2024 | 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

SEAL OF THE CITY OF
OKLAHOMA CITY

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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

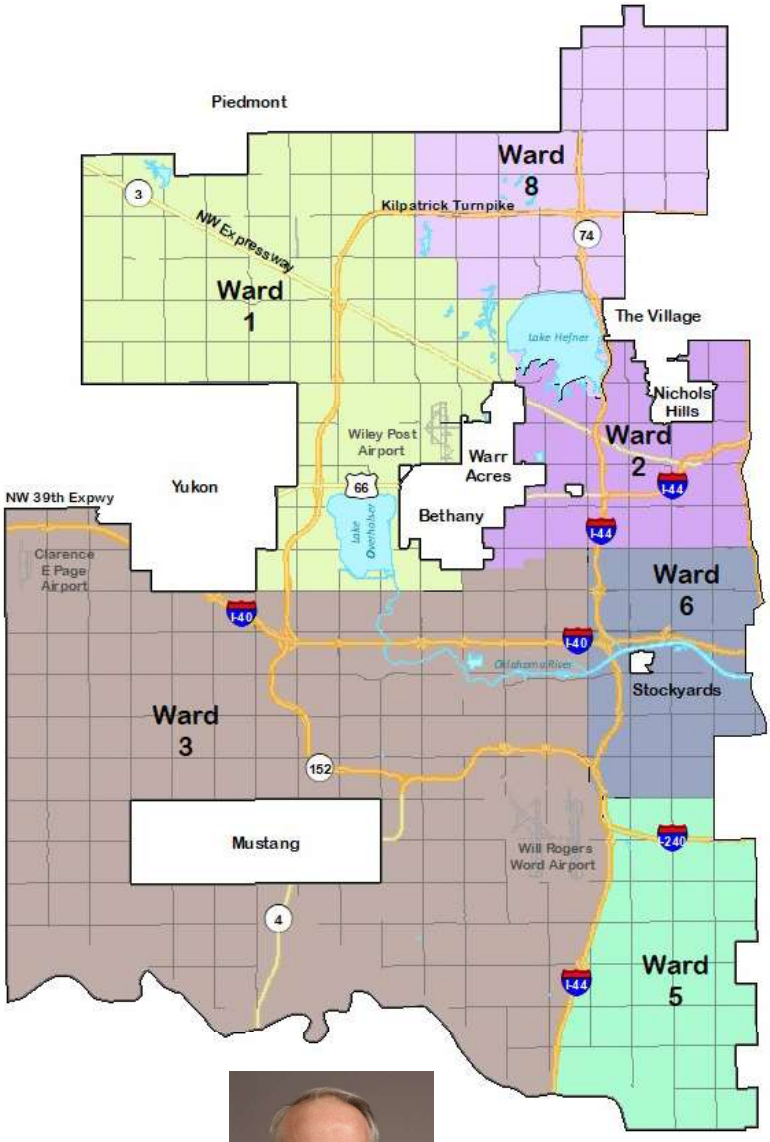
Oklahoma City seeks to further progress as a vibrant, diverse, safe, unified, and welcoming community.

