that:*						
- *identifies the needs and opportunities for process improvement;*						
- *identifies tools/technology needed to implement recommendations;*						
- *outlines priorities, sequencing, and budgeting considerations.*						
▪ *Establish a culture of innovation by supporting:*						
- *involvement of all employees to participate in innovation activities and create innovative, people-centered solutions;*						
- *initiate practices and strategies that managers can use to define and redefine problems, involve people in the research and development of new concepts, reduce the fear of failure when creating, testing and implementing innovative ideas, and continue to improve and refine solutions after implementation;*						
- *empower employees to share and create innovative ways of delivering services, reduce internal resistance to new ways of working and support incentives to spread innovation to others*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2024, 76% of residents will feel the City is heading in the right direction						
96	% of residents who are satisfied the City is heading in the right direction	76%	73%	73%	85%	85%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2024, 75% of departments participating in active innovation projects						
97	% of departments participating in active innovation projects *	N/A	N/A	N/A	75%	N/A

City Manager's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Program Management						
The increasing number of specialized programs such as specialized sales tax prgrams, new federal programs, and taskforces, that require varying approaches to their structure, priority, strategy, resources, staffing and training, if not addressed, will result in:						
▪ *projects that do not meet expectations*						
▪ *potential erosion of resident confidence*						
Strategies to address the Long-Term Issue						
▪ *Maintain strong relationships and communication with City partners*						
▪ *Provide guidance, strategy, and leverage expertise*						
▪ *Leverage existing plans and resources*						
▪ *Maintain effective contract management*						
▪ *Understand the community's priorities and expectations through engagement strategies*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Achieve 100% of defined program benchmarks within project timelines from implementation plans						
98	% of defined program benchmarks within project timelines from implementation plans *	N/A	N/A	N/A	100%	100%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2024, at least 70% of event organizers will be satisfied with the quality of City facilities						
99	% of Convention Center and Arena organizers satisfied with the quality of City facilities	N/A	N/A	N/A	0.80	0.80
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2024, 70% of residents will be satisfied with the quality of life in Oklahoma City						
100	% of residents who are satisfied with the quality of life in the City	68%	70%	70%	80%	80%

City Manager's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Communication						
A lack of delivering clear, transparent, accurate, accessible and timely information to elected officials, city employees and residents within our diverse community, if not addressed, will result in:						
▪ *less engagement*						
▪ *dissatisfaction*						
▪ *loss of credibility*						
Strategies to address the Long-Term Issue						
▪ *Continually seek innovative ways to communicate with residents and staff*						
▪ *Review the process for responding to resident requests and concerns to improve the timeliness and accuracy of responses*						
▪ *Expand opportunities for community engagement and leverage partnerships*						
▪ *Offer customer service and communications training for employees, such as internal and external communication etiquette and communications protocol*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2024, 70% of residents will be satisfied with the availability of information about City services and programs						
101	% of residents who are satisfied with the availability of information about City programs and services	61%	62%	62%	60%	60%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2024, 70% of employees will feel informed about City services and programs						
102	% of employees surveyed who say they feel informed about City services and programs	N/A	N/A	N/A	0.56	0.56
Administrative - Executive Leadership						
103	% of key measures and strategic results achieved	47%	37%	37%	75%	75%
104	% of defined program benchmarks within project timelines from implementation plans *	N/A	N/A	N/A	100%	100%
105	% of departments participating in active innovation projects *	N/A	N/A	N/A	75%	N/A
106	% of employees satisfied with the City of Oklahoma City as a place to work *	N/A	N/A	N/A	60%	N/A
107	% of performance evaluations completed by the review date	69%	69%	67%	95%	95%

City Manager's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Communications - Employee Communication						
108	% of employees surveyed who say they feel informed about City services and programs	N/A	N/A	N/A	0.56	0.56
109	% of employees surveyed who say they feel valued by the organization	N/A	0.53	0.53	0.56	0.56
110	# of "News to Know" newsletters produced	32	45	N/A	42	42
111	# of employee events held	6	21	N/A	4	4
112	# of employee special communication projects managed	31	2	2	13	13
113	# of Facebook posts on City of OKC Employees page	160	274	N/A	100	100
114	# of full and part-time City employees	5,122	5,312	5,477	5,795	5,795
Communications - Print and Mail Services						
115	% of employees who report being satisfied with print and mail services	98%	96%	96%	98%	98%
116	% of print jobs delivered within the agreed upon deadline	100%	111%	N/A	100%	100%
117	# of impressions produced	5,052,788	3,932,605	N/A	6,100,000	6,100,000
118	# of US mail pieces stamped	377,155	368,232	397,734	385,000	385,000
Communications - Public Information						
119	% of residents who are satisfied with the availability of information about City programs and services	61%	62%	62%	60%	60%
120	% of service requests acted upon within 10 working days	94%	96%	93%	96%	96%
121	# of media contacts provided	712	603	N/A	650	650
122	# of new video segments produced	127	37	N/A	85	85
123	# of overdue service requests	N/A	N/A	N/A	4,800	4,800
124	# of social media interactions	2,983	4,025	2,395	2,500	2,500
125	# of special event permits processed	377	337	483	500	500
126	# of web pages updated	2,072	2,119	1,460	2,000	2,000

City Manager's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Community Enhancement - Event and Tourism Development						
127	$ of combined direct spending generated per square foot of privately operated City event facilities	315.37	230.86	N/A	458.56	458.56
128	% of Convention Center and Arena organizers satisfied with the quality of City facilities	N/A	N/A	N/A	0.80	0.80
129	# of attendees for events hosted in Oklahoma City	N/A	N/A	N/A	100,000	100,000
130	# of events hosted in Oklahoma City	N/A	N/A	N/A	100	100
131	# of hotel room nights generated by Convention and Visitors Bureau	236,862	250,344	N/A	376,250	376,250
Community Enhancement - MAPS						
132	% of MAPS 3 program completed	0%	0%	0%	63%	63%
133	% of MAPS 4 program completed *	N/A	N/A	N/A	N/A	N/A
134	% of residents who are satisfied with the quality of life in the City	68%	70%	70%	80%	80%
135	$ expended on MAPS 4 projects to date *	N/A	N/A	5,286,508	N/A	N/A
Policy and Executive Leadership - City Manager's Office						
136	% of residents surveyed who report they are satisfied with City services	64%	67%	69%	75%	75%
137	% of residents who are satisfied the City is heading in the right direction	76%	73%	73%	85%	85%
138	% of City Auditor audit recommendations (accepted by management) implemented within the specified time	81%	N/A	N/A	75%	75%
139	% of City Council who are satisfied with the quality of information they are provided to establish policies, priorities and strategic goals	80%	80%	80%	89%	89%
140	% of Strategic Results identified in LFR Strategic Business Plans achieved	N/A	N/A	N/A	75%	75%
Policy and Executive Leadership - CM Inclusion and Diversity						
141	% of engaged employees *	N/A	N/A	N/A	N/A	N/A

City Manager's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Policy and Executive Leadership - CM Inclusion and Diversity						
142	% of leaders meeting or exceeding Inclusive Leadership Expectation standard *	N/A	N/A	N/A	N/A	N/A
143	# of biennial reports produced *	N/A	N/A	N/A	N/A	N/A
144	# of employees total *	N/A	N/A	N/A	N/A	N/A
145	# of engaged employees *	N/A	N/A	N/A	N/A	N/A
146	# of I&D events/programs/trainings *	N/A	N/A	N/A	N/A	N/A
147	# of leaders meeting or exceeding Inclusive Leadership Expectation standard *	N/A	N/A	N/A	N/A	N/A
148	# of leaders total *	N/A	N/A	N/A	N/A	N/A
149	# of participants at events/program/trainings *	N/A	N/A	N/A	N/A	N/A
150	# of Talent Lifecycle scorecards completed *	N/A	N/A	N/A	N/A	N/A
Policy and Executive Leadership - Legislative						
151	% of legislative agenda items accomplished resulting in favorable changes in legislative rules and regulations	67%	80%	80%	71%	71%
152	% of Council reporting that they are satisfied with the information they receive to make an effective legislative agenda	100%	100%	100%	89%	89%
153	# of legislative contacts	95	46	N/A	125	125
154	# of legislative issues accomplished	4	8	8	5	5
155	# of legislative status reports and briefings provided	20	28	N/A	30	30
Policy and Executive Leadership - Office of City Council						
156	% 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	0%	0%	0%	89%	89%
157	% of residents who are satisfied the City is heading in the right direction	76%	73%	73%	85%	85%
158	# of events, education sessions and programs facilitated	34	8	N/A	40	40

City Manager's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Policy and Executive Leadership - Mayor's Office						
159	% of residents surveyed who report they are satisfied or very satisfied with City services	64%	67%	69%	75%	75%
160	% of residents satisfied with Oklahoma City as a place to live	85%	84%	84%	85%	85%
161	% of residents who are satisfied the City is heading in the right direction	76%	73%	73%	85%	85%

Development Services

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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.						
162	% of residents satisfied with code enforcement	39%	43%	43%	39%	40%
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.						
163	% of dog/cat live releases	81%	90%	86%	90%	90%

Development Services

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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.*						
164	% of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	100%	100%	100%	98%	98%
165	% of applicants that receive a rezoning development application decision within 120 days of application submission	100%	100%	100%	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.*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
166	% of commercial new construction plans initial code review completed within 15 working days	51%	66%	68%	60%	70%
167	% of commercial remodel construction plans initial code review completed within 10 working days	30%	58%	43%	60%	60%
168	% of single family residential new construction plans reviewed within one working day of submission	99%	17%	1%	90%	30%
169	% of permit-related phone calls answered within two minutes	N/A	72%	44%	70%	70%

Development Services

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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*						
170	% of Animal Welfare Priority One calls receiving initial response within two business hours	31%	41%	57%	52%	52%
Administrative - Executive Leadership						
171	% of key measures and strategic results achieved	47%	44%	61%	75%	75%
172	% of performance evaluations completed by the review date	86%	69%	76%	95%	95%
Animal Welfare - Animal Shelter						
173	% of dog/cat live releases	81%	90%	85%	90%	90%
174	# of all live animals sheltered	21,556	19,765	20,194	21,000	20,000
175	# of dog/cat live releases	14,513	14,289	14,383	17,600	17,600
Animal Welfare - Community Outreach						
176	% of requested spay/neuter provided	90%	83%	82%	85%	85%
177	# of volunteer hours at the animal shelter	N/A	4,203	4,471	10,000	4,500
178	# of animal adoptions resulting from an outreach event	1,073	29	19	200	200
179	# of animals in foster care	8,845	6,269	11,375	9,000	10,000
180	# of community cats transferred	1,221	1,335	1,509	1,500	1,500
181	# of public spay/neuter performed	4,051	2,918	2,947	3,000	3,000

Development Services

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Animal Welfare - Field Services						
182	% of Animal Welfare Calls responded to within specified time frames	39%	51%	58%	56%	56%
183	% of Animal Welfare Priority One calls receiving initial response within two business hours	31%	41%	55%	52%	52%
184	% of Animal Welfare Priority Three calls receiving initial response by the next business day	30%	42%	47%	45%	45%
185	% of Animal Welfare Priority Two calls receiving initial response within the same business day	66%	77%	78%	70%	70%
186	# of Animal Welfare service call responses provided	16,502	16,474	15,480	16,500	16,000
187	# of cruelty cases worked	2,790	3,253	3,032	2,800	2,800
188	Expenditure per animal welfare service call provided	62.33	56.70	52.70	64.60	64.60
Animal Welfare - Veterinary Services						
189	% of animals spayed/neutered	27%	30%	35%	32%	33%
190	% of live animals logged treated for illness or injury	23%	22%	30%	21%	23%
191	# of animals spayed/neutered	5,796	5,911	6,996	6,000	6,500
192	# of animals treated for illness or injury	4,874	4,340	5,994	4,000	4,500
Code Enforcement - Code Inspections						
193	% of first complaint-based inspections completed within four days	N/A	87%	82%	70%	82%
194	% of non-yard parking violations that are proactively identified	N/A	64%	60%	60%	60%
195	% of second inspections completed on scheduled date	N/A	50%	47%	55%	55%
196	# of code complaints received	N/A	22,672	26,547	40,000	25,000
197	Total # of inspections performed	81,520.00	78,812.00	77,838.91	80,000.00	80,000.00
Code Enforcement - Nuisance Abatement						
198	% of code violations resolved voluntarily	N/A	72%	84%	85%	85%
199	% of residents satisfied with code enforcement	39%	43%	43%	39%	40%

Development Services

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Code Enforcement - Nuisance Abatement						
200	% of weeds/grass and junk/debris complaints abated within 45 days from date of complaint	17%	87%	87%	50%	85%
201	Average # of days from official violation notification to contractor work order issued for dilapidated complaints	N/A	133	109	120	120
202	Average # of days from official violation notification to contractor work order issued for unsecured complaints	N/A	29	29	25	27
203	# of abatement actions completed	7,243	6,734	4,475	7,000	5,500
204	# of abatement notices issued	5,143	3,324	4,465	5,000	5,000
205	# of properties declared abandoned by City Council	N/A	257	223	250	250
206	# of abatement actions requiring a competitive bid	N/A	351	403	200	375
207	# of abatement actions requiring a court order	N/A	330	N/A	200	10
208	# of violations identified for abatement	N/A	19,963	19,195	17,000	19,250
Development Center - Construction Inspections						
209	% of construction related inspections completed within one working day of request	86%	77%	71%	90%	90%
210	# of construction related inspections completed	120,883	122,258	133,651	121,000	128,000
Development Center - Permits and Licensing						
211	% of permit-related phone calls answered within two minutes	N/A	72%	48%	70%	70%
212	# of business licenses issued	N/A	12,381	12,274	12,000	12,000
213	# of construction permits issued	62,831	67,163	69,949	65,000	68,000
214	# of permit-related phone calls received	53,667	73,219	78,354	72,000	75,000
215	# of walk in customers assisted	16,622	273	N/A	21,000	6,000
Development Center - Plan Review						
216	% of commercial new construction plans initial code review completed within 15 working days	51%	66%	77%	60%	70%

Development Services

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Development Center - Plan Review						
217	% of commercial remodel construction plans initial code review completed within 10 working days	30%	58%	49%	60%	60%
218	% of single family residential new construction plans reviewed within one working day of submission	99%	17%	2%	90%	30%
219	# of commercial new construction plans reviewed	848	1,000	1,270	1,150	1,150
220	# of commercial remodel construction plans reviewed	1,627	1,334	1,184	1,400	1,200
221	# of one and two family residential new construction plans reviewed	3,876	4,201	4,683	4,000	4,400
Subdivision and Zoning - Subdivision and Zoning						
222	% of applicants that receive a rezoning development application decision within 120 days of application submission	100%	100%	100%	98%	98%
223	% of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	100%	100%	100%	98%	98%
224	Average # of days for applicants proposing a new subdivision to receive a development application decision	54	51	51	54	54
225	# of zoning and subdivision applications processed	351	577	613	400	550

Finance

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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.						
226	% of customers who are satisfied with the Finance Department	95%	91%	91%	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.						
227	General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa

Finance

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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.						
228	% of total operating expenses for payroll expenses	68.50%	67.27%	67.71%	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.						
229	($) % of general fund operating budget maintained in unbudgeted reserve	22.84%	23.79%	22.04%	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)*						
230	% of Employee Retirement System (ERS) liability funded	100%	100%	100%	100%	100%
231	% of Other Post Employment Benefits (OPEB) liability funded	13.21%	13.84%	18.69%	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.						
232	# of deductibles funded by property insurance reserves	1.60	1.50	1.06	1.25	1.25
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.						
233	% of General Fund operating revenue from Sales and Use Tax	67%	69%	72%	65%	65%

Finance

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
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.*						
234	# of injuries per 100 employees	11.48	13.64	13.64	8.00	8.00
235	% of employees that receive quarterly safety training	N/A	4%	73%	100%	100%
Administrative - Executive Leadership						
236	% of key measures and strategic results achieved	82%	64%	50%	N/A	N/A
237	% of customers reporting they are satisfied with financial information and reports	92%	88%	88%	92%	92%
238	% of customers reporting they are satisfied with the financial services received to manage their operations	91%	86%	86%	90%	90%
239	% of performance evaluations completed by the review date	93%	75%	85%	95%	95%