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



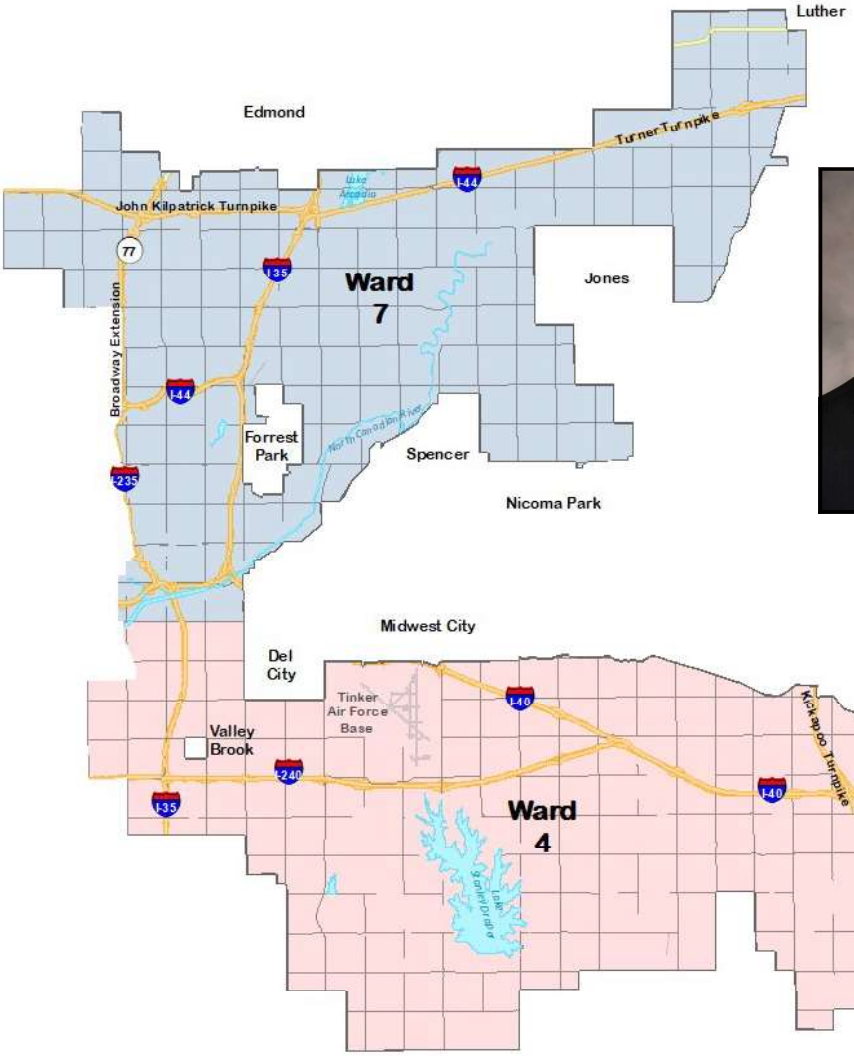
James Cooper
Ward 2

Barbara Peck
Ward 3

JoBeth Hamon
Ward 6

Matt Hinkle
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.

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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 2023-2024 (FY24) budget. In the FY24 budget we have been able to provide for the increased operating costs of many facilities and services which are coming online or expanding this year and the next, such as the Willa D. Johnson Recreation Center and additional bus rapid transit services. City departments were also able to add some funding and personnel to accomplish their missions.

The FY24 budget totals $1.9 billion, which is an increase of $33.4 million compared to the Fiscal Year 2022-2023 (FY23) amended budget as of Dec 6, 2022. To explain the relatively small increase this year, it's useful to differentiate operating from non-operating funds. Increases in operating funds of approximately $35 million (4.01%) are slightly understated as the Utilities Department moves some of its expenses to the Trust. Non-operating funds increase just under $6 million as the Better Streets and Safer Cities Fund winds down its balances by nearly $20 million from the prior year and continues projects with the remaining balances of the discontinued tax. Likewise, the MAPS 4 Program Fund decreases $25 million to align with the project calendar for FY24.

The General Fund is budgeted at $604.3 million, an increase of $33.9 million (5.9%) compared to FY23 as of Dec 6, 2022. This moderate increase reflects the strong sales tax growth we've experienced throughout the current year, while being prepared to respond to a potential economic downturn in the next year. The reasons for this assumption in FY24 are discussed below in the Budget Development section of the letter.

The budget includes funding for 5,108 full-time positions, which is an increase of 119 positions (2.4%) from the FY23 total.

Task Force Recommendations

City staff continue to make progress in implementing recommendations from 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. Additionally, the Human Rights Commission began meeting in January of 2023. Two additional Special Program Coordinators were hired in FY23. A Special Program Coordinator is now assigned to support The Human Rights Commission, Homelessness Task Force, and Policing group. The FY24 budget adds to these efforts with additional support personnel outlined in the departmental budgets below and still retains $2.4 million in the Non-Departmental budget of the General Fund to implement additional recommendations throughout the year. These funds are in addition to the improvements funded in the FY24 budget, such as Planning's contract with the Mental Health Association of Oklahoma for Homeless Outreach Services, which was funded at $600,000.

MESSAGE FROM THE CITY MANAGER

Budget Development

The two main driving factors of this year's budget development process were inflation and consumer confidence. In some ways, the City benefits from inflation through its sales tax collections on elevated price points. Additional sales tax collections have propped up the monthly revenue figures and have well exceeded the forecasted growth rate of 0% for FY23. We anticipate ending the year at approximately 7% sales tax growth. However, the current inflation climate complicates the forecast by increasing costs to the organization, especially in our capital projects. At the moment, residents seem willing to continue their purchasing behavior despite their diminished buying power.

The questions for FY24 are: 1) when will the inflation return to normal, and 2) how long will our residents be able to continue to afford their current consumer choices? Dr. Russell Evans, economist with the Thorberg Collectorate, presented his economic outlook at the City Council Budget workshop on February 7, 2023. In his outlook he projected economic growth to slow in in the last half of FY23 based on the assumption that an economic downturn may be looming. Dr. Evans said that could be caused by one of two likely scenarios. In the first, an economic slowdown would occur alongside a well -managed decline in inflation from sustained Federal Reserve policy. In this scenario, the so called "soft landing" would be indicated by a slow recovery of sales tax growth over the year. In the second, a sharp economic downturn marked by multiple months of sales tax contraction would be followed by a sharp recovery.

Dr. Evans projected sales tax growth for FY24 between 0.1% and 6.4%. For the FY24 budget, City staff has projected a 1.5% increase next year. Later discussion, with Dr. Evans, following the additional data points of the March and April sales tax checks, led to a revised range of 0.8% - 5.5%. This places staff's estimate on the lower end of our economist's forecast, but I believe it is reasonable given the current year's strong growth of 7% placed alongside the threats of lower inflation and reduced resident spending in the coming year. A full discussion of our various revenue sources can be found in the Revenue Summary section of the budget book on page B-2.

I'm proud to relay that the City has once again retained its top-tier AAA rating from both Standard & Poor's and Moody's on our 2023 General Obligation bonds. This rating reflects the City's strong financial policies and practices. In particular the rating agencies were impressed with our recent policy change in creating a Capital Maintenance Reserve for fund balances exceeding 22%.

MAPS 4

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. The MAPS 4 Implementation Plan was adopted by City Council on September 14, 2021 and guides the timing of all 16 projects. With sales tax performance higher than forecasted since collections began in April of 2020, Council approved a revised implementation plan on Aug. 16, 2022 that increased projected funding by $100 million. The FY24 budget for the MAPS 4 Program is $225.3 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 as these funds wind down. Collections in the fund totaled over $263 million. Work will continue in FY24 with a budget of $83.1 million for projects that have already begun and those that have been identified by the Citizens Advisory Board.

MESSAGE FROM THE CITY MANAGER

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, RiverSport Rapids whitewater facility and rowing infrastructure on the Oklahoma River, the Bennett Event Center at the Oklahoma State Fairgrounds, Scissortail Park, several Senior Health and Wellness Centers, and trails and sidewalks throughout the city. In FY24, the remaining funds and interest earnings are budgeted for a total of $45.7 million to complete two senior health and wellness centers, remodel Union Station, and complete remaining sidewalk and trails projects.

Major Budget Changes

As previously discussed, the FY24 revenue estimate is difficult to forecast with the assumption of an economic downturn hitting sometime in the year. However, with the conservative estimate of 2.4% growth for all revenue sources, departments were able to make some enhancements and restore some positions lost in prior budget cycles. The FY24 budget includes the addition of 119 positions. Many of these positions are funded by resources outside of the general fund, such as the Airports and Utilities Trust. 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 61% of the General Fund. The Fire and Police Departments, along with the Animal Welfare Line of Business in the Development Services Department saw new additions to staffing. In addition, some Police support positions which were previously funded through grants were able to be added as budgeted positions.

The *Fire Department* adds 6 firefighter positions in FY24 funded by the General Fund to supplement current staffing. The additions will allow the department to reduce the amount of overtime required to maintain the appropriate number of fire apparatus each day. With time off, injuries, sick leave, training and other reasons, the department often must rely on overtime to maintain staffing. These additional positions will help alleviate some of the overtime required with the current staffing level.

Other additions include 4 logistics positions funded by the Public Safety Sales Tax to implement the Fire Department's new Quartermaster Program. These new positions will support Firefighters following exposure to hazardous materials by exchanging their personal protective equipment with clean PPE and cleaning the contaminated equipment prior to its return. Another 40 positions are added to implement a limited Medical Transport Program. These staff members will supplement the ambulance service currently being provided by EMSA. These additional services are subject to an operating agreement with EMSA. In total, the Fire Department is adding 50 positions (4.7%).

The *Municipal Court Department* budget focuses on both facility needs and staff development with an increase for routine maintenance of their building systems and an increase for employee training.

The *Police Department* adds 14 civilian positions (0.9%) in FY24 across a variety of programs:

- A civilian Crisis Intervention Team (CIT) Coordinator was added to develop and deliver mental health related training to the department. The position will also track CIT officer assignments and training, and conduct research on mental health response.