Finance

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Accounting and Financial Reporting - Accounting Systems						
240	% of accounting system support requests resolved within 3 working days	97%	97%	97%	98%	98%
241	% of total capital assets that are in balance	97.22%	98.84%	99.48%	100.00%	100.00%
242	# of accounting system support requests resolved	1,776	2,006	2,167	1,750	1,750
Accounting and Financial Reporting - Financial Reporting						
243	% of financial reports issued on time	89.79%	91.95%	93.49%	100.00%	100.00%
244	% of bank reconciliations completed on time	99.65%	100.00%	99.67%	100.00%	100.00%
245	% of customers who report they are satisfied with the financial information available to make decisions	85%	83%	83%	92%	92%
246	# of bank reconciliations completed	1,967	2,012	1,971	2,000	2,000
247	# of financial reports issued	211	217	200	192	192
Accounting and Financial Reporting - Payroll						
248	% of employee payments processed accurately and on time	100%	100%	100%	100%	100%
249	% of compliance reports processed accurately and on time *	N/A	100%	99%	N/A	N/A
250	% of payroll-related vendor payments processed accurately and on time	100%	100%	100%	100%	100%
251	# of employee payments processed	142,198	133,334	143,818	147,670	147,670
252	# of payroll corrections processed	665	224	190	360	360
Administrative - Debt Management						
253	General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
254	# of General Obligation bond issues outstanding	23	25	26	26	47
255	$ of General Obligation debt outstanding	919,255,000	997,240,000	1,036,285,000	1,036,285,000	100,000,000
256	General Obligation Debt per capita	1,352	1,428	1,500	1,470	1,360
Community Enhancement - Community Development						
257	$ value of private investment per $ value of TIF investment	9.58	19.14	N/A	5.00	5.00
258	# of TIF projects	23	25	25	5	5

Finance

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Community Enhancement - Economic Development						
259	% above the Oklahoma City MSA average wage for new jobs created through incentives	-14%	N/A	N/A	5%	5%
260	% of new jobs paying above the Oklahoma City MSA average wage	67%	N/A	N/A	35%	35%
261	# of companies receiving incentives	16	18	18	5	5
262	# of jobs created	4,681	3,288	3,288	2,500	2,500
263	# of jobs created through incentives	2,086	195	195	1,500	1,500
264	$ of private investment	959,962,000	213,050,000	213,050,000	150,000,000	150,000,000
Financial Planning and Management - Energy Management						
265	% change in energy consumption from previous fiscal year	-3%	5%	-3%	0%	0%
266	Total energy usage for City operations (MMBTU)	1,757,555	1,841,696	1,786,638	1,464,472	1,464,472
267	# of utility accounts managed	2,530	2,624	2,640	2,506	2,506
Financial Planning and Management - Management and Budget						
268	% of customers who report they are satisfied with the budget services and information provided to manage operations	87%	87%	87%	90%	90%
269	% of Employee Retirement System (ERS) liability funded	100%	100%	100%	100%	100%
270	% of general fund operating budget maintained in unbudgeted reserve	22.84%	23.79%	22.04%	20.00%	20.00%
271	% of General Fund operating revenue from Sales and Use Tax	67%	69%	71%	65%	65%
272	% of Other Post Employment Benefits (OPEB) liability funded	13.21%	13.84%	18.69%	13.31%	13.31%
273	% of total operating expenses for payroll expenses	68.50%	67.27%	65.64%	70.00%	70.00%
Financial Planning and Management - Performance Management						
274	% of data entered on time	75%	72%	76%	95%	95%
275	# of performance data certifications performed	90	61	61	80	80
276	# of measures managed	3,059	2,830	2,804	3,000	3,000

Finance

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Purchasing and Payment Processing - Payment Processing						
277	% of vendor payments made in 30 calendar days or less from invoice date	89%	89%	88%	91%	91%
278	# of vendor payments processed	81,440	78,619	79,575	85,000	85,000
Purchasing and Payment Processing - Purchasing						
279	% of purchase orders approved within four (4) hours	98%	98%	97%	98%	98%
280	% of purchasing contracts approved on time	98%	99%	92%	95%	95%
281	% of purchase orders encumbered after invoice date	8%	9%	11%	10%	10%
282	% of purchases under $5,000 made with the purchasing card	89%	91%	92%	90%	90%
283	# of employees and vendors trained	336	184	292	300	300
284	# of purchasing contracts approved	774	633	596	654	654
Revenue Management - Revenue Enforcement						
285	$ of delinquent and noncompliant revenues collected	1,189,580	1,725,872	1,252,943	900,000	900,000
Revenue Management - Treasury						
286	% of portfolio yield compared to the 0-3 year US Treasury Index benchmark	111%	108%	84%	100%	100%
287	% of City and Trust revenue recorded through Treasury within 2 business days	95.83%	92.30%	88.55%	92.00%	92.00%
288	% of customers who are satisfied with banking services provided by the Treasury division	92%	83%	83%	94%	94%
289	# of assessment districts invoiced	2,625	2,436	3,585	2,900	2,900
290	$ of City and Trust revenue recorded by Treasury	1,415,962,926	1,469,345,206	1,395,352,326	1,178,000,000	1,178,000,000
Risk Management - Insurance						
291	% of property losses per premium paid	0.00%	44.71%	4.85%	0.00%	0.00%
292	# of deductibles funded by property insurance reserves	1.60	1.50	1.06	1.25	1.25
293	$ amount of property losses	174,835	801,897	246,730	400,000	400,000
294	Total value of City property insured (total insured value-TIV)	3,418,342,024	3,418,342,024	4,300,000,000	4,300,000,000	4,300,000,000

Finance

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Risk Management - Insurance						
295	# of property claims	N/A	12	3	N/A	N/A
Risk Management - Workers' Compensation and Workplace Safety						
296	Estimated Cost per Claim	4,349.70	139,638.71	147,400.68	6,000.00	6,000.00
297	# of injuries per 100 employees	11.48	13.64	13.64	8.00	8.00
298	% of employees that receive quarterly safety training	N/A	4%	27%	100%	100%
299	# of training courses offered	56	55	51	24	24
300	# of work days lost due to OJI	15,993	17,042	15,367	9,500	9,500
301	$ Total for workers' compensation	24,621,561.20	27,387,979.16	40,256,816.79	13,150,000.00	13,150,000.00
302	# of OJI claims filed	56	55	38	680	680

Fire

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 (1.11 per 100,000 residents based on the latest available data from the National Fire Protection Association (NFPA).

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
303	# of structure fire fatalities per 100,000 residents	1.47	0.72	1.81	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%.

304	% of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved	39%	33%	N/A	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.*

305	% of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities	N/A	100%	100%	100%	100%
306	# of Fire Department Community Risk Reduction activities	34,968	29,717	N/A	40,000	40,000

FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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 patient care, transport and 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 institutions, Medical Director, local law enforcement, state and federal organizations, and medical transport agencies to increase educational opportunities.*

Fire

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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.						
307	% of emergency incidents responded to within 7 minutes	65%	64%	71%	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.						
308	% 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 2022, 100% of annual facility improvement needs will have an identified funding source.						
309	% of annual facility improvement needs with an identified funding source	N/A	N/A	N/A	N/A	N/A
Administrative - Executive Leadership						
310	% of key measures and strategic results achieved	47%	40%	32%	75%	75%
311	% of Fire Department applicants that are female and/or minority	40%	N/A	N/A	45%	45%
312	% of performance evaluations completed by the review date	94%	85%	73%	100%	100%
Administrative - Public Relations and Marketing						
313	% of photography and videography projects completed	96%	100%	112%	100%	100%

Fire

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Administrative - Public Relations and Marketing						
314	# of new social media followers	12,288	8,180	9,657	18,000	18,000
315	# of social media engagements	486,962	561,510	581,875	800,000	800,000
316	# of social media posts	1,855	1,743	2,201	2,000	2,000
317	# of photography and videography projects requested	43	12	44	40	40
Fire Prevention Services - Fire Code Compliance						
318	% of fire protection system plan reviews completed within 5 business days of receipt *	N/A	N/A	108%	95%	98%
319	% of identified high-risk commercial locations inspected by renewal date	49%	48%	34%	50%	50%
320	% of initial new construction inspections completed within 2 business days of request	97%	96%	98%	98%	98%
321	# of identified high-risk commercial locations inspected by renewal date	1,571	1,752	1,202	2,000	2,000
322	# of requests for service completed (re-inspections, surveys, open records requests, training sessions, and monthly permits)	52,546	42,692	24,035	53,494	53,494
Fire Prevention Services - Fire Investigations						
323	% of incendiary (set fire) fire investigations that meet the elements for arson referred to the district attorney for prosecution	28%	37%	N/A	63%	63%
324	% of fire investigations resulting in a classification of accidental, incendiary that meet the elements for arson, or natural	65%	68%	72%	56%	56%
325	# of fire investigations conducted	257	224	260	200	200
326	# of investigations resulting in a classification of incendiary that meet the elements for arson	93	95	118	70	70
327	# of juveniles referred to the Youth FireSetter Intervention Program	10	9	6	30	30

Fire

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Fire Prevention Services - Public Safety Education Services						
328	% of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities	N/A	100%	100%	100%	100%
329	% of youth referred to Fire Prevention Services that have previously attended the Youth FireSetter Intervention Program	39%	100%	100%	0%	0%
330	# of Fire Department public safety education participants served	26,262	7,983	23,824	36,000	36,000
331	# of elementary students in the Oklahoma City limits participating in Community Risk Reduction activities	12,303	868	1,186	6,824	6,824
332	# of Health and Safety Sessions provided	15	24	37	50	50
333	# of hours spent on Community Risk Reduction requests for service	487	1,301	2,355	3,500	3,500
334	# of smoke alarms distributed to residents	5,126	3,590	2,351	6,500	6,500
Operational Services - Emergency Medical Services						
335	% of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved	39%	33%	33%	29%	29%
336	% of Fire Department emergency medical responses provided within 5 minutes or less from being dispatched to arrival	60%	53%	56%	70%	70%
337	% of Fire Department emergency medical responses provided with Advanced Life Support (ALS) staff and equipment	75%	78%	84%	85%	85%
338	% of Fire Department emergency medical responses where treatment is indicated and condition is improved or stabilized	100%	100%	N/A	95%	95%
339	% of time Fire apparatus arrives on scene prior to EMSA	N/A	135%	83%	N/A	N/A
340	# of Fire Department Emergency Medical responses	54,012.00	58,405.00	60,341.18	45,150.00	45,150.00
341	# of Fire Department emergency medical responses with qualifying treatments administered	41,769	29,772	N/A	48,157	48,157
342	# of Fire Department emergency medical calls dispatched	64,128	68,042	72,337	64,919	64,919
Operational Services - Fire Suppression Operations						
343	# of structure fire fatalities per 100,000 residents	1.47	0.72	1.20	1.03	1.03

Fire

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Operational Services - Fire Suppression Operations						
344	# of structure fire rescues per 100,000 residents	N/A	N/A	N/A	2.89	N/A
345	% of structure fire incident responses within 5 minutes and 20 seconds or less from being dispatched	N/A	71%	73%	70%	70%
346	% of emergency incidents responded to within 7 minutes	65%	64%	71%	70%	70%
347	% of other fire incident responses within 5 minutes 20 seconds or less from being dispatched	N/A	62%	62%	70%	70%
348	% of structure fires contained to the room of origin	76%	65%	N/A	65%	65%
349	# of Fire Department Community Risk Reduction activities	34,968	29,717	18,905	40,000	40,000
350	# of Fire Department daily training hours per Operations position	2.90	2.79	2.24	2.00	2.00
351	# of other fire incident responses provided	2,268	2,444	1,677	1,800	1,800
352	# of people assisted by the Fire Department Community Service Liaison	622	984	N/A	3,000	3,000
353	# of structure fire fatalities	10.00	5.00	8.45	6.30	6.30
354	# of structure fire incident responses provided	1,198	1,701	2,413	1,000	1,000
355	# of structure fire rescues	N/A	N/A	N/A	20	20
Support Services - Fire Dispatch						
356	% of incidents dispatched within 60 seconds of receipt at Fire Dispatch	92%	89%	88%	90%	90%
357	% of medical responses dispatched within 20 seconds or less from Emergency Medical First Responders (EMFR) initiation	N/A	80%	76%	90%	90%
358	% of 911 telephone calls answered within 15 seconds or less from transfer to Fire Dispatch	97%	94%	95%	100%	100%
359	# of incidents dispatched to the Fire Department	79,152	89,167	93,256	78,400	78,400
360	# of 911 telephone calls received	19,488	24,661	22,198	17,600	17,600
361	# of EMFR initiated responses	N/A	11,166	32,375	30,495	30,495

Fire

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Support Services - Fire Logistics and Facilities Maintenance						
362	% of Priority 1 facility work orders completed within 24 hours	86%	117%	N/A	90%	90%
363	% of time the fire apparatus is available for use (not down for maintenance)	92%	93%	N/A	90%	90%
364	% of fleet direct labor hours realized	100%	46%	46%	70%	70%
365	% of repairs outsourced	4%	2%	5%	8%	8%
366	% of total maintenance hours that are scheduled	84%	88%	93%	80%	80%
367	# of fleet direct labor hours realized	7,704	6,586	6,747	9,800	9,800
368	# of Priority 1 Fire Department facility work orders completed	138	111	N/A	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.*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
369	% of all vehicle/equipment work orders that are preventitive maintenance	54%	52%	53%	53%	54%
370	% of preventive maintenance work orders completed on schedule	91%	93%	93%	97%	95%

General Services

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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.*						
371	% of vehicle/equipment work orders completed by the stated completion time	92%	87%	86%	92%	88%
372	% of unscheduled facility repair work orders completed on time	49%	67%	58%	75%	75%
373	% of customers satisfied with Building Management	70%	65%	65%	64%	75%
374	% of customers satisfied with Fleet Services	82%	65%	65%	66%	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).*						
375	% of vehicle mechanics with ASE Master Level Certification	64%	89%	94%	94%	94%

General Services

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Skilled Labor Shortage						
376	# of vehicle equivalents per mechanic	290	308	325	255	287
377	Square footage maintained per Building Maintenance Employee	83,555	90,922	N/A	101,101	90,269

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.*

378	% of department managers satisfied with information needed to make fleet decisions	100%	N/A	N/A	81%	81%
379	% of department managers that say they receive the information needed to make Facility decisions	100%	N/A	N/A	80%	80%

Administrative - Executive Leadership

380	% of access badge readers available for use	N/A	1	N/A	1	1
381	% of ADA compliance issues responded to within 5 working days	100%	100%	100%	100%	100%
382	% of key measures and strategic results achieved	65%	40%	40%	78%	78%

General Services

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Administrative - Executive Leadership						
383	% of performance evaluations completed by the review date	87%	94%	93%	100%	100%
384	# of ADA compliance issues received and tracked	556	534	510	500	500
Facility Asset Management - Aquatic and Recreational Facility Safety						
385	% of operating days aquatic facilities are available for use	99%	94%	99%	98%	98%
386	% of water quality tests passed	97%	106%	97%	95%	95%
387	# of aquatic facilities supported	23	23	23	23	23
388	# of aquatic facility installations/repairs completed	41	51	64	80	80
389	# of water quality tests performed by General Services	640	1,014	1,496	900	900
Facility Asset Management - Building Maintenance, Repair, and Enhancement						
390	% of customers surveyed who express overall satisfaction with maintenance of their facilities	85%	68%	68%	68%	75%
391	% of work orders that are unscheduled	43%	38%	37%	34%	32%
392	% of customers satisfied with Building Management	70%	65%	65%	64%	75%
393	% of customers surveyed who express overall satisfaction with enhancements of their facilities	76%	55%	55%	55%	55%
394	% of customers surveyed who express overall satisfaction with the cleanliness of facilities	58%	66%	66%	64%	70%
395	% of department managers that say they receive the information needed to make Facility decisions	100%	N/A	N/A	80%	80%
396	% of facility repair requests received that are non-callbacks	98%	98%	99%	98%	98%
397	% of preventive maintenance work orders completed on schedule	91%	93%	94%	97%	95%
398	% of unscheduled facility repair work orders completed on time	49%	67%	57%	75%	75%
399	Square footage maintained per Building Maintenance Employee	83,555	90,922	86,966	101,101	90,269
400	# of enhancements completed	33	35	95	35	60
401	# of preventive maintenance work orders completed	2,366	3,368	3,467	3,395	3,515