MESSAGE FROM THE CITY MANAGER

- The budget adds 3 Civilian DNA Forensic Scientists funded by the Public Safety Sales Tax (PSST) to respond to the increasing casework related to DNA analysis, which has increased from 133 requests in 2020 to over 714 requests in 2022.
- Two civilian Computer Forensic Investigative Specialists, funded by the PSST, were added in response to the increasing involvement of technology related to all types of crime.
- A civilian purchasing position was added to manage the departments complex requests for proposals and purchasing contracts. This position is funded by the PSST.
- A Financial Services Manager II was added to support the Police Finance division and will add oversight to purchases and grants. It will be funded by the PSST.
- Two Civilian Community Relations Coordinators for victims' services were previously funded by a grant. Grant funding is set to expire, so these positions are added to the General Fund.
- Similar to the above, two Civilian Digital Media Positions were previously funded by a Justice grant that is set to expire and will be added to the General Fund.
- Two administrative positions were added using the PSST to replace the work currently being performed by a Police Lieutenant and a Police Sergeant in the Planning and Research Unit. Those officers will be assigned elsewhere in the department.

In addition to these positions, the FY24 Police Budget also includes $1.1 million in startup costs for a Real Time Information Center. This system and software will support the Police Department's mission with real time intelligence gathered through camera systems, live computer aided dispatch calls, and data from around the city.

Finally, as City leaders and the Police Department continue implementation of recommendations from the Law Enforcement Policy Task Force, the Non-Departmental budget retains the $2.4 million in funds added in prior years to help fund implementation of various Task Force recommendations, including providing a civilian mental health professional response to certain Police calls.

Public Services

Public Services, at 20% of the General Fund budget, are the functions most residents interact with on a regular basis and that are used to plan, construct, maintain, and operate the City's infrastructure. Public Services are also what our residents as indicated that they are most concerned by, in our annual resident survey.

The *Airports Department* adds six additional positions. Four positions will be located in the Administration Line of Business. They include: 1) an Assistant Municipal Counselor I to assist with the increasing grant and capital projects activity in the department 2) a Trust Specialist provide administrative support to the Airport Trust 3) a Purchasing Specialist to consolidate the procurement function across all three airport locations 4) a System Support Specialist I to address the increased workload from the Will Rogers Terminal Expansion. An Engineering Assistant I is added to the Property Management and Development Division to develop layouts for construction projects. Lastly, an Airport Operations Officer is added to the Airfield Operations Division to assist with workload and provide additional leave coverage.

The *Public Works Department* adds four additional positions. These positions create a Human Resources Program within the department that will focus on recruiting and providing HR support for

MESSAGE FROM THE CITY MANAGER

the 404 positions located in the department. Several other vacant positions were reclassified to align the department's staffing with its current needs.

The *Development Services Department* adds five positions across its different divisions. An Electrical Inspector I is added to help address the backlog of inspections. The Department has been running mandatory overtime for a couple of years and is concerned with employee burnout. The budget also adds a Plans Examiner to the Development Center to improve the customer experience and increase timeliness of plan review. An Animal Welfare Representative is being added to the Animal Shelter to help provide coverage for the 7-day-a-week operation. Additionally, a Senior Customer Services Representative is added to the Licenses and Permits section to improve call answer times, which have slipped in recent years under the current workload. Finally, a Code Inspector I is being added in Code Enforcement that will absorb the work of a part time oil and gas inspector, as well as add capacity to the division by restoring 1 of the 3 positions lost in prior budget cycles.

The Planning Department effectively adds 2 positions in this year's budget. An Associate Planner is being added to support the Special Program Coordinator over homelessness initiatives. The Special Program Coordinator added in the prior year was relocated to the City Manager's Office. Also, an Assistant Planner added in the Arts and Cultural Affairs Program will support both Arts Office and the Urban Design Division on historic preservation and design functions.

The Planning Department also received additional funding of $120,000 to support the A Better Way Program, as well as funding of $600,000 to fund a contract with Mental Health Association Oklahoma to provide Homeless Street Outreach services. As discussed in the Police Department's section above, funding of $2.4 million has been preserved for Task Force recommendations on homelessness and is jointly available for implementation of programs.

The *Public Transportation and Parking Department* makes several significant changes in the FY24 proposed budget. Operations for the Bus Rapid Transit (BRT) line continue into the next phase with the addition of 16 COTPA positions primarily focused on repair and maintenance of the vehicles. Three Utility Maintenance II positions and a Systems Analyst are added to support MAPS 4 projects, specifically new bus shelters. A Business Development Specialist is also being added to improve utilization of EMBARK's services through marketing and community engagement. A Municipal Accountant III is added to the Administration Division to consolidate grant reporting functions and support the transition to a new financial planning system.

The City subsidy of COTPA increases by $7.7 million in FY24.

The *Utilities Department* makes significant additions in the FY24 budget adding 17 new positions to meet the increasing needs of a growing customer base, maintain regulatory compliance, and enhance system resiliency and reliability. Positions include:

- An Engineering Assistant II position to the Development and Records Program. This position will be able to assist the division in reviewing approximately 800 residential permits that the Utilities Department receives per month.
- An Engineering Assistant II position to the Engineering Management Program
- A Civil Engineer IV to oversee the Capital Program at Tinker Air Force Base.

MESSAGE FROM THE CITY MANAGER

- An Administrative Specialist to the Utilities Enterprise System Line of Business to create and maintain operating budgets for technology purchases.
- Two Collection/Distribution Crew Supervisors in the Meter Maintenance Program. These two positions will be responsible for managing and monitoring the Automated Meter Reading system.
- An Administrative Coordinator, making permanent an existing overage position to assist in accounts payable claims processing, purchase order processing and process payroll.
- A Database Technician and two Water Service Technicians to the Water Line Maintenance Program in response to amended requirements of the Oklahoma Underground Facilities Damages Prevention Act, reducing the department's required response times to ground marking.
- Two Environmental Technicians to the Wastewater Pre-treatment Program.
- Three Plant Operator III positions, one position to the Hefner Treatment Program and two positions to the Draper Treatment Program.
- System Analyst I to the Administration Program. This position's duties will also include designing, developing, evaluating, acquiring, and modifying applications within the Learning Management System Software.
- An Administrative Coordinator, making permanent an overage position, in the Administration Line of Business - Utilities Human Resource.

Culture and Recreation

The next largest function in the General Fund is culture and recreation at 12%. Within the Parks and Recreation Department budget is where several public-private partnerships are funded such as the City's operations contracts with the Civic Center Foundation, Myriad Gardens Foundation, Scissortail Park Foundation, RiverSport Whitewater Facility and the First Americans Museum. Other contracts funded through the Non-Departmental budget fund operations at the Paycom Center and the Oklahoma City Convention Center.

In FY23, the Lower half of ScissorTail Park was opened, which adds 32 acres of recreational space to the downtown park. The Willa D. Johnson Recreation Center in Douglass Park is also expected to open around the end of the FY23 or early FY24.

The *Parks and Recreation Department* adds funding for a GIS Analyst to support mapping of the Parks Departments many facilities and amenities. Also, nearly $500,000 is added for operation of the Willa D. Johnson Recreation Center to fund utilities, maintenance, and general operations.

General Government

General Government is the smallest function in Oklahoma City's General Fund at 8.0%. 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 four positions. Public Information and Marketing adds a Digital Graphic Technician in the Print Shop to help with city-wide wide-format printer projects. A Special Program Coordinator is added to support the Human Rights Commission. Similarly, a Special Program Coordinator was moved from the Planning Department to support homelessness initiatives. Funding is continued for the Special Program Coordinator assigned to the implementation of the Law Enforcement Policy Task Force recommendation. The last position makes permanent an Assistant City

MESSAGE FROM THE CITY MANAGER

Manager position added in the prior year.

The *Finance Department* restores a Management Specialist position in the Treasury Division that was reduced in FY21.

The *General Services Department* adds funding for overtime and outsourced repairs for the Fleet Maintenance program, which has difficulty in maintaining full operational staffing levels, especially in the Heavy Mechanic specialty. The Department requested $10.2 million in capital funding for next fiscal year's list of capital maintenance items. Roof replacements, HVAC units, carpet replacement and other routine items are some examples of a long list of capital maintenance needs scheduled for FY24.

The *Human Resources Department* split its focus between services and staffing in the FY24 budget. It funds an additional Human Resources Information Systems Assistant to support the transition from the current Human Capital system to the new PeopleForce system. The budget also makes permanent a Benefits Coordinator that is necessary to support the several thousand active and retired employees and their dependents using City benefits.

The *Information Technology Department* has been stretched thin in recent years as technology needs continue to balloon. Accordingly, their budget adds eight positions across multiple programs to try to catch up to the need. Coinciding with the City's upgrade of its Enterprise Resource Program, two positions are added to support Enterprise Business Applications. A position is also being added in the Network Program and another in Application Support to ensure reliable delivery of software solutions and data access. A System Support Specialist is also being added to support Supervisory Control and Data Acquisition (SCADA) environments for the Utilities Tinker program and Transit. Lastly, the department added a position to the Software Development Program, and two in the Public Safety Communication Program.