General Services

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Facility Asset Management - Building Maintenance, Repair, and Enhancement						
402	# of resource conservation measures completed	13	7	11	12	13
403	# of square feet of graffiti removed	6,009	2,930	7,162	4,500	6,000
404	# of unscheduled facility work orders completed	992	1,274	1,276	1,100	1,332
405	# of enhancements requested	47	62	111	45	75
406	# of preventive maintenance work orders scheduled for completion	2,588	3,634	3,671	3,500	3,700
407	# of unscheduled repair work orders requested	2,006	2,263	2,243	1,800	1,776
408	$ expenditure per square foot of City facilities maintained	1.46	1.28	1.28	1.48	1.48
Fleet Management - Fleet Refueling						
409	% of fueling transactions completed without assistance	100%	100%	100%	303%	100%
410	# of fueling transactions completed	29,239	27,436	22,682	10,250	10,250
411	# of gallons of fuel purchased	1,809,578	1,595,410	1,594,450	1,871,016	1,604,990
Fleet Management - Fleet Services Support						
412	% of underutilized units in the general fleet	26%	34%	32%	25%	25%
413	% of customers satisfied with Fleet Services	82%	65%	65%	66%	66%
414	% of department managers satisfied with information needed to make fleet decisions	100%	N/A	N/A	81%	81%
415	# of new vehicles/equipment issued	82	57	48	85	85
416	# of underutilized units	285	370	348	269	270
Fleet Management - Vehicle and Equipment Maintenance						
417	% of vehicle/equipment available for use	93%	92%	93%	88%	90%
418	% of all vehicle/equipment work orders that are preventitive maintenance	54%	52%	55%	53%	54%
419	% of vehicle mechanics with ASE Master Level Certification	64%	89%	93%	94%	94%
420	% of vehicle/equipment work orders completed by the stated completion time	92%	87%	85%	92%	88%

General Services

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Fleet Management - Vehicle and Equipment Maintenance						
421	% of vehicle/equipment work orders completed correctly without return for rework	100%	100%	100%	100%	100%
422	# of vehicle/equipment work orders completed	9,421	8,863	8,297	9,528	8,466
423	# of vehicle equivalents per mechanic	290	308	332	255	287
424	# of vehicles/equipment in the fleet	1,915	2,022	2,104	2,001	2,034

Human Resources

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.*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
425	City staff reflect the ethnic diversity of the community	57%	57%	57%	57%	57%

Human Resources

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Inclusive, Diverse, and High-Performing Workforce						
426	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community	39%	40%	40%	44%	44%
427	% of full-time non-uniformed City employees who continue City employment for at least 12 months beyond the date of hire	93%	31%	N/A	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.

428	% 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	3.15%	-0.36%	1.51%	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.

429	% of available provider hours utilized at the employee medical center as reported by the provider.	N/A	78%	N/A	N/A	N/A

Human Resources

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Health and Welfare Benefits Cost						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2025, the City will have completed a comprehensive review of benefit offerings communicated with stakeholders and negotiated necessary contracts to implement.						
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.*						
% of the Fire Department's uniformed workforce will be medically evaluated annually according to NFPA standards	431	85%	50%	50%	85%	85%

Human Resources

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Occupational Health Issue						
432	% of occupational health and regulatory medical needs identified annually by City Departments that result in scheduled evaluations	100%	100%	100%	100%	100%
433	% of City Departments satisfied with the quality and timeliness of services provided by the Occupational Health Clinic	84%	96%	96%	100%	100%
Administrative - Executive Leadership						
434	% of key measures and strategic results achieved	65%	40%	36%	75%	75%
435	% of performance evaluations completed by the review date	91%	91%	100%	95%	95%
Employee and Labor Relations - Employee and Labor Relations						
436	% of grievances denied at concluding step	N/A	38%	81%	94%	94%
437	% of grievances resolved without arbitration	100%	100%	96%	92%	92%
438	# of grievances filed	37	44	42	53	53
Employee and Labor Relations - Personnel Policies Compliance						
439	% of all personnel-related policy violation complaints made by employees and substantiated through HR investigation.	33%	33%	47%	31%	31%
440	Average # of days to complete HR investigation of all personnel-related policy violation complaints made by employees	N/A	13.65	23.80	90.00	90.00
441	# of policy compliance investigation reports provided	61	82	59	65	65
442	# of Equal Employment Opportunity (EEO) related policy violations complaints received	57	64	47	50	50
Occupational Health - Occupational Health						
443	% of employment candidate (non-uniform) referrals who are examined within 2 business days of the exam request date	100%	58%	81%	100%	100%
444	% of occupational health and regulatory medical needs identified annually by City Departments that result in scheduled evaluations	100%	100%	100%	100%	100%

Human Resources

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Occupational Health - Occupational Health						
445	% of City Departments satisfied with the quality and timeliness of services provided by the Occupational Health Clinic	84%	96%	96%	100%	100%
446	% of the Fire Department's uniformed workforce will be medically evaluated annually according to NFPA standards	85%	50%	50%	85%	85%
447	# of medical consultations provided	1,509	831	1,317	2,500	2,500
448	# of physical examinations provided	3,258	2,047	4,651	4,200	4,200
Talent Acquisition, Management and Development - Human Resources Information Services						
449	% of customers surveyed that are satisfied with the quality and timeliness of human resources related information provided by Human Resources Information Systems (HRIS)	85%	81%	81%	80%	80%
450	% of employee termination transactions processed within 7 calendar days of receipt	98%	98%	99%	98%	98%
451	# of non-terminated personnel transactions completed	27,150	34,404	38,503	31,982	32,400
452	# of termination transaction requests processed within 7 calendar days of receipt	566	546	785	686	686
Talent Acquisition, Management and Development - Talent Acquisition						
453	% of customers surveyed that are satisfied with the quality and timeliness of talent acquisition services provided	47%	54%	54%	80%	80%
454	% of final candidate referrals sent to hiring supervisors within 30 calendar days of receipt of the Request to Recruit	N/A	25%	47%	70%	70%
455	% of City departments that reflect the gender/ethnic diversity of the available workforce within the community	0%	0%	0%	5%	5%
456	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community	39%	40%	40%	44%	44%
457	% of customers surveyed that are satisfied with the effectiveness of recruitment and selection processes in attracting qualified candidates	41%	46%	46%	80%	80%

Human Resources

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Talent Acquisition, Management and Development - Talent Acquisition						
458	% of newly hired employees (non-uniform) who remain employed with the City past their probationary period	78%	86%	80%	81%	79%
459	City staff reflect the ethnic diversity of the community	57%	57%	57%	57%	57%
460	# of applications processed	17,868	15,571	17,687	17,000	17,000
461	# of final candidate referrals	121	113	157	115	130
462	# of full-time, non-uniformed positions filled	466	345	603	450	500
463	# of part-time and seasonal position requests processed	145	201	250	300	238
464	# of selection procedures conducted	375	404	570	350	450
Talent Acquisition, Management and Development - Talent Development						
465	% of participants surveyed that are satisfied with training and development courses	99%	95%	95%	97%	97%
466	% of participants surveyed that are satisfied with training and development courses in OKC LEAD Program *	N/A	N/A	N/A	95%	94%
467	# of participants trained	394	1,192	1,419	960	1,200
468	# of participants trained in OKC LEAD Program *	N/A	N/A	N/A	20	18
469	# of training and development courses offered	25	55	117	48	60
470	# of training needs assessments conducted	4	1	2	4	4
Total Rewards - Classification and Compensation						
471	% of classification audits and compensation reviews completed within 45 days of receipt of all required information	N/A	95%	68%	100%	100%
472	% of customers surveyed that are satisfied with the quality and timeliness of classification and compensation services provided	52%	60%	60%	80%	80%
473	# of ad hoc compensation reviews completed	N/A	29	60	60	60
474	# of classification audits and compensation reviews completed	N/A	22	27	12	12

Human Resources

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Total Rewards - Employee Medical Clinic						
475	% of available provider hours utilized at the employee medical center as reported by the provider.	N/A	78%	N/A	N/A	N/A
Total Rewards - Health and Welfare Benefits						
476	% 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	3.15%	-0.36%	1.51%	9.02%	9.02%
477	% of members surveyed that are satisfied with the service levels and coverage of their Benefits.	N/A	86%	86%	N/A	N/A
478	# of City and Trust participants enrolled in a medical insurance plan	3,501	3,707	3,408	3,317	3,317
479	# of consultations provided	3,901	5,690	N/A	3,960	3,960
Total Rewards - Retirement Savings						
480	% of eligible employees participating in the 457 Deferred Compensation Plan	60%	64%	63%	64%	64%
481	# of savings plan/investment education sessions provided	7	7	9	8	8

Information Technology

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - System Security and Data Integrity						

The increasing number and sophistication of security threats to the City's information technology systems, if not addressed, could result in:

- *Loss of system integrity*
- *Loss of data confidentiality*
- *Decreased ability for the organization to provide services*
- *Financial instability*
- *Exposure of employees and citizens to identity theft*
- *Erosion of citizen confidence*
- *Liability caused by data breach or interruption of service*

Strategies to address the Long-Term Issue

- *The IT Department will utilize 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.

482	% success rate for user security awareness testing	95%	94%	95%	90%	90%

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.

Strategic Result(s) to measure annual progress on Long-Term Issue

The City will meet or exceed 85% compliance with the adopted standard annually.

484	% compliance with the adopted security standards	95%	95%	N/A	95%	95%

Information Technology

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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.

485	% of incidents resolved within four operational hours by the IT Department	69%	62%	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.

486	% 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

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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.						
487	% of programs where delivery capacity meets or exceeds project demand	36%	43%	47%	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.						
488	% of critical or required IT staff training requests completed annually	100%	100%	100%	90%	90%
Administrative - Executive Leadership						
489	% of key measures and strategic results achieved	67%	62%	52%	75%	75%
490	% of critical or required IT staff training requests completed annually	100%	100%	100%	90%	90%

Information Technology

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Administrative - Executive Leadership						
491	% of IT Departmental Contacts who report that the Information Technology Department resources effectively meets their technology service expectations	100%	100%	100%	90%	90%
492	% of performance evaluations completed by the review date	95%	87%	91%	95%	95%
493	% of programs where delivery capacity meets or exceeds project demand	36%	43%	47%	86%	86%
Customer Support - Customer Support						
494	% 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%	94%	95%	95%
495	% of incidents resolved within four operational hours by the IT Department	69%	62%	66%	75%	75%
496	% 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	97%	99%	94%	95%	95%
497	% of incidents resolved within four operational hours by the Customer Support Program	74%	67%	55%	75%	75%
498	# of IT Customer Support work requests completed	5,597	4,939	5,687	5,500	5,500
499	# of IT Customer Support work requests received	5,692	5,184	6,463	5,500	5,500
500	# of requested IT Customer Support projects in backlog	3	2	1	9	5
Public Safety Support - Public Safety Applications Support						
501	% of customers responding to an annual survey who are satisfied with the overall quality of services delivered by the IT Public Safety Applications Support Program	50%	100%	100%	19,792%	17%
502	# of public safety system work requests completed	377	448	599	375	550
503	# of public safety system work requests received	394	447	580	370	550
504	# of requested Public Safety Application projects in backlog	58	35	19	12	12

Information Technology

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Public Safety Support - Public Safety Communications Support						
505	% of customers responding to an annual survey who are satisfied with the overall quality of services delivered by the IT Public Safety Communication Support program	100%	96%	95%	95%	95%
506	% of CCTV cameras operational	97%	97%	97%	98%	98%
507	% 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%	100%	100%
508	% of incidents resolved within 24 operational hours by the Public Safety Communications Support program	90%	96%	98%	88%	88%
509	# of Public Safety communication devices supported	8,673	8,765	9,262	8,500	10,000
510	# of Public Safety Communications Support work requests received	1,820	2,268	2,643	1,800	1,800
511	# of Public Safety Communications work requests completed	1,738	2,478	2,822	1,600	1,800
512	# of requested Public Safety Communications Support projects in backlog	8	15	8	5	5
Technology Applications Support - Departmental Systems						
513	% 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%	95%	95%	95%
514	% of incidents resolved within four operational hours by the IT Departmental Systems program	94%	84%	65%	75%	75%
515	# of Departmental Systems work requests completed	2,261	1,987	1,958	2,400	2,400
516	# of Departmental Systems service requests in backlog	106	100	91	60	60
517	# of Departmental Systems work requests received	2,258	1,987	2,000	2,400	2,400
518	# of requested Departmental Systems projects in backlog	38	29	23	20	35

Information Technology

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Technology Applications Support - Enterprise Business Application						
519	% 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	99%	102%	98%	95%	95%
520	% of incidents resolved within four operational hours by the IT Enterprise Business Applications program	97%	83%	36%	75%	75%
521	# of Enterprise Business Applications work requests completed	1,548	1,369	1,343	1,700	1,700
522	# of Enterprise Business Applications service requests in backlog	65	58	80	68	68
523	# of Enterprise Business Applications work requests received	1,541	1,373	1,466	1,600	1,700
524	# of requested Enterprise Business Applications projects in backlog	26	22	19	25	25
Technology Applications Support - Geographic Information Systems						
525	% 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%	97%	97%	95%	95%
526	% of incidents resolved within four operational hours by the IT Geographic Information Systems program	80%	71%	39%	75%	75%
527	# of Geographic Information System work requests completed	426	359	377	450	425
528	# of Geographic Information System service requests in backlog	40	44	68	50	50
529	# of Geographic Information System work requests received	447	391	436	450	425
530	# of requested Geographic Information System projects in backlog	22	18	9	20	15
Technology Enhancements - Data Management						
531	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by Data Management	100%	89%	89%	95%	95%
532	% compliance with recommended data governance controls	50%	75%	75%	90%	90%
533	# of databases supported	425	484	450	380	380

Information Technology

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Technology Enhancements - Data Management						
534	# of IT Data Management program work requests completed	271	582	1,563	240	1,450
535	# of Data Management service requests in backlog	71	88	91	75	75
536	# of IT Data Management program work requests received	244	589	1,682	240	1,450
537	# of requested Data Management projects in backlog	65	64	23	24	24
Technology Enhancements - Project Management						
538	% of surveyed technology project stakeholders reporting that implemented technology meets identified business goals	89%	100%	N/A	90%	90%
539	% of recommended formal business analyses completed for new technology projects	36%	32%	37%	100%	100%
540	% of technology project stakeholders rating the quality of services delivered by the Project Management Program as good or excellent	100%	100%	N/A	90%	90%
541	# of Project Management projects completed	17	12	17	10	17
542	# of requested Project Management projects in backlog	35	32	38	36	36
Technology Enhancements - Software Development						
543	% 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	100%	100%	90%	90%
544	# of IT Software Development projects completed	N/A	16	7	N/A	8
545	# of IT Software Development tasks completed	165	3,264	2,606	3,000	3,000
546	# of IT Software Development tasks created	N/A	3,462	3,713	N/A	3,000
547	Software Development task completion rate	N/A	10	27	800	800
548	# of IT Software Development service requests in backlog	407	433	554	250	250
549	# of requested IT Software Development projects in backlog	30	29	19	15	15
550	% of successful deployments	N/A	97%	94%	100%	100%