The *Municipal Counselor's Office* adds a temporary position of an Assistant Municipal Counselor II to support the Civil Branch and the expected workload from the ongoing Department of Justice Investigation. A vacant Assistant Municipal Counselor III (AMC) in the Land Use Division is being replaced with an AMC II in Land Use and AMC I in Criminal Justice for net gain of one position.

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

We continue to direct our budget changes 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.

MESSAGE FROM THE CITY MANAGER

The City conducts an annual resident survey every year to better inform our planning based on the priorities of our residents. The annual resident survey returned unsurprising but still with informative results for this most recent year. Most municipalities lost ground in this year's round of surveys, reflecting a national decline in resident satisfaction. However, the City still outperformed our peers by losing less ground than similar municipalities. Improving streets continues to be the number one priority of our residents and we are striving to improve Oklahoma City roads through our General Obligation Bond program, which is heavily weighted to streets. Our results in areas such as satisfaction with overall customer service, utility services, public safety, and overall ratings of the city as a place to live, work, raise children, retire and visit rank top among our peer cities. The survey, along with our internal performance measurement process, helps track how we are doing at delivering services.

Compliance with Budgeting and Financial Planning Policies

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

FY24, in many ways, is a continuation of the concerns and challenges from the prior year. Threats of economic downturn continue to reinforce a need for caution for expansion of services in the next year. I'm pleased that even while restrained out of an abundance of caution, we have been able to add services and personnel in critical areas across the departments. We continue to make progress in addressing recommendations from our task forces and working groups, and we've been able to set aside resources to continue this important work in the next year. I'm confident that our City staff will meet head-on the challenges we will face in the next year, and I believe that Oklahoma City will continue its trajectory of growth and improvement through our commitment to sound financial policies.

Respectfully submitted,

Craig Freeman

COUNCIL PRIORITIES AND KEY RESULTS

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

Preamble

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

Promote safe, secure, and thriving neighborhoods

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY22 Actual	FY23 Estimate	FY23 Target	FY24 Target
Police	% of person crimes cleared by arrest, prosecution or other means	54%	54%	70%	70%
	% of property crimes cleared by arrest, prosecution or other means	24%	22%	30%	30%
	% of residents who report they feel safe	54%	50%	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	67%	66%	80%	80%
Fire	% of emergency incidents responded to within 7 minutes	70%	69%	70%	70%
EMSA	% of EMSA/Police Call Taker incidents dispatched in 2 minutes	86%	85%	70%	70%
Planning	% of residents who are satisfied with the overall quality of their neighborhood	71%	69%	65%	65%
Development Services	% of property maintenance and code violations resolved voluntarily	77%	82%	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		FY22 Actual	FY23 Estimate	FY23 Target	FY24 Target
Police	% of residents who report they feel safe	54%	50%	60%	60%
	% of officers who have received procedural justice training	100%	100%	100%	100%
	% change in the number of people incarcerated for municipal charges	-41%	-61%	-15%	-15%
	# of prisoner days utilized by Oklahoma City at the Oklahoma County Jail	2,496	1,709	5,000	5,000
Planning	# of people who are homeless in Oklahoma City according to the Point-In-Time Count	1,573	1,339	1,200	1,200
	# of federally assisted affordable rental housing units	10,241	9,876	9,000	9,000

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		FY22 Actual	FY23 Estimate	FY23 Target	FY24 Target
City Manager's Office	% of residents satisfied with the quality of City Services	69%	66%	75%	75%
	% of service requests received through the Action Center acted upon within 10 working days	94%	94%	96%	96%
Utilities	% of wastewater overflow/backup calls responded to within one hour	94%	95%	95%	95%
	% of water emergencies (main/service line breaks) responded to within one hour	97%	97%	95%	95%
	% of scheduled solid waste routes collected by 5:00 pm	92%	94%	94%	94%
Public Works	% of pothole repairs within 5 calendar days of work order issued	50%	53%	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		FY22 Actual	FY23 Estimate	FY23 Target	FY24 Target
Parks and Recreation	% of residents that report regular leisure time physical activity	68%	65%	70%	70%
	% of residents within ½ mile of a recreation facility, trail or park	70%	70%	71%	71%
	% of residents satisfied with maintenance of City parks	71%	66%	75%	75%
	% of residents visiting a park and/or participating in a park program	72%	76%	80%	80%

Develop a transportation system that works for all residents

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY22 Actual	FY23 Estimate	FY23 Target	FY24 Target
Public Works	% of residents satisfied with the condition of major City streets	24%	28%	40%	40%
	# of miles of sidewalks constructed	90	73	77	80
Parks and Recreation / MAPS Office	# of miles of trails constructed	30	31	31	31
Public Transportation and Parking	# of bus passengers per service hour	10.45	12.69	12.58	11.77
	# of EMBARK bus service hours	212,771.65	209,587.85	221,874.50	268,983.00
	Average EMBARK frequency (minutes) during peak hours	33.22	33.10	30.00	30.00
Planning	Average commute time (minutes) in Oklahoma City	21.80	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		FY22 Actual	FY23 Estimate	FY23 Target	FY24 Target
Finance	Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
	% of General Fund budget maintained in unbudgeted reserve	23.15%	22.00%	22.00%	22.00%
	% of General Fund revenue from Sales and Use tax	71%	74%	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		FY22 Actual	FY23 Estimate	FY23 Target	FY24 Target
Finance	# of people employed	688,616	707,533	680,400	700,000
	Average weekly earnings	939	1,009	967	1,039
Airports	# of enplanements at Will Rogers World Airport	1,903,178	1,959,369	1,224,000	1,800,000

Location of Performance Measures in Performance Supplemental that Influence Council Priorities

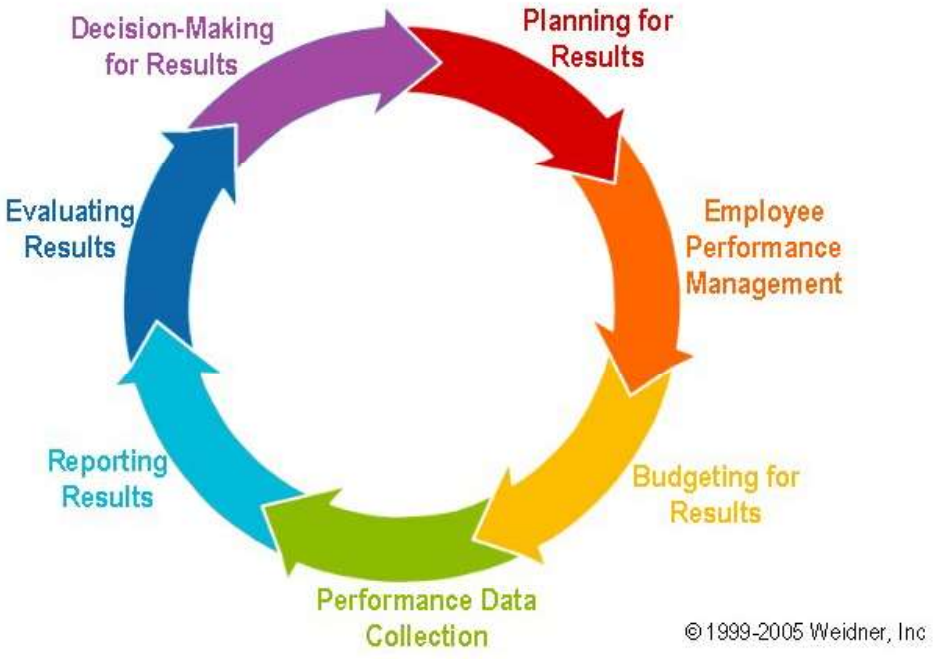
	Safe and Thriving Neighborhoods	Social and Criminal Justice	High Standards for City Services	Recreation and Community Wellness	Transportation System	Strong Financial Management	Robust Local Economy
Airports							G-3 to G-9
City Manager	G-15 to G-21	G-15 to G-21	G-15 to G-21	G-15 to G-21	G-15 to G-21	G-15 to G-21	G-15 to G-21
Development Services	G-22 to G-26						
Finance						G-27 to G-33	G-27 to G-33
Fire	G-34 to G-40						
Parks				G-74 to G-83			
Planning	G-84 to G-92	G-84 to G-92			G-84 to G-92		
Police	G-93 to G-100	G-93 to G-100					
Public Transporation & Parking					G-101 to G-108		
Public Works			G-109 to G-118		G-109 to G-118		
Utilities			G-119 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 2024 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 2024