Information Technology

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Technology Infrastructure - Communications						
551	% 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	96%	91%	93%	95%	95%
552	% of incidents resolved within four operational hours by the Communications program	62%	52%	43%	75%	75%
553	# of IT Communication work requests completed	2,529	1,956	2,567	2,000	2,500
554	# of IT Communications program work requests received	2,509	1,762	2,570	2,000	2,500
555	# of requested Communications projects in backlog	12	7	3	10	5
Technology Infrastructure - Configuration Management						
556	% of client devices meeting current configuration standards	100%	60%	71%	65%	51%
557	% of incidents resolved within four operational hours by Configuration Management program	67%	34%	15%	75%	75%
558	# of Configuration Management work requests completed	140	106	291	200	275
559	# of software packages managed	109	134	208	60	200
560	# of end user devices managed	4,697	5,698	5,770	4,700	6,000
561	# of requested Configuration Management projects in backlog	7	5	1	7	4
Technology Infrastructure - Governance, Risk, and Compliance Program						
562	% compliance with the adopted governance framework *	N/A	N/A	51%	95%	95%
563	% success rate for user security awareness testing	95%	94%	95%	90%	90%
564	# of GRC Program work requests completed *	N/A	N/A	996	360	960
565	# of security incidents that could result in compromised data or system integrity	2	3	0	1	1
566	# of GRC Program work requests received *	N/A	N/A	1,572	360	960
567	# of requested GRC projects in backlog *	N/A	N/A	19	240	24
Technology Infrastructure - Network						
568	% of network devices meeting current configuration standards	86%	86%	85%	95%	95%

Information Technology

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Technology Infrastructure - Network						
569	% of incidents resolved within four operational hours by the Network program	51%	47%	55%	75%	75%
570	# of Network Program work requests completed	331	230	414	600	450
571	# of Network Program work requests received	370	213	461	400	450
572	# of requested Network Program projects in backlog	35	24	6	25	25
Technology Infrastructure - Security Operations						
573	% compliance with the adopted security standards	95%	95%	N/A	95%	95%
574	% of incidents resolved within four operational hours by the Security Operations program	38%	19%	N/A	75%	75%
575	# of Security Operations Program work requests completed	4,854	3,782	4,366	4,500	4,500
576	# of requested Security Operations projects in backlog	23	21	15	35	25
577	# of Security Operations Program work requests received	4,950	3,988	4,622	4,500	4,500
Technology Infrastructure - Servers						
578	% of servers meeting current configuration standards	91%	65%	56%	90%	90%
579	% of incidents resolved within four operational hours by Servers program	71%	61%	62%	75%	75%
580	# of server work requests completed	1,630	1,460	1,743	1,550	1,600
581	# of servers supported	913	924	1,065	900	875
582	# of total server storage space managed (Terabytes)	3,141	1,870	1,919	3,100	2,050
583	# of requested Server projects in backlog	15	18	8	12	12
584	# of server work requests received	1,588	1,448	1,737	1,550	1,550

Municipal Counselor's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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*

585	% of Department Heads receiving monthly communications from the Municipal Counselor's Office	100%	100%	100%	100%	100%

Municipal Counselor's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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*						
586	% of responding clients surveyed satisfied with the timeliness, effectiveness and overall provision of legal services	98%	98%	96%	90%	90%
Administrative - Executive Leadership						
587	% of Department Heads receiving monthly communications from the Municipal Counselor's Office	100%	100%	100%	100%	100%
588	% of key measures and strategic results achieved	82%	64%	73%	N/A	N/A
589	% of performance evaluations completed by the review date	91%	85%	87%	95%	95%
590	% of responding clients surveyed satisfied with the timeliness, effectiveness and overall provision of legal services	98%	98%	96%	90%	90%
Civil Litigation - Civil Litigation Legal Services						
591	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Civil Litigation legal services	98%	97%	100%	90%	90%
592	# of legal services provided by Civil Litigation attorneys	80,397	N/A	N/A	38,000	38,000
593	$ expenditure per Civil Litigation legal service provided	10.60	N/A	N/A	21.36	21.36

Municipal Counselor's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Criminal Justice - Police and Courts Legal Services						
594	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Police and Courts legal services	95%	84%	90%	90%	90%
595	# of Police and Courts legal services provided	13,276	5,592	9,293	4,800	4,800
596	# of Police and Court legal services requested	13,276	5,592	9,293	4,800	4,800
597	$ expenditure per Police and Courts legal service provided	0.00	0.00	0.09	0.36	0.36
Criminal Justice - Prosecution Legal Services						
598	% of Municipal Court Jury Division charges filed or declined within 45 days of bond posting	98%	100%	99%	99%	99%
599	# of cases not tried resolved by guilty or no contest plea	116,144	114,129	108,108	0	0
600	# of cases tried that result in guilty verdict	247	211	244	0	0
601	# of charges filed	149,695	126,659	123,747	0	0
602	# of charges reviewed	156,339	142,065	141,186	0	0
603	# of hours in court for docket appearances	813.50	831.58	864.37	1,000.00	1,000.00
604	# of prosecutions resolved	138,510	144,020	139,055	0	0
605	# of cases resolved without trial	138,230	143,772	138,779	0	0
606	# of cases tried	280	248	276	0	0
607	# of charges presented for review	156,339	142,065	141,186	0	0
608	$ expenditure per prosecution resolved	13.70	13.40	13.40	11.62	11.62
Labor and Employment Law - Labor Litigation Legal Services						
609	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Litigation legal services	100%	98%	93%	90%	90%
610	# of Labor Litigation legal services provided	10,231	10,192	5,080	12,800	12,800
611	# of Labor Litigation legal services requested	10,126	10,192	5,080	12,800	12,800
612	$ expenditure per Labor Litigation legal service provided	21.56	21.19	55.55	23.44	23.44

Municipal Counselor's Office

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Labor and Employment Law - Labor Relations Legal Services						
613	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Relations legal services	100%	98%	93%	90%	90%
614	# of Labor Relations legal services provided	18,945	10,926	13,998	12,800	12,800
615	# of Labor Relations legal services requested	17,501	10,938	13,998	12,800	12,800
616	$ expenditure per Labor Relations legal service provided	13.58	22.04	17.29	18.27	18.27
Land Use and Economic Development - Economic Development Legal Services Program						
617	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Economic Development legal services	95%	100%	95%	90%	90%
618	# of Economic Development legal services provided	26,232	8,420	N/A	11,000	11,000
619	# of Economic Development legal services requested	26,272	8,437	N/A	11,000	11,000
620	$ expenditure per Economic Development legal service provided	20.38	73.57	N/A	54.72	54.72
Land Use and Economic Development - Land Use Legal Services						
621	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Land Use legal services	100%	200%	98%	90%	90%
622	# of Land Use legal services provided	23,112	11,410	N/A	23,620	30,500
623	# of Land Use legal services requested	23,112	11,410	N/A	23,620	30,500
624	$ expenditure per Land Use legal service provided	25.32	53.86	N/A	25.75	19.94
Trusts, Utilities and Finance - Trusts, Utilities and Finance Legal Services						
625	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Trusts, Utilities and Finance legal services	100%	100%	100%	90%	90%
626	# of Trust, Utilities and Finance legal services provided	33,796	33,982	31,913	33,431	33,431
627	# of Trusts, Utilities and Finance legal services requested	33,796	60,412	40,637	33,431	33,431
628	$ expenditure per Trusts, Utilities and Finance legal service provided	11.23	7.06	7.45	6.42	6.42

Municipal Court

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Procedural Justice						

Procedural justice is defined as the idea of fairness in court processes to resolve court cases in a fair and equitable manner. It is the philosophy and practice which promotes respect, neutrality, and transparency which ensures court patrons have a voice in the criminal justice process. The continuing need to implement and promote procedural justice, if not addressed, will result in:

- *Negative public perception*
- *Decreased court patron satisfaction, confidence, and compliance*
- *Increased instances of unfair and inequitable justice*

Strategies to address the Long-Term Issue

- *Continue to review and revise policies, procedures and services.*
- *Continue to participate in community outreach through community programs and partnerships.*
- *Ongoing training on procedural justice with all Municipal Court employees annually.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, 100% of employees will be trained in procedural justice.

629	# of employees trained in procedural justice	N/A	58	58	62	62

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, 95% of survey respondents that report that they were treated with courtesy and respect by Court staff.

630	% of survey respondents that report that they were treated with courtesy and respect by Court staff	N/A	98%	N/A	98%	98%

Municipal Court

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Skilled and Diverse Workforce						
The increasing difficulty to recruit, develop and retain an adequately compensated, skilled and diverse workforce due to reduction in staffing levels, changes in technology, and applicant and employee expectations, if not adequately addressed, will result in:						
▪ *Delays in court processes*						
▪ *Dissatisfied court patrons*						
▪ *Increased liability*						
Strategies to address the Long-Term Issue						
▪ *Continue to look for innovative ways to incentivize and retain employees.*						
▪ *Continue to work with the Human Resources Department regarding employee recruitment.*						
▪ *Develop a comprehensive court focused training program with documented procedures.*						
▪ *Strengthen the current 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.						
631	% 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.						
632	% court patrons satisfied with their experience	87%	95%	95%	95%	97%
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, 70% of Municipal Court employees will be satisfied with their workplace environment.						
633	% of Municipal Court employees will be satisfied with their workplace environment *	N/A	N/A	84%	70%	70%

Municipal Court

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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 court patron 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.*						
▪ *Municipal Court will offer a virtual option for select court sessions.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2023, 50% of designated court functions will be available electronically.						
634	% of court functions available online and virtual	36%	59%	59%	63%	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						
Annually, 95% of the justice-involved juveniles referred to Probation Services will successfully complete probation.						
635	% of justice-involved juveniles successfully completing probation within established period of time	98%	95%	91%	95%	95%

Municipal Court

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Court Safety and Security						
There is a heightened expectation for secured court facilities, if not adequately addressed, will result in:						
▪ *Diminished perception of courts as a safe place to work and 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.						
636	% of days per year the court facility will be maintained without security incident	101%	100%	143%	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.						
637	% of visitors will report feeling safe while conducting business at Municipal Court	N/A	83%	83%	95%	95%
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, 90% of Municipal Court employees will report that they feel safe while working.						
638	% of Municipal Court employees will report that they feel safe while working *	N/A	N/A	81%	90%	90%
Administrative - Executive Leadership						
639	% of court functions available online and virtual	36%	59%	59%	63%	63%
640	% of key measures and strategic results achieved	56%	63%	53%	75%	75%
641	% of Municipal Court employees will be satisfied with their workplace environment *	N/A	N/A	N/A	70%	70%
642	% of performance evaluations completed by the review date	26%	27%	40%	95%	95%

Municipal Court

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Administrative - Community Outreach						
643	% of Municipal Court cases referred to community outreach program that are disposed	N/A	88%	83%	85%	90%
644	# of community outreach events conducted	26	16	15	10	15
645	# of cases referred to the community outreach program	3,002	2,775	3,174	3,000	3,200
Court Case, Compliance and Enforcement - Compliance and Enforcement						
646	% of total warrants cleared	119%	62%	73%	80%	80%
647	# of total warrants cleared	40,029	26,125	40,243	24,000	24,000
648	# of warrants cleared by Enforcement Services	1,270	418	426	1,000	500
649	# of warrants issued	33,540	42,401	55,336	30,000	30,000
Court Case, Compliance and Enforcement - Court Case Support						
650	% of court cases audited that reflect the Municipal Courts records management system was updated accurately	99%	99%	99%	100%	100%
651	% court patrons satisfied with their experience	87%	95%	95%	95%	97%
652	# of cases disposed	154,450	164,878	158,435	145,000	155,000
653	# of days until disposal on average	565	405	432	450	450
654	# of cases filed	132,441	111,633	108,260	120,000	120,000
Court Case, Compliance and Enforcement - Court Financial Processing						
655	% of payments processed and posted to proper case	100%	100%	100%	100%	100%
656	% of court payment transactions processed electronically	68%	74%	74%	70%	73%
657	# of court payment transactions processed - Electronically	75,362	79,372	76,837	71,000	77,000
658	# of court payment transactions processed - In Person	35,733	27,504	26,431	30,000	29,000
Municipal Judicial Services - Municipal Judicial Services						
659	% of court participants (defense attorneys, enforcement personnel, and jurors) satisfied with judicial services	98%	98%	98%	95%	95%
660	# of hearings provided	61,109	47,773	62,090	100,000	65,000
661	$ expense per hearing provided	8.87	11.12	8.54	5.71	8.79

Municipal Court

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Probation Services - Probation Services						
662	% of justice-involved adults completing probation without further involvement with the OKC Municipal Court within a two-year period	96%	93%	95%	95%	95%
663	% of justice-involved adults successfully completing supervised probation within established period of time	89%	92%	92%	90%	90%
664	% of justice-involved juveniles successfully completing probation within established period of time	98%	95%	91%	95%	95%
665	# of justice-involved adults successfully completing supervised probation within a specified time frame	403	305	369	400	400
666	# of justice-involved juveniles successfully completing probation within a specified time frame	558	316	453	522	522
Security and Facility Operations - Municipal Court Security and Facility Operations						
667	% of days per year the court facility will be maintained without security incident	101%	100%	137%	100%	100%
668	% of Municipal Court employees will report that they feel safe while working *	N/A	N/A	N/A	90%	90%
669	% of visitors will report feeling safe while conducting business at Municipal Court	N/A	83%	83%	95%	95%
670	# of days without a security incident	357.00	250.00	344.87	250.00	249.00
671	# of days court facility is open	355	250	251	250	249

Parks and Recreation

Long-Term Issue - Public Expectations for Quality Programs

The Parks and Recreation Department is continually challenged with understanding and meeting public expectations and needs for diverse parks and recreation programs, facilities and amenities due to the rapidly changing growth patterns, leisure trends and demographics of the community. If not adequately addressed, this challenge will result in decreased satisfaction, use and support of the Parks and Recreation system and services.

Strategies to address the Long-Term Issue

- *Conduct annual resident surveys to identify parks and recreation needs and potential areas of improvement.*
- *Align capital resources with community expectations in the areas of greatest need for parks and recreation investments.*
- *Utilize innovative practices to provide quality and diverse programming.*
- *Seek partners to support programs customized to the needs of the community.*
- *Increase public awareness of parks and recreation programs, events and facilities.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, Parks and Recreation Department will meet expectations and needs of the community as evidenced by:

- *80% of residents surveyed have visited a park and/or participating in a park program.*
- *90% or more of residents surveyed are satisfied with the quality of parks and recreation programs and facilities*
- *10% increase in the number of program participants and event attendees over FY20.*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
672	% of citizens visiting a park and/or participating in a park program	73%	73%	73%	80%	80%
673	% of customer surveyed who are satified with recreation facilities and programming	N/A	90%	80%	85%	65%

Parks and Recreation

Long-Term Issue - Safe Parks and Facilities

Failure to address concerns and perceptions about personal safety in parks will result in lower public participation and support.

Strategies to address the Long-Term Issue

- *Survey residents' perceptions and feelings of safety in City parks and along trails. Obtain specific information about what physical attributes, such as lighting and visibility affect these perceptions and where.*
- *Implement an improved system to mitigate safety concerns and perceptions that includes the following practices:*
  - *Assess reported safety concerns within one business day.*
  - *Ensure that Crime Prevention through Environmental Design (CPTED) strategies are applied in the development and design of new parks, trails and park assets.*
  - *Require parks management and maintenance standards to apply CPTED strategies.*
- *Allocate funding and staff resources to improve park safety based on public feedback and staff inventories of park and trail facilities.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, Parks and Recreation Department will improve public safety and perceptions of safety in City parks as evidenced by:

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
674	% of identified safety concerns addressed within one business day	N/A	N/A	N/A	0.70	0.70

Parks and Recreation

Long-Term Issue - Parks Asset Maintenance

The need for increased capital investment and maintenance of new and existing park assets if not addressed will result in reduced public confidence and program participation.

Strategies to address the Long-Term Issue

- *The department will increase maintenance efficiency through effective use of resources by:*
  - *Securing adequate funding for maintaining new and existing assets*
  - *Partner with Civic foundations, neighborhood groups, school districts, universities, and businesses to leverage their expertise, skills, and resources to improve the care and maintenance of our parkland and facilities.*
  - *Establish and apply design and maintenance standards that will reduce maintenance costs for new and existing part assets.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, the Parks and Recreation Department will maintain park assets to a standard that ensures public confidence and promotes participation, as evidenced by increase satisfaction ratings:

- *The percent of residents surveyed who say they are satisfied with the maintenance of parks and facilities will increase by at least 5%.*
- *The percent of residents surveyed who say they are satisfied with the maintenance of trails will increase by at least 5%.*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
675	% of residents surveyed who are satisfied with the maintenance of city parks	71%	71%	71%	75%	75%
676	% of respondents from the residents' survey who are satisfied with city multi-purpose trails	61%	65%	65%	65%	70%

Parks and Recreation

Long-Term Issue - Improving Levels of Service

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 parks to adequately serve residents in our growing city, if not addressed will result in higher crime rates, lower health coefficients, lower quality of life, lower property values and slower economic growth in areas where park levels of service are deficient.

Strategies to address the Long-Term Issue

- *The department will explore funding options to achieve the following strategies:*
  - *Update the Oklahoma City Parks Master Plan to account for changes in parks Levels of Service due to growth within the city and the addition of new park assets.*
  - *Identify areas where park Levels of Service standards are deficient and prioritize these areas to receive funding for capital improvements.*
  - *Expand and cultivate public-private partnerships to increase levels of service where needed throughout the park system.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, the Parks and Recreation Department will further enhance levels of service supported by public-private partnerships, as evidenced by:

- *Increase in the value of park partnerships: 250,000 Volunteer hours, $9,500,000 Volunteer value, $300,000 Donations*
- *85% of population will live within areas that meet Level of Service Standards defined in the Oklahoma City Parks Master Plan*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
677	# of annual volunteer hours	N/A	24,416	129,511	100,000	135,000
678	$ of volunteer value	4,228,497	6,135,710	7,204,193	6,000,000	7,300,000
679	$ value of donations	N/A	24,509	N/A	75,000	75,000

Administrative - Executive Leadership

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
680	% of key measures and strategic results achieved	16%	16%	24%	78%	78%
681	% of citizens reporting they are satisfied with their Civic Center Music Hall experience	73%	74%	74%	75%	75%
682	% of citizens satisfied with Parks and Recreation Department	62%	61%	65%	65%	65%
683	% of citizens satisfied with the maintenance of new or upgraded parks and facilities	71%	71%	71%	75%	75%
684	% of citizens visiting a park and/or participating in a park program	73%	73%	73%	80%	80%
685	% of citizens within a half mile of a recreation facility, trail or park	56%	71%	70%	69%	75%

Parks and Recreation

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Administrative - Executive Leadership						
686	% of performance evaluations completed by the review date	76%	76%	66%	95%	95%
Grounds Management - Forestry Services						
687	% increase in estimated economic impact	0	0	0	2	2
688	# of new trees planted	55	958	204	500	500
689	# of tree maintenance work orders completed	558	390	1,082	900	900
690	$ Economic impact of new tree planting	38,114	38,114	38,114	50,000	50,000
691	$ Environmental impact of new tree planting	1,866	1,866	1,866	1,680	1,680
Grounds Management - Grounds Maintenance						
692	% of parks mowed within two weeks	78%	0%	0%	87%	94%
693	% of residents surveyed who are satisfied with the maintenance of city parks	71%	71%	71%	75%	75%
694	% of equipment in service	100%	31%	N/A	98%	98%
695	# of equipment repairs completed	1,029	778	861	800	800
696	# of Park or amenity rentals supported	N/A	381	893	240	240
697	# of public ground acres mowed	47,048.17	47,621.49	44,904.48	47,571.40	15,250.22
698	% of equipment repairs completed within 5 business days once parts received	N/A	100%	100%	99%	99%
699	# of requests received for mowing	113	7	6	12	12
Grounds Management - Hazard Abatement						
700	% of identified traffic hazards abated within 3 working days	96%	91%	91%	100%	102%
701	# identified traffic hazards abated	113	64	137	110	110
702	# of potential traffic hazard inspections requested	269	9	245	275	275
Grounds Management - Parks Athletic Fields & Amenities						
703	% of athletic fields meeting competition standards	N/A	65%	78%	23%	27%
704	% of identified safety concerns addressed within one business day	N/A	N/A	N/A	0.70	0.70

Parks and Recreation

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Grounds Management - Parks Athletic Fields & Amenities						
705	% of respondents from the residents' survey who are satisfied with city multi-purpose trails	61%	65%	65%	65%	70%
706	% of new outdoor athletic fields created	N/A	N/A	N/A	25%	25%
707	# of new outdoor athletic fields total	N/A	0	2	4	6
708	# of playground inspections	2,888.00	2,841.00	2,837.63	2,900.00	2,900.00
709	# of trail miles inspected and maintained	2,237.90	4,038.70	2,843.19	1,800.00	1,800.00
710	# of athletic fields maintained to competition standards	N/A	17	21	23	27
Grounds Management - Special Events						
711	% of park event participants surveyed who are satisfied with their permitted event's facilities and services	91%	100%	N/A	94%	94%
712	# of event center rentals issued	N/A	134	N/A	150	180
713	# of permits issued	105	134	204	75	150
714	# of event center rentals requested	N/A	690	823	160	200
715	# of permits requested	200	342	312	150	240
Natural Resources - Canal/Field Horticulture						
716	% of residents satisfied with the condition of the Bricktown Canal and landscaping	N/A	N/A	N/A	70	70
717	# of square feet of landscaped areas maintained	700,000	407,736	407,736	407,736	407,736
Natural Resources - Fisheries Management						
718	% of fishing class participants surveyed who are satisfied	98%	100%	100%	99%	99%
719	% of sampled fishing waters with fair or better fishing based on established Oklahoma Department of Wildlife Conservation standards	100%	75%	63%	98%	75%
720	# of fish stocked	24,872	1,606,637	861,356	350,000	500,000
721	# of fishing education program attendees	374	1,147	659	800	800
722	# of surface acres of fishing waters managed	7,238	7,238	7,238	7,238	7,238

Parks and Recreation

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Natural Resources - Fisheries Management						
723	# of fishing education programs scheduled	9	25	18	18	18
724	$ expenditure per fish stocked	9.16	0.15	0.30	0.55	0.39
Natural Resources - Martin Nature Park						
725	% of customers surveyed who are satisifed with the nature park, trail access, and educational opportunities	N/A	N/A	N/A	99%	99%
726	% of requested hikes completed	N/A	252%	N/A	100%	100%
727	# of Martin Nature Park nature programs participants	971	1,155	2,591	700	2,500
728	# of nature park visitors	208,793	182,628	217,260	200,000	230,000
729	# of nature programs conducted	54	58	108	80	80
730	# of nature programs requested	118	47	107	125	125
Natural Resources - Will Rogers Gardens						
731	% of Will Rogers Gardens rental survey respondents who are satisfied with their rental experience	N/A	N/A	N/A	99%	99%
732	% of time Will Rogers Gardens is rented	33%	36%	43%	60%	60%
733	% of Will Rogers Gardens' class program participants surveyed who were satisfied with their education programs	100%	N/A	N/A	99%	99%
734	# of hours rented at Will Rogers' Gardens	6,401.50	6,950.00	8,146.66	11,427.00	11,427.00
735	# of Will Rogers Gardens' program participants	1,723	2,022	1,543	1,200	1,800
736	# of hours available to rent Will Rogers Gardens	19,167	19,167	19,161	19,045	19,045
737	# of Will Rogers Gardens' rental hours requested	6,401.50	6,950.00	8,146.66	8,500.00	8,500.00
Public - Private Partnership - Community Partnership						
738	% increase in the value of partneships	N/A	N/A	N/A	1%	1%
739	% of increase in the value of volunteer hours	N/A	-73%	N/A	1%	36%
740	# of annual volunteer hours	N/A	24,416	N/A	100,000	135,000
741	# of partnerships	N/A	57	N/A	60	65
742	$ of volunteer value	4,228,497	6,135,710	N/A	6,000,000	7,300,000

Parks and Recreation

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Public - Private Partnership - Community Partnership						
743	$ value of donations	N/A	24,509	N/A	75,000	75,000
Public - Private Partnership - Trust and Foundation Support						
744	% of golf participants satisfied with the quality and condition of municipal golf courses	N/A	N/A	N/A	75%	75%
745	% of guests satisfied with the quality and maintenance of the Civic Center's performance facilities.	N/A	24%	N/A	95%	95%
746	% of Myriad Botanical Gardens guests satisfied with the quality of maintenance of garden facilities and services	N/A	N/A	N/A	85%	85%
747	% of Riversport guests satisfied with the quality and maintenance of the Riversport facilties and services	N/A	39%	89%	90%	90%
748	% of Scissortail Park guests satisfied with the quality of maintenance of park facilities and services	N/A	N/A	N/A	95%	95%
749	# of guests attending Civic Center Music Hall performances	N/A	15,094	92,585	131,082	157,298
750	# of guests attending private Civic Center Music Hall events.	N/A	520	3,469	3,804	4,755
751	# of participants and municipal golf courses	N/A	172,358	N/A	345,000	345,000
752	# of participants at Riversport	N/A	13,160	49,553	N/A	N/A
753	# of visitors to Scissortail Park events	N/A	56,043	N/A	N/A	N/A
754	# of visitors to the Myriad Botanical Gardens Crystal Bridge	8,015	25,046	N/A	75,000	75,000
755	$ of Myriad Garden Expenses	N/A	N/A	N/A	5,996,303.00	5,996,303.00
Recreation, Health and Wellness - Aquatics						
756	# of outdoor swimming facility participants per operating day	281	94	N/A	169	169
757	% of residents Survey respondents satisfied with City aquatic facilities and programs	44%	45%	26%	50%	50%
758	# of aquatics classes held	238	121	128	150	150
759	# of aquatics classes scheduled	260	171	215	160	160
760	# of group swim lesson participants	1,408	447	385	600	600

Parks and Recreation

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Recreation, Health and Wellness - Aquatics						
761	# of visits to community swimming pools	13,509	5,744	22,188	9,770	9,770
762	# of visits to family aquatic centers	30,995	17,908	28,776	19,200	19,200
Recreation, Health and Wellness - Athletics						
763	% of league/tournament participants who are satisfied with outdoor athletic facilities	N/A	1%	N/A	3%	3%
764	% of sport participants surveyed who rate the organization of the sports activity as favorable	100%	91%	79%	98%	98%
765	% of residents survey respondents satisfied with athletic programs	46%	38%	37%	45%	45%
766	# of league/tournament participants total	N/A	3,380	N/A	3,200	3,200
767	% of Health and Wellness Program participants surveyed who rate the programs as favorable	0	0	0	90	90
768	# of adult league participants	2,358	3,921	3,368	2,738	2,738
769	# of Health and Wellness Program participants	139	3,138	10,511	72	72
770	# of volunteer coaches	59	174	146	134	134
771	# of youth league participants	1,720	1,654	1,611	3,243	3,243
Recreation, Health and Wellness - General Recreation						
772	# of Recreation Center participants per operating day	255.87	183.45	225.50	275.00	300.00
773	% of customer surveyed who are satified with recreation facilities and programming	N/A	90%	80%	85%	65%
774	# of senior center participants per operating day	82	42	62	90	90
775	% of resident Survey respondents that are satisfied with City recreation centers	49%	45%	39%	51%	51%
776	% of scheduled classes held	61%	66%	75%	115%	66%
777	% of senior participants surveyed who are satisfied with the overall quality of classes and events	97%	99%	100%	97%	97%
778	# of customer surveyed total	N/A	436	421	400	425

Parks and Recreation

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Recreation, Health and Wellness - General Recreation						
779	# of customer surveyed who are satified with recreation facilities and programming	N/A	391	339	340	275
780	# of recreation center class participants	24,436	25,598	23,098	24,650	40,000
781	# of recreation center classes held	463	281	377	500	338
782	# of recreation center classes scheduled	971	376	630	400	600
783	# of senior class participants (class enrollment)	6,339	3,197	6,043	3,555	6,000

Planning

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Community Development						

Poverty, homelessness, lack of quality affordable housing, concerns about the quality of education, decreasing community involvement in neighborhood schools, and declining community vitality, if not adequately addressed, will result in:

- *Increased crime and decreased perception of public safety;*
- *Continued decline in public health;*
- *Reduced ability to meet demand for public services;*
- *Decreased property values and neighborhood decline;*
- *Reduced ability to attract economic development;*
- *Reduced ability to improve education outcomes;*
- *Increased cost burden for low and moderate-income households; and*
- *Decreased satisfaction in community appearance.*

Strategies to address the Long-Term Issue

- *Stabilize neighborhoods through the Strong Neighborhoods Initiative.*
- *Strengthen at-risk neighborhoods through the use of community development and social services programs.*
- *Strengthen relationships with partners, including the Public School Districts and the Oklahoma Department of Mental Health and Substance Abuse Services, to develop programs and strategies targeted to the specific needs of the community.*
- *Enhance community appearance through improving design and development regulations and facilitating public art projects.*
- *Seek additional partners and resources to increase permanent supportive housing and emergency shelters for homeless families and individuals.*
- *Concentrate community development resources in target revitalization areas for economic development, housing activities and public facilities for low and moderate-income populations.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, the Planning Department will address homelessness and concerns about community vitality as evidenced by:

- *85% of people who are homeless who remain in permanent housing for more than six months.*
- *The percent of residents that say they are satisfied or very satisfied with the appearance of the city is above the national average, as reported by the annual Citizen Survey.*
- *The percent of residents that say they are satisfied or very satisfied with their feeling of safety is above the national average, as reported by the annual Citizen Survey.*

784	% of people who are homeless who remain in permanent housing for more than six months	83%	85%	85%	90%	90%

Planning

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Community Development						
785	% of residents that say they are satisfied or very satisfied with the appearance of the city	56%	60%	60%	55%	56%
786	% of residents that say they are satisfied or very satisfied with their feeling of safety	52%	57%	57%	53%	55%

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*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
787	% 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	86%	57%	57%	85%	85%
788	% of citizens satisfied with neighborhood attributes	62%	54%	54%	61%	58%

Planning

FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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.*						
789	% of new development and redevelopment that occurs in the inner-loop	20%	15%	13%	11%	19%
790	% of rezoning decisions by City Council that are consistent with the comprehensive plan	95%	96%	97%	100%	100%
791	% of commute trips made by walking, bicycling, or public transportation	2.32%	2.21%	2.10%	2.15%	2.15%

Planning

Long-Term Issue - Effective Collaboration and Coordination

Inadequate coordination between all City departments and partner agencies in the development and implementation of the City's projects, plans, policies and goals, if not addressed, will result in:

- *Inefficient use of City resources;*
- *Inefficient and unsustainable growth;*
- *Poor execution of City policies, plans and Council priorities; and*
- *Increased project costs, delays and diminished citizen confidence.*

Strategies to address the Long-Term Issue

- *Build and maintain a strong relationships with Public School Districts, Association of Central Oklahoma Governments, Local Art Agencies, City Departments, and others.*
- *Identify and recruit interested and involved stakeholders to participate on planning and implementation teams.*
- *Establish and solidify agreements committing resources and staff with departments to assist with implementing initiatives that have cross-departmental issues.*

Strategic Result(s) to measure annual progress on Long-Term Issue

The Planning Department will help facilitate better participation and support from other City departments, school systems and other agencies as evidenced by:

- *100% of affected departments will participate in planning initiatives where cross-departmental issues have been identified.*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
792	% of affected departments will participate in planning initiatives where cross-departmental issues have been identified	100%	100%	100%	100%	100%

Administrative - Executive Leadership

793	% of key measures and strategic results achieved	63%	44%	44%	75%	75%
794	% of performance evaluations completed by the review date	95%	85%	71%	95%	95%
795	% of residents that say they are satisfied or very satisfied with the appearance of the city	56%	60%	60%	55%	56%
796	% of residents that say they are satisfied or very satisfied with their feeling of safety	52%	57%	57%	53%	55%

Administrative - Arts and Cultural Affairs

797	% change in investment in public art	74%	5%	5%	-1%	10%
798	# of 1% for Art projects in progress	28	25	34	26	24
799	# of City funded 1% for Art projects installed	11	28	21	15	18

Planning

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Administrative - Arts and Cultural Affairs						
800	# of City owned public art assets	200	219	204	233	228
801	# of new art and cultural projects managed	27	25	28	20	22
802	# of public art projects installed	23	22	31	20	20
803	# of 1% for Art projects funded	32	38	55	38	40
804	# of new art and cultural projects requested	378	395	367	350	350
Administrative - Grant and Financial Management Program						
805	% of grant awards that are in compliance with the terms of their agreement	100%	100%	99%	100%	100%
806	# of grant sub-recipients agreements managed	37	33	59	42	45
Administrative - Office of Sustainability						
807	% of identified sustainability measures meeting or exceeding target	45%	27%	27%	50%	50%
808	# of outreach and education event participants	497	915	202	750	700
809	# of outreach and education events held	21	35	5	25	25
810	# of residential energy efficiency loans closed	6	2	0	10	8
811	$ of residential energy efficiency loans closed	40,913.91	40,307.84	4,627.72	75,000.00	50,000.00
812	# of residential energy efficiency loan contacts received	1,213	987	866	1,500	1,200
Community Development - Community Development						
813	$ value of non-City investment per $ value of City investment	0.43	0.55	0.55	0.40	0.55
814	% of citizens satisfied with neighborhood attributes	62%	54%	54%	61%	58%
815	% of residents that describe their perceptions of safety and security in their neighborhoods as safe or very safe in the City's annual Citizen Survey	N/A	73%	73%	70%	72%
816	% of residents that say they are satisfied or very satisfied with property maintenance in their neighborhoods in the City's annual Citizen Survey	N/A	64%	64%	60%	62%

Planning

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Community Development - Community Development						
817	# of down payment assistances provided	31	28	20	30	30
818	# of housing rehabilitations completed	225	115	94	200	150
819	# of housing units assisted or built through all program services	237	115	94	250	175
820	# of new housing units constructed	3	21	3	10	10
Community Development - Homelessness Services						
821	% of people who are homeless who remain in permanent housing for more than six months	83%	85%	85%	90%	90%
822	# of People who were formerly homeless housed through the Continuum of Care Program	747	709	709	900	900
823	# of people who are homeless in Oklahoma City according to the Point in Time Count	1,573	1,573	1,573	1,200	1,200
Current Planning and Urban Design - Current Planning						
824	% of rezoning decisions by City Council that are consistent with the comprehensive plan	95%	96%	96%	100%	100%
825	% of affected departments will participate in planning initiatives where cross-departmental issues have been identified	100%	100%	100%	100%	100%
826	# of board of adjustment applications reviewed	84	79	74	100	100
827	# of preliminary plats reviewed by staff	32	44	52	30	50
828	# of rezoning applications reviewed by staff	243	258	262	200	250
Current Planning and Urban Design - Urban Design and Community Appearance						
829	% of citizens surveyed who say they are satisfied or very satisfied with the appearance of the community	67%	60%	60%	65%	60%
830	% of change in property values within all Design Districts	12%	-5%	-5%	7%	7%
831	# of applications reviewed in design districts	656	518	615	650	650
832	# of Historic Landmark Designations approved	2	0	0	2	2
833	# of National Register Nominations reviewed	8	7	6	7	7

Planning

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Plan Development and Implementation - Comprehensive Planning						
834	% of new development and redevelopment that occurs in the inner-loop	20%	15%	16%	11%	19%
835	% Comprehensive plan policies in progress or completed	77%	77%	77%	76%	76%
836	# of Comprehensive Plan policies in progress or completed each year	239	239	239	236	236
837	# of square feet of development city wide	29,595,900	29,625,835	28,115,539	21,000,000	26,000,000
Plan Development and Implementation - Neighborhood and Commercial District Revitalization						
838	% change in new construction and building remodels in Strong Neighborhoods Initiative (SNI) Neighborhoods	N/A	20.80%	20.80%	5.00%	10.00%
839	% 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	86%	57%	57%	85%	85%
840	% change in new construction and building remodels in CDRP, TIF, and BIDs	13%	-67%	-67%	7%	7%
841	# of events sponsored by the Districts in the CDRP Program	95	98	91	100	100
Plan Development and Implementation - Transportation Planning						
842	% of commute trips made by walking, bicycling, or public transportation	2.32%	2.21%	2.10%	2.15%	2.15%
843	# of miles bicycle facilities built	0	0	0	10	10
844	# of miles of sidewalk built	22	56	31	40	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 uphold 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 2023, police presence and services will adequately increase while maintaining the level of core services citywide, as evidenced by:

- *55% or more of residents citywide report they feel safe.*
- *73% 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.*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
845	% of residents citywide reporting they feel safe [1]	52%	57%	54%	60%	60%
846	% of residents reporting they are satisfied with the quality of police services citywide [1]	71%	71%	71%	72%	73%
847	% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrives	74%	71%	69%	80%	80%
848	% of property crimes cleared by arrest, prosecution, or other means [2]	26%	23%	25%	30%	30%
849	% of person crimes cleared by arrest, prosecution, or other means [2]	57%	62%	54%	70%	70%

Police

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Greater Need for Police Presence and Services						
850	% of residents reporting they feel safe in the Downtown area [1]	43%	42%	42%	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 uphold 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.

851	# of aggravated assaults per 100,000 residents	357.03	482.93	N/A	332.27	360.13

Police

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Procedural Justice/Community Policing						
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 practices.*						
▪ *Participate in community outreach through social media platforms, community programs and partnerships.*						
▪ *Reinforce scenario-based de-escalation training and practices for employees through all aspects of training.*						
▪ *Enhance the Body Worn and Dash Camera systems through updates and expansion.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2023, 72% or more residents will be satisfied with the quality of police services citywide.						
852	% of residents reporting they are satisfied with the quality of police services citywide	71%	71%	71%	72%	73%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2023, 100% of patrol officers will be issued a new generation body worn camera, and each patrol officer's vehicle will be equipped with a dash mounted camera.						
853	% of Police Officers with new generation body worn cameras *	N/A	N/A	N/A	100%	100%
854	% of Police Vehicles with dash mounted cameras *	N/A	N/A	82%	100%	100%
Administrative - Executive Leadership						
855	% of key measures and strategic results achieved	38%	31%	31%	75%	75%
856	% of underutilized vehicles in the fleet	6%	7%	7%	10%	10%
Administrative - Human Resources						
857	% of applications received from minority applicants	46%	23%	30%	60%	60%
858	% of performance evaluations completed by the review date	87%	84%	80%	95%	95%
859	# of minority recruits hired	59	59	16	30	30

Police

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Administrative - Human Resources						
860	# of applications for sworn positions received by department	2,080	1,188	1,926	2,000	2,000
Administrative - Professional Standards						
861	% of administrative investigations completed within six months	86%	94%	93%	87%	87%
862	# of administrative investigations	28	50	36	30	30
863	# of criminal investigations	1	1	0	6	6
Administrative - Public Information						
864	# of views per social media post	20,215	23,226	22,531	28,100	28,100
865	# of media requests responded to	8,291	7,383	9,487	8,000	8,000
866	# of resident requests responded to	1,351	871	883	1,000	1,000
867	# of social media posts	2,194	2,153	2,931	2,000	2,000
868	# of written news releases produced through the PIO	709	449	435	400	400
Investigations - Investigations						
869	% of person crimes cleared by arrest, prosecution, or other means	57%	62%	54%	70%	70%
870	% of property crimes cleared by arrest, prosecution, or other means	26%	23%	26%	30%	30%
871	# of investigations conducted (all investigations including Municipal Court charges as well as State and Federal Court charges)	20,923	18,490	26,125	30,000	30,000
872	# of incidents routed for review	61,881	58,576	76,133	70,000	70,000
Investigations - Investigations Support						
873	% of National Accreditation Board standards achieved during assessment *	N/A	N/A	100%	100%	100%
874	# of evidential items processed *	N/A	N/A	1,015	970	970
875	# of responses to crime scenes *	N/A	N/A	1,491	1,455	1,455
876	# of crime lab tests conducted	45,227	54,459	46,746	55,000	55,000

Police

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Investigations - Investigations Support						
877	# of firearms entered into the National Integrated Ballistic Information Network	1,203	2,301	3,023	2,000	2,000
878	# of National Accreditation Board standards achieved *	N/A	N/A	203	203	203
Operations - 911 Communications						
879	% of 911 calls answered within 10 seconds	96%	91%	89%	90%	90%
880	% of life threatening (Priority 1) calls dispatched within 2 minutes 30 seconds	79%	77%	73%	85%	85%
881	# of calls serviced	1,091,792	1,062,873	1,103,196	1,100,000	1,100,000
Operations - Crime Prevention and Awareness						
882	% of crime prevention and awareness training participants who report they received important/useful information	97%	100%	100%	98%	98%
883	# of crime prevention and awareness participants trained	5,362	334	512	8,000	8,000
Operations - Patrol						
884	# of aggravated assaults per 100,000 residents	357.03	482.93	N/A	332.27	360.13
885	% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrives	74%	71%	69%	80%	80%
886	% of residents citywide reporting they feel safe	52%	57%	54%	60%	60%
887	% of residents reporting they are satisfied with the quality of police services citywide	71%	71%	71%	72%	73%
888	% of officers that achieve the minimum performance standards for their patrol shift and division	79%	78%	88%	85%	85%
889	% of Police Officers with new generation body worn cameras *	N/A	N/A	N/A	100%	100%
890	% of Police Vehicles with dash mounted cameras *	N/A	N/A	20%	100%	100%
891	# of calls for service answered	437,724	421,583	436,049	425,000	425,000
892	# of hours of time on call provided	308,121.00	298,119.00	301,256.32	300,000.00	300,000.00
893	# of mental health calls *	N/A	N/A	20,828	21,000	21,000

Police

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Operations - Patrol						
894	# of mental health transports *	N/A	N/A	5,930	6,000	6,000
895	# of self-initiated contacts provided	73,972	75,357	64,247	75,000	75,000
Operations - Youth Services						
896	# of crimes reported to School Resource Officers in schools per 1,000 students	3.55	0.74	3.89	4.68	4.68
897	# served in outreach programs	7,098	6,237	23,119	10,000	10,000
898	# served by Youth Enrichment Service (Y.E.S.) Officers	5,043	3,465	10,583	8,000	8,000
899	# of youths processed through Community Intervention Center.	1,422	901	1,211	1,200	1,200
900	# of youths served by the Family Awareness and Community Teamwork (F.A.C.T) *	N/A	N/A	2,508	2,510	2,510
901	# of youths served by the Juvenile Intervention Program	172	1,071	1,079	60	60
902	# of youths served by the Police Athletic League	5,470	9,542	27,790	10,000	10,000
Public Safety Support - Court Enforcement and Investigations						
903	% of total warrants cleared of total received	16%	1%	1%	20%	20%
904	# of warrants cleared by officers	6,375	126	7	6,000	6,000
905	# of warrants received by officers	40,826	13,021	560	30,000	30,000
906	# of security breaches	0	0	0	0	0
907	# of service responses	3,232	1,279	3,177	3,000	3,000
Public Safety Support - Inmate Processing/Incarceration Alternative						
908	% change in the number of people incarcerated for municipal charges	-58%	-75%	-60%	-15%	-15%
909	% of all arrestees booked into the Oklahoma County Detention Center, by any law enforcement agency, who are accurately identified at the time of booking/intake	100%	100%	100%	100%	100%
910	# of arrestees processed	15,020	11,025	13,070	15,000	15,000
911	# of Detox admissions provided	3,658	2,567	2,632	3,600	3,600

Police

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Public Safety Support - Inmate Processing/Incarceration Alternative						
912	# of inmate days utilized by Oklahoma City at the Oklahoma County Detention Center	11,115	2,616	3,054	5,000	5,000
Public Safety Support - Permit Services						
913	% of alarm responses with alarm permits	27%	31%	53%	46%	46%
914	% of total alarm responses that are false alarms	98%	97%	79%	96%	96%
915	# of all permits processed	31,198	31,230	34,353	41,500	41,500
Public Safety Support - Records Management						
916	% of reports validated within 24 hours	100%	100%	100%	100%	100%
917	# of reports validated	147,691	138,774	142,823	144,000	144,000
Public Safety Support - Training						
918	% of officers who rate training as high or very high in supporting the knowledge and skills needed to provide public safety services	71%	63%	75%	75%	75%
919	% of Commissioned Supervisors who have been provided Leadership Development Training each year	50%	N/A	15%	100%	100%
920	# of recruits that graduate from the Police Academy	106	49	44	60	60
921	# of training hours provided	2,447	1,484	1,410	2,000	2,000
Special Operations - Emergency Management						
922	% of Federal and State required all hazard emergency or disaster plans reviewed and updated	100%	100%	100%	100%	100%
923	# of exercises conducted	4	4	5	3	3
924	# of impressions made from the OEM Twitter Account	N/A	122,200	115,942	133,000	133,000
925	# of reaches made from the OEM Facebook Account	N/A	41,074	27,634	57,428	57,428
926	# of residents contacted through public education and outreach presentations, events or opportunities	582	220	157	240	240
927	# of responder training courses coordinated or conducted.	27	11	16	12	12
928	# of responses to significant events, emergencies or disasters	25	62	33	24	24

Police

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Special Operations - Special Operations Support						
929	# of drive-by shootings per 100,000 residents	20.29	12.90	8.32	11.29	12.23
930	# of Special Projects' illicit drug cases presented for prosecution per 100,000 residents	465.40	366.66	315.46	550.00	550.00
931	# of computer, digital, electronic and other media device forensic examinations completed	1,077	1,187	1,238	1,000	1,000
932	# of criminal nuisance abatement cases	387	386	362	400	400
Special Operations - Uniform Support and Traffic Safety						
933	# of traffic collisions per 1,000 residents of Oklahoma City	22.72	21.67	24.04	24.00	24.00
934	% of residents that are satisfied with traffic enforcement	54%	58%	58%	60%	60%
935	# of traffic contacts per 1,000 residents of Oklahoma City	161.47	141.85	122.81	183.84	183.84
936	# of traffic fatalities per 1,000 residents of Oklahoma City	0.11	0.13	0.18	0.12	0.12
937	# of special event security hours provided	15,136.55	4,500.00	19,834.04	18,000.00	18,000.00
938	# of traffic collision investigations completed	15,221	14,948	16,891	15,000	15,000
939	# of traffic contacts made	108,184	97,842	86,300	112,000	112,000

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*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
940	Annual vacancy rate	7%	7%	7%	8%	8%
941	% of public transportation customers surveyed rating service as satisfactory	N/A	72%	72%	78%	78%
942	% of on-time bus departures	69%	71%	69%	75%	75%
943	% of EMBARK Plus paratransit pick-ups on time	90.06%	95.27%	94.33%	95.00%	95.00%
944	% of on-time streetcar departures	90%	92%	N/A	96%	97%

Public Transportation and Parking

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Service						
945	% of federally required EMBARK Plus paratransit pickups denied due to capacity constraints	1.97%	0.89%	0.78%	0.00%	0.00%
946	# of parking complaints per 1,000 transactions	0.20%	0.00%	0.00%	0.20%	0.20%
947	# of passenger trips provided	2,635,012	1,846,089	2,132,863	2,614,535	2,791,047

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*

948	# of preventable accidents per 100,000 miles	1.45	1.60	1.11	1.48	1.48
949	% of FTE Employees without an on-the-job injury (OJI) in the current fiscal year	91%	89%	89%	91%	91%
950	% of vehicle preventive maintenance procedures completed on time	100%	100%	100%	100%	100%

Public Transportation and Parking

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Safety						
951	% of passengers surveyed will report they feel safe at the transit center, bus stops, or while riding the bus	N/A	74%	72%	75%	80%
952	# of security incidents per 100,000 passengers	0.1139	0.2167	0.0684	0.0500	0.1000

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*

953	% increase in available public parking through management of private parking assets	0.00%	0.00%	0.00%	0.00%	2.00%

Public Transportation and Parking

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Administrative - Executive Leadership						
954	% of key measures and strategic results achieved	46%	31%	41%	75%	75%
955	% of newly hired employees who retain employment with EMBARK for more than 24 months	47%	48%	50%	63%	63%
956	% of performance evaluations completed by the review date	74%	40%	60%	80%	80%
957	Annual Turnover Rate of Employees	19%	24%	23%	21%	18%
958	# of full-time employees supported	301	302	300	305	325
959	Annual vacancy rate	7%	7%	7%	8%	8%
Administrative - Customer Relations						
960	% of business along the streetcar route contacted each month	0%	0%	1%	5%	2%
961	% of customer calls answered in 30 seconds	90%	93%	95%	92%	95%
962	% of customer inquiries, requiring staff research and review, responded to within 5 business days	69%	77%	65%	81%	83%
963	# of customer calls answered	67,844	41,139	39,403	60,000	42,000
964	# of customer inquiries, requiring staff research and review, responded to within 5 business days	1,253	1,017	1,160	1,050	1,250
965	# of customer calls received	71,286	42,773	40,762	60,000	42,000
966	# of customer inquiries received requiring staff research and review	1,820	1,325	1,796	1,300	1,500
Administrative - Safety, Security, and Training						
967	% of FTE Employees without an on-the-job injury (OJI) in the current fiscal year	91%	89%	89%	91%	91%
968	# of preventable accidents per 100,000 miles	1.45	1.60	1.41	1.48	1.48
969	# of security incidents per 100,000 passengers	0.1139	0.2167	0.1176	0.0500	0.1000
970	% of employees who have completed required training	100%	100%	100%	100%	100%
971	% of new employees who have passed the CDL test	100%	97%	98%	100%	100%

Public Transportation and Parking

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Administrative - Safety, Security, and Training						
972	% of passengers surveyed will report they feel safe at the transit center, bus stops, or while riding the bus	N/A	74%	N/A	75%	80%
973	% of total non-preventable vehicle accident claims collected on	13%	9%	24%	100%	100%
974	% of total vehicle accident files completed within 10 days	100%	95%	95%	100%	100%
975	# of OJI's per 200,000 hours worked	11	13	9	20	20
976	# of non-collision passenger injury claims substantiated per 100,000 passengers	11	1	2	5	5
Parking - Municipal Off Street Parking						
977	% of time operational equipment is working (uptime)	81%	97%	96%	97%	97%
978	# of parking complaints per 1,000 transactions	0.20%	0.40%	2.10%	1.00%	1.00%
979	% of monthly vehicle spaces occupied	68%	58%	58%	59%	67%
980	# of hours of parking purchased	2,118,155	1,307,839	4,783,336	1,174,617	5,364,406
981	# of parking customers served	235,862	133,869	321,656	185,683	343,998
982	# of parking transactions completed	1,681,673	953,022	1,778,401	1,660,491	1,911,540
983	# of preventative off-street work orders completed	917	1,281	3,109	1,000	1,500
984	$ total revenue from parking transactions	4,473,474	3,136,322	6,200,665	3,617,145	5,260,543
985	% increase in available public parking through management of private parking assets	0.00%	0.00%	0.00%	0.00%	2.00%
Parking - On-Street Parking Meter						
986	% of time operational equipment is working (uptime)	100%	100%	100%	100%	100%
987	# of parking complaints per 1,000 transactions	0.20%	0.00%	0.00%	0.20%	0.20%
988	# of metered on-street parking spaces available	1,438	1,531	1,531	1,531	1,875
989	# of on-street work orders completed	161	622	3,980	330	4,500
990	# of parking meters	180	188	188	180	256
991	# total parking transactions	486,208	427,481	492,769	483,288	600,000

Public Transportation and Parking

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Public Transportation - Bus Operations						
992	# of bus passengers per day	7,199	5,058	5,782	7,163	7,647
993	# of bus passengers per service hour	13.73	9.03	10.02	12.57	12.58
994	% of on-time bus departures	69%	71%	69%	75%	75%
995	% of public transportation customers surveyed rating service as satisfactory	N/A	72%	72%	78%	78%
996	# of passenger trips provided	2,635,012	1,846,089	2,121,831	2,614,535	2,791,047
997	# of service hours provided	191,912	204,489	211,702	208,081	221,875
Public Transportation - Bus Stop Management						
998	% of bus stops that are ADA compliant	31%	43%	43%	37%	37%
999	% of bus stops with a shelter	19%	23%	23%	24%	26%
1000	% of customers satisfied with cleanliness of bus stops	N/A	63%	63%	80%	80%
1001	% of bus stop repair work orders completed on time	93%	92%	87%	100%	100%
1002	# of bus shelters constructed	100	15	6	25	25
1003	# of bus stops made ADA compliant	26	4	2	40	40
Public Transportation - EMBARK Norman						
1004	# of Norman bus passengers per service hour	14.20	11.23	12.69	13.14	13.04
1005	% of Norman public transportation customers surveyed rating service as satisfactory	N/A	84%	84%	84%	85%
1006	% of on-time Norman fixed route bus departures	N/A	80%	78%	75%	81%
1007	% of on-time Norman paratransit pick-ups	N/A	99%	98%	95%	99%
1008	# of Norman fixed route passenger trips provided	243,985	189,664	237,172	265,054	251,881
1009	# of Norman paratransit trips provided	12,984	16,338	20,176	19,000	21,000
Public Transportation - EMBARK Plus Paratransit						
1010	% of total EMBARK Plus customer trip requests completed	79.30%	81.31%	83.29%	98.00%	98.00%
1011	% of EMBARK Plus paratransit pick-ups on time	90.06%	95.27%	94.84%	95.00%	95.00%

Public Transportation and Parking

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Public Transportation - EMBARK Plus Paratransit						
1012	% of federally required EMBARK Plus paratransit pickups denied due to capacity constraints	1.97%	0.89%	0.50%	0.00%	0.00%
1013	# of EMBARK Plus trips provided	52,301	43,869	47,091	45,000	45,000
1014	# of EMBARK Plus trips requested	68,170	56,261	57,659	58,000	58,000
Public Transportation - Facilities Management						
1015	% of customers satisfied with cleanliness of Transit Center	0%	73%	73%	85%	85%
1016	% of facility preventive maintenance procedures completed on-time	100%	100%	100%	100%	100%
1017	# of preventative maintenance procedures completed	52	53	35	45	45
1018	# of scheduled facility service requests completed	356	410	554	250	250
1019	# of unscheduled facility service requests completed	697	497	116	700	700
Public Transportation - Fleet Management						
1020	% of customers satisfied with cleanliness of buses	N/A	70%	70%	75%	75%
1021	% of fixed-route fleet available	82%	79%	82%	85%	85%
1022	% of vehicle preventive maintenance procedures completed on time	100%	100%	100%	100%	100%
1023	# of miles driven between service interruptions	74,702.00	69,219.58	68,524.70	70,000.00	70,000.00
1024	# of vehicle repair work orders completed	4,728	5,848	6,213	5,000	6,200
Public Transportation - MOBILITY MANAGEMENT						
1025	% of senior transportation customers rating services as satisfactory	100%	100%	100%	100%	100%
1026	# of passengers per day utilizing mobility management services	579.01	546.56	624.82	500.00	500.00
1027	# of bus passes distributed to homeless or low-income individuals	54,254	53,984	53,957	50,000	60,000
1028	# of senior transportation trips provided	36,976	25,636	44,052	45,000	45,000
1029	# of Social Service Agency Trips Provided	55,259	59,321	59,255	50,000	63,000

Public Transportation and Parking

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Public Transportation - Oklahoma River Cruises						
1030	# of passengers per River Cruise service hour	8.55	N/A	5.09	4.29	5.21
1031	% of river cruise customers rating service as satisfactory	98%	N/A	100%	98%	98%
1032	% of scheduled river cruise service hours lost	28%	N/A	5%	8%	5%
1033	# of river cruise passengers transported	3,569	0	4,209	1,800	4,300
1034	# of river cruise service hours provided	417.39	0.00	827.32	120.00	825.00
Public Transportation - Spokies Bike Share						
1035	# of Spokies trips per bike per day	0.2593	0.0990	0.1834	0.2500	0.2500
1036	% of Bikes available for use	89.55%	92.19%	86.44%	95.00%	93.00%
1037	# of Bike trips	5,695	2,133	3,432	4,500	3,500
1038	# of Bikes available for use	60	59	51	61	100
Public Transportation - STREETCAR						
1039	# of streetcar passengers per day	761.74	477.41	657.07	850.05	650.00
1040	# of streetcar passengers per service hour	11.29	6.68	9.58	11.48	10.50
1041	% of on-time streetcar departures	90%	92%	94%	96%	97%
1042	% of surveyed customers who are satisfied with the quality of their service	80%	96%	96%	90%	97%
1043	Average frequency for streetcar	14.31	13.13	11.29	13.00	11.50
1044	# of miles between streetcar service interruptions	29,594	69,376	67,511	60,000	70,000
1045	# of streetcar passenger trips provided	278,797	174,254	241,138	310,270	250,000

Public Works

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Condition of Streets						
Increasing difficulty to address resident expectations of the quality of city streets, if not addressed with additional maintenance and reconstruction, will result in further dissatisfaction and lack of resident confidence.						
Strategies to address the Long-Term Issue						
▪ *Continue to provide efficient management that combines routine maintenance, street resurfacing, and new construction to improve overall condition of city streets.*						
▪ *Identify and secure a dedicated funding source for the maintenance of street infrastructure.*						
▪ *Continue to educate the community through outreach programs to provide clarity, awareness and expectation of projects and services*						
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 5 calendar days.*						
▪ *Complete 80% of permanent utility cut repairs within 28 calendar days of receipt from line maintenance.*						
1046	% of pothole repairs completed within 5 calendar days of work order issued *	N/A	N/A	3%	80%	N/A
1047	% of utility cut repairs completed within 28 calander days of receipt from line maintenance *	N/A	N/A	7%	80%	N/A
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, the Public Works Department will:						
▪ *Complete 100 miles of resurfacing and widening*						
▪ *Expend $90 million for resurfacing and widening projects*						
1048	# of miles resurfaced and widened annually	131.21	114.01	N/A	102.00	102.00
1049	$ expended on resurfacing and widening	56,089,319	82,807,588	44,666,917	90,000,000	90,000,000
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2025, resident satisfaction with the condition of streets will meet or exceed 32%						
1050	% of citizens satisfied with the condition of streets *	N/A	62%	58%	45%	45%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2025, the average of all city streets will have a Pavement Condition Index (PCI) rating of 75 or above						
1051	Average Citywide Paving Condition (PCI) rating	68	68	69	75	75

Public Works

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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.*						
▪ *Limit construction contract revisions through improved plan reviews, successful management of design and construction contracts, and expediting final acceptance of completed projects.*						
▪ *Develop a project manager training program and project management manual to ensure consistent and timely project delivery.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By December 2024, $600 million of the $967 million 2017 bond issue will be completed or under construction.						
1052	Dollar Value of General Obligation Bond Funds expended *	N/A	N/A	N/A	100,000,000	105,000,000
Strategic Result(s) to measure annual progress on Long-Term Issue						
By December 2022, all Better Streets Safer City Sales Tax projects will be completed or under construction.						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, the department will continue to maintain and improve timeliness for project delivery as evidenced by:						
▪ *$105,000,000 in annual contract awards for the General Obligation Bond program.*						
▪ *85% of General Obligation Bond funds sold will be expended each year.*						
▪ *100% of projects will achieve final acceptance within 90 days of completing the project.*						
▪ *100% projects will be completed within their original established budgets.*						
1054	% of sales tax street resurfacing projects completed or under construction	65%	99%	99%	100%	100%

Public Works

Long-Term Issue - Condition of Drainage Infrastructure

Recent increases in the number of severe storm events coupled with limited resources to provide maintenance and new drainage and bridge construction, if not addressed, will result in a higher number of flooded structures, property damage, and resident complaints.

Strategies to address the Long-Term Issue

- *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.*
- *Complete new City basin drainage studies to better monitor the effects of urbanized development on the City's drainage systems to prioritize projects and address resident complaints.*
- *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.*
- *Update Drainage Utility Fee Structure*
- *Develop an annual bridge report to identify bridge condition and develop a routine maintenance program*

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, Complete 95% of drainage repairs within 30 calendar days.

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
1058	% of drainage repairs completed within 30 calendar days	48%	82%	78%	90%	90%
1060	% of bridges that have an acceptable rating	91%	87%	87%	91%	91%

Public Works

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Timeliness of Development Plan Reviews						
The increase in development and the number of technical plan reviews required coupled with developer expectations for timely plan reviews, if not addressed will result in increased customer dissatisfaction and delays in the completion of private development projects.						
Strategies to address the Long-Term Issue						
▪ *Cross training staff between plan review and permit review to maintain efficiency*						
▪ *Status Reports to City Management, developers, and engineers*						
▪ *Annually, the department will conduct a review of neighboring cities to compare our timeliness to those of neighboring communities.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By December 2023, 85% of plans submitted will be approved within 120 days.						
1061	% of plans approved within 120 days *	N/A	N/A	2,007%	0%	8,500%
Administrative - Executive Leadership						
1062	% of key measures and strategic results achieved	35%	28%	18%	75%	75%
1063	% of performance evaluations completed by the review date	62%	58%	62%	95%	95%
1064	% of underutilized vehicles (excluding heavy equipment) in the Public Works Fleet	25%	29%	N/A	10%	10%
Engineering - Drainage & Bridge Engineering						
1065	% of bridges that have an acceptable rating	91%	87%	87%	91%	91%
1066	% of initial contact made within 5 calendar days of receipt of a drainage inquiry *	N/A	N/A	93%	90%	90%
1067	% of property owner drainage inquiry reviews and responses completed within 30 calendar days	62%	61%	56%	80%	80%
1068	% of bridges that are open to traffic	100%	100%	100%	100%	100%
1069	% of the City's drainage basin studies completed	0%	0%	0%	8%	8%
1070	# of drainage inquiry responses	339	341	326	400	400

Public Works

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Engineering - Engineering Technical Review						
1071	% of plans submitted that receive three (3) week document review response including drainage, paving, and ADA compliance *	N/A	N/A	38%	60%	N/A
1072	# of infrastructure and site plans reviewed	730	1,027	1,099	1,100	1,100
1073	# of plans returned incomplete *	N/A	N/A	0	30	30
1074	# of plans reviewed *	N/A	N/A	1,102	1,100	1,100
1075	# of revocable permits reviewed	1,346	2,581	1,752	2,650	2,650
1076	# of work orders issued for private development	119	138	151	150	150
1077	% of plans approved after the second check print submittal *	N/A	N/A	8,890%	N/A	N/A
1078	% of plans approved within 120 days *	N/A	N/A	2,498%	0%	8,500%
1079	Average # of days for a submitted plan to be reviewed *	N/A	N/A	212	42	42
Engineering - Paving Engineering						
1080	% of sales tax street resurfacing projects completed or under construction	65%	99%	99%	100%	100%
1081	% of streets with a Pavement Condition Index (PCI) rating of 70 or above *	N/A	56%	56%	60%	60%
1082	Average Citywide Paving Condition (PCI) rating	68	68	N/A	75	75
1083	# miles of trails completed *	N/A	N/A	0	9	9
1084	# of miles of new sidewalks constructed *	N/A	54	24	22	25
1085	# of miles of on-street bike lane installed	N/A	0	0	25	25
1086	# of miles of streets resurfaced	128.71	114.01	79.17	100.00	100.00
1087	# of miles resurfaced and widened annually	131.21	114.01	79.17	102.00	102.00
1088	$ expended on resurfacing and widening	56,089,319	82,807,588	82,807,588	90,000,000	90,000,000
Field Services - Construction Inspection and Construction Quality Control						
1089	% of field inspections completed daily	39%	35%	27%	33%	33%

Public Works

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Field Services - Construction Inspection and Construction Quality Control						
1090	% of right of way inspections completed within one day of request	98%	99%	100%	95%	95%
1091	# of inspections completed	27,464	23,787	23,371	30,000	30,000
1092	# of total active projects	537	524	458	500	500
1093	Estimated value of work inspected	449,370,445	672,691,473	660,219,230	550,000,000	550,000,000
Field Services - Survey						
1094	% of surveys delivered by the proposed date of completion	97%	99%	92%	95%	95%
1095	% of survey proposals provided within 3 business days of survey request	100%	111%	N/A	100%	100%
1096	# of surveys completed	143	143	139	150	150
Project Management - Contract Administration						
1097	% of consulting contracts approved within 150 calendar days from advertising the project	43%	23%	43%	50%	50%
1098	# of consulting contracts approved	58	44	61	60	60
1099	# of contractor pre-qualifications applications approved	265	260	359	350	350
1100	# of contractor pre-qualifications approved that received a field evaluation during the application process	0	1	5	85	85
1101	# of Local Business Utilization participants registered *	N/A	N/A	38	100	100
1102	# of consulting contracts managed	40	37	41	50	50
Project Management - Facilities Project Management						
1103	% of facilities projects completed within one year from notice to proceed date *	N/A	N/A	56%	50%	75%
1104	% of time the Oklahoma River is operational for public events *	N/A	N/A	100.28%	100.00%	100.00%
1105	Dollar value of facilities construction projects awarded	58,260,312	87,606,872	39,997,643	45,000,000	45,000,000
1106	# of active facilitiy projects	138	135	138	145	145
1107	# of facilities construction projects awarded	161	149	109	90	90

Public Works

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Project Management - Facilities Project Management						
1108	# of tons debris removed from the Oklahoma River *	N/A	N/A	263	225	225
1109	# of work orders issued	82	103	88	50	50
Project Management - Infrastructure Project Management						
1110	% of infrastructure projects completed within one year from notice to proceed date *	N/A	N/A	29%	50%	N/A
1111	% of listed 2017 projects completed or under construction *	N/A	N/A	N/A	40%	50%
1112	# of active infrastructure projects	154	154	N/A	150	150
1113	# of infrastructure construction projects awarded	144	N/A	N/A	65	65
1114	Dollar Value of General Obligation Bond Funds expended *	N/A	N/A	64,018,351	100,000,000	105,000,000
1115	Dollar value of infrastructure construction projects awarded	89,882,882	N/A	N/A	100,000,000	100,000,000
Storm Water Quality - Environmental Water Quality						
1116	% of storm water monitoring stations where water test results indicate no follow up is needed	87%	87%	94%	88%	88%
1117	# of pounds of floatable debris collected from creeks within the city	7,329	5,578	24,640	24,000	24,000
Storm Water Quality - Household Hazardous Waste Collection						
1118	% of households that are aware of OKC household hazardous waste collection services	62%	57%	64%	65%	65%
1119	# of pounds of household hazardous waste collected	624,978.00	822,253.00	674,479.62	600,000.00	600,000.00
1120	# of pounds of household hazardous waste reused and recycled	276,758	289,589	289,589	264,000	264,000
1121	# of residential loads processed through the Household Waste and Special Collection Events Programs	10,354	11,171	11,103	10,000	10,000
Storm Water Quality - Public Outreach						
1122	% of elementary schools in Oklahoma City contacted that participate in the Storm Water Quality program	67%	32%	32%	30%	30%
1123	% of public outreach contacts that receive training/education *	N/A	N/A	14%	35%	35%

Public Works

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Storm Water Quality - Public Outreach						
1124	# of total public outreach contacts *	N/A	N/A	29,650	22,500	22,500
1125	# of total participants in volunteer programs	531	599	1,208	702	702
1126	# of total public outreach advertising and marketing impressions *	N/A	N/A	6,279,814	8,500,000	8,500,000
Storm Water Quality - Stormwater Permitting						
1127	% of Construction site inspections in compliance with storm water pollution prevention plan requirements *	N/A	N/A	67%	65%	65%
1128	% of Industrial facility audits in compliance with storm water pollution prevention plan requirements *	N/A	N/A	82%	90%	90%
1129	% of active construction permitted sites receiving a monthly inspection *	N/A	N/A	58%	65%	65%
1130	% of industrial audits completed on time monthly	N/A	61%	75%	86%	86%
Streets, Traffic & Drainage Maintenance - Drainage						
1131	% of drainage repairs completed within 30 calendar days	48%	82%	79%	90%	90%
1132	# of drainage repairs completed	3,198	1,710	2,683	2,500	2,500
1133	# of miles of drainage channels maintained *	N/A	N/A	171.74	184.00	N/A
1134	# of miles of drainage channels requiring maintenance *	N/A	N/A	N/A	184.00	N/A
Streets, Traffic & Drainage Maintenance - Streets						
1135	% of pothole repairs completed within 5 calendar days of work order issued *	N/A	N/A	4%	80%	N/A
1136	% of utility cut repairs completed within 28 calander days of receipt from line maintenance *	N/A	N/A	8%	80%	N/A
1137	% of citizens satisfied with the condition of streets *	N/A	62%	58%	45%	45%
1138	# of potholes repaired	51,792	54,412	58,718	60,000	60,000
1139	# of utility cut repairs completed	235	290	335	350	350

Public Works

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Streets, Traffic & Drainage Maintenance - Traffic Operations						
1140	% of priority traffic calls responded to within 30 minutes *	N/A	N/A	78%	80%	N/A
1141	% of traffic sign work orders completed within 7 days	72%	94%	96%	80%	80%
1142	# of traffic sign installation and repairs completed	2,940	2,327	4,020	3,000	3,000
1143	# of traffic signal repairs completed	6,636	6,168	6,134	6,500	6,500
1144	# of utility locates completed *	N/A	N/A	23,888	22,000	22,000
Traffic Management - Traffic and Transportation Services						
1145	% of work zone permits issued within one business days of application	100%	N/A	93%	100%	100%
1146	% of work zones inspected in compliance	84%	85%	86%	80%	80%
1147	% of permitted work zones receiving a compliance inspection	12%	11%	11%	40%	33%
1148	# of permitted work zones	6,174	6,685	6,162	4,600	5,500
1149	# of permitted work zones receiving compliance inspection	764	740	692	1,840	1,840
1150	# of work zone compliance inspections	9,171	8,882	8,308	7,200	7,200
1151	# of work zone permit requests processed	4,398	5,656	5,072	4,600	4,600
Traffic Management - Traffic Engineering						
1152	% of citizens satisfied with the flow of traffic and ease of getting around the City as indicated by the citizen's survey	35%	48%	45%	50%	50%
1153	% of field studies completed within 14 days	100%	N/A	99%	100%	100%
1154	% of traffic engineering plan reviews receiving intial response within 3 business days	100%	N/A	105%	100%	100%
1155	# of field studies completed	432	542	795	1,000	1,000
1156	# of traffic construction design plans reviewed	540	724	1,150	475	500
1157	# of traffic modifications that increased safety (monthly avg)	268	263	236	120	200
1158	# of traffic service requests completed	3,318	3,154	2,832	1,300	2,000

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 service disruptions.*
- *Periodically evaluate assets 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*

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

Utilities will maintain or improve customer satisfaction annually as indicated by:

- *10% above the national average of customers satisfied with solid waste management 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.*

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
1160	% of customers surveyed who are satisfied with solid waste services	91%	91%	91%	89%	89%
1161	% of customers surveyed are satisfied with water services	79%	81%	81%	86%	86%
1162	% of customers surveyed are satisfied with wastewater services	76%	78%	78%	81%	81%

Utilities

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Long-Term Issue - Workforce Stability and Development						
The increasing number of retirements and difficulty in recruiting and retaining qualified employees, if not addressed, will impair Utilities' ability to maintain and improve service reliability.						
Strategies to address the Long-Term Issue						
▪ *Continue to pursue training strategies to broaden employees' workplace skills.*						
▪ *Continue the workforce succession plan to achieve career progression and meet job requirements.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Ensure a qualified workforce for delivering customer service as indicated by:						
▪ *100% of supervisors will be on track to complete Utilities University supervisory core classes in three years.*						
▪ *100% upper and mid-management employees will be Lean Green Belt certified within one year of employment.*						
1163	% of supervisors on track to complete Utilities University supervisory core classes in three years	20%	18%	18%	75%	75%
1164	% of upper and mid-management employees Lean Green Belt certified within one year of employment	64%	68%	68%	82%	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 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.*						
1165	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

Utilities

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 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 the 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 2025.*						
▪ *Reduce recycle contamination to less than 25% by 2025.*						
1166	% of water leaks repaired within seven business days	92%	87%	83%	90%	90%
1167	# of tons recycled	15,873.04	16,261.08	16,427.28	16,500.00	16,500.00
Administrative - Administration						
1168	% of key measures and strategic results achieved	68%	68%	57%	75%	75%
1169	% of performance evaluations completed by the review date	65%	53%	45%	95%	95%
1170	% of supervisors on track to complete Utilities University supervisory core classes in three years	20%	18%	18%	75%	75%
1171	% of upper and mid-management employees Lean Green Belt certified within one year of employment	64%	68%	68%	82%	82%
Customer Service - Customer Service/Billing						
1172	% of utility customer calls answered within 30 seconds of first ring	85%	49%	56%	85%	85%
1173	% of billing discrepancies resolved within five business days	99%	99%	99%	95%	95%
1174	# of utility customer service calls	425,740	432,672	414,969	435,000	435,000
Customer Service - Field Support						
1175	% of accurate meter reads	100%	100%	100%	99%	99%
1176	% of service requests completed as scheduled	89%	92%	90%	90%	90%
1177	% of bills issued within two business days of meter read	100%	100%	100%	95%	95%

Utilities

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Customer Service - Field Support						
1178	% of water smart check-ups completed *	N/A	N/A	95%	90%	90%
1179	# of meter readings	2,827,222	2,566,613	2,886,412	2,800,000	2,800,000
1180	# of routine bills issued	2,735,791	2,689,935	2,719,775	2,700,000	2,700,000
1181	# of service requests	242,377	127,250	216,918	245,000	245,000
1182	# of water smart check-ups completed *	N/A	N/A	262	225	232
1183	# of water smart check-ups total *	N/A	N/A	276	250	258
Customer Service - Public Outreach and Education						
1184	% of homeowner and neighborhood association sprinkler system checkups completed on time as scheduled *	N/A	N/A	N/A	100%	100%
1185	% of workshops, training, and outreach events completed as scheduled *	N/A	N/A	N/A	100%	100%
Engineering - Asset Management						
1186	% of wastewater collection system assessed *	N/A	N/A	N/A	10%	10%
1187	# of wastewater collection systems total *	N/A	N/A	N/A	3,023	3,023
Engineering - Development and Records						
1188	% of water and wastewater informational requests completed within 30 minutes	85%	94%	95%	90%	90%
1189	% of water and wastewater private development non-residential plans reviewed within ten business days of receipt	99%	N/A	65%	95%	95%
1190	% of water and wastewater private development residential plans reviewed within 15 business days of receipt *	N/A	N/A	73%	95%	95%
1191	# of water and wastewater private development non-residential plans received *	N/A	N/A	742	525	525
1192	# of water and wastewater private development residential plans received	893	937	616	450	450
1193	# of water and wastewater record requests	5,126	3,649	3,599	5,000	5,000

Utilities

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Engineering - ENGINEERING MANAGEMENT						
1194	% of Capital Program awarded as scheduled *	N/A	N/A	N/A	85%	85%
1195	% of Inter-Departmental projects reviewed within five business days	92%	85%	100%	90%	90%
1196	# of Inter-Departmental projects presented for review	131	98	122	80	80
1197	$ amount of capital program awarded *	N/A	N/A	N/A	452,808,000	404,007,000
Fleet Services - Fleet Services						
1198	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	79%	85%	104%	80%	80%
1199	% of scheduled vehicle and equipment preventative maintenance inspections completed within 24 hours	97%	99%	99%	95%	95%
1200	% of Utilities fleet vehicles utilized	83%	80%	80%	85%	85%
1201	% of Utilities vehicles and equipment availability	96%	97%	98%	95%	95%
1202	# of standard Utilities fleet vehicles	310	315	327	314	314
1203	# of Utilities vehicle and equipment maintenance and repairs	8,749	8,023	7,544	9,500	9,500
1204	# of Utilities vehicle and equipment preventative maintenance inspections	8,394	8,550	8,664	8,400	8,400
Line Maintenance - UTILITIES METER MAINTENANCE						
1205	% of required Utility locates completed on time	60%	93%	97%	100%	100%
1206	# of Utility Locates completed on time	34,384	47,144	60,745	46,800	46,800
Line Maintenance - Wastewater Line Maintenance						
1207	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	63%	66%	81%	70%	70%
1208	% of wastewater overflow/backup calls responded to within one hour	80%	91%	93%	95%	95%
1209	# of line maintenance wastewater work orders	9,594	11,014	9,499	9,446	9,446
1210	# of wastewater overflow/backup calls	2,904	3,083	2,711	2,820	2,820

Utilities

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Line Maintenance - Water Line Maintenance						
1211	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	84%	80%	79%	75%	75%
1212	% of water emergencies (main/service line breaks) responded to within one hour	90%	84%	93%	95%	95%
1213	% of inoperable public fire hydrants repaired within seven business days	87%	86%	65%	90%	90%
1214	% of water leaks repaired within seven business days	92%	87%	86%	90%	90%
1215	# of inoperable fire hydrants reported	241	173	172	300	300
1216	# of line maintenance water work orders	8,799	8,429	7,165	8,029	8,029
1217	# of public fire hydrants in system	298,651	302,162	305,130	298,541	298,541
1218	# of water leaks	2,282	2,759	2,656	2,310	2,310
1219	# water emergencies	3,807	5,427	4,338	3,889	3,889
Solid Waste - Bulk Waste Collections						
1220	% of customers reporting satisfactory bulk waste service	84%	85%	85%	84%	84%
1221	% of customer requests for missed bulk waste resolved in two business days	85%	70%	50%	95%	95%
1222	# of customers requests for missed bulk waste collection	3,365	4,270	7,427	2,900	2,900
Solid Waste - Environmental Clean-Up						
1223	% of litter collection routes completed on schedule	63%	39%	46%	45%	45%
1224	# of miles of litter routes	1,320	1,320	1,320	1,320	1,320
Solid Waste - Solid Waste Collection						
1225	% of scheduled solid waste routes collected by 5:00 pm	98%	93%	90%	95%	95%
1226	% of customer requests for missed cart collections resolved in one business day	94%	73%	67%	95%	95%
1227	% of customers surveyed who are satisfied with solid waste services	91%	91%	91%	89%	89%

Utilities

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Solid Waste - Solid Waste Collection						
1228	% of solid waste collection carts delivered, repaired, or replaced within three business days of request	91%	91%	91%	95%	95%
1229	# of customer requests for missed cart collection	4,791	5,309	6,142	4,654	4,654
1230	# of service requests for solid waste collection carts delivered, repaired, or replaced	45,896	49,524	50,040	50,000	50,000
1231	# of solid waste customers	210,456	214,443	216,917	216,900	216,900
Solid Waste - Solid Waste Recycling Program						
1232	% of recycle contamination *	N/A	N/A	32%	32%	32%
1233	% of trash recycled	6%	5%	6%	6%	6%
Southeast Water Supply - Pumping Station Operations and Maintenance						
1234	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	N/A	89%	91%	80%	80%
1235	# of Southeast water supply pumping stations work orders completed	N/A	193	162	330	330
Wastewater Quality - Lift Station Maintenance						
1236	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	79%	88%	90%	80%	80%
1237	# of wastewater quality lift station work orders	1,719	2,202	2,344	2,900	2,900
Wastewater Quality - Pretreatment						
1238	% of industrial customers in compliance with pre-treatment program	92%	100%	100%	95%	95%
1239	% of inspected commercial customers in compliance with pre-treatment program	100%	100%	100%	95%	95%
1240	# of commercial customers inspected	462	612	1,143	800	800
1241	# of industrial customers inspected/sampled	1,384	379	441	1,400	1,400

Utilities

		FY20 Actual	FY21 Actual	FY22 Projection	FY22 Target	FY23 Target
Wastewater Quality - Wastewater Treatment						
1242	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	94%	95%	94%	85%	85%
1243	# of wastewater quality treatment work orders	19,391	20,457	21,522	20,000	20,000
Water Quality - Property Maintenance						
1244	% of property maintenance requests by citizens responded to within three business days of receipt	100%	100%	100%	95%	95%
1245	# of property maintenance requests	67	51	41	100	100
Water Quality - Pumping Station Maintenance						
1246	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	92%	92%	93%	90%	90%
1247	# of water quality booster station work orders completed	188	197	147	220	220
Water Quality - Water Treatment						
1248	% of water quality tests meeting primary drinking water standards	99%	98%	100%	100%	100%
1249	% of water quality tests meeting secondary drinking water standards	99%	100%	90%	100%	100%
1250	# of billion gallons of water treated	37.54	38.88	41.55	35.00	35.00
1251	# of required primary drinking water tests	23,850	23,676	23,754	23,850	23,850
1252	# of scheduled secondary drinking water tests	947	946	950	970	970
1253	# of water quality treatment work orders completed	1,256	1,058	857	1,250	1,250
1254	% of planned and scheduled versus corrective maintenance work orders completed	84%	85%	84%	80%	80%