July – Dec 2022	Departments update strategic business plans for FY24 in the Leading for Results process.
November 2022	OMB begins process of estimating FY24 revenues.
November 2022	OMB prepares Human Resources cost worksheets and budget preparation reports.
December 2022	City Manager establishes budget targets.
December 2022	OMB conducts budget training classes and distributes operating budget instructions.
February 2023	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 2023	Assistant City Managers review departmental budget requests. OMB forwards budget recommendations to the City Manager.
April 2023	City Manager reviews budget submissions. OMB prepares proposed budget document.
May-Jun 2023	Annual budget introduced on May 2.
	City Council holds public hearings and considers the proposed budget on May 2, May 16 and May 30.
	City Council adopts the budget on June 6.
	OMB files adopted Annual Budget with State Auditor and Inspector by June 30.
July 2023	FY 2024 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 2022 population was estimated at just over 700,000, 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 3.0% in January 2023, the area represents the 16th lowest jobless rates in the nation among large metro areas with a population greater than 1 million.

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 will generate $978 million to fund sixteen projects across the metro area. MAPS 4 has a broad focus on an array of human and community needs, such as homelessness and family justice, in addition to capital improvements, including a multipurpose stadium, the Clara Luper Civil Rights Center and a new Fairgrounds arena. As preparations for these new projects have been made, the city celebrated the 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 year. 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 has the lowest rents in the U.S.
February, 2023 - Realtor.com
In their most recent report, Realtor.com ranked Oklahoma City No. 1 as the least expensive metro for rent for January 2023. In order to identify the cities with affordable rent, Realtor.com used rental sources that reliably report data each month within the top 50 largest metropolitan areas.

OKC ranked one of the best capital cities
November, 2022 - WalletHub
In their most recent report, *WalletHub* ranked Oklahoma City No. 10 as the best state capital to live in. In order to identify the best state capitals to live in, WalletHub compared all 50 cities across affordability, economic well-being, quality of education, health and quality of life.

OKC's First American Museum wins national travel award
October, 2022 - The Society of American Travel Writers
The Society of American Travel Writers (SATW) recently awarded OKC's First Americans Museum (FAM) with the 2022 Phoenix Award for outstanding contribution to a quality travel experience through conservation, preservation, beautification or environmental efforts.

Oklahoma Aeronautics Commission program named most innovative
October, 2022 - NASAO
The Oklahoma Aeronautics Commission was named the Most Innovative State Program at the National Aviation Conference for its Web-based Airport Infrastructure Management System.

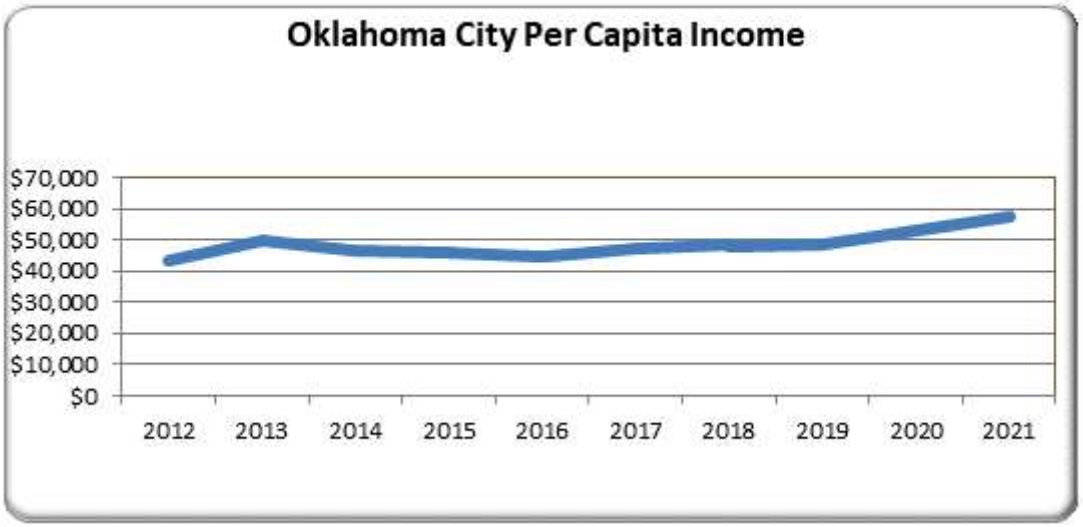
Oklahoma ranked as one of the most underrated destinations
September, 2022 - CNN Travel
CNN Travel ranked the top 22 underrated travel destinations in the United States that remain refreshingly underrated despite the surge in travel this year. CNN stated that Oklahoma's high rating is greatly attributed to its surprising food scene, the OKC RIVERSPORT and Oklahoma's long stretch of Historic Route 66.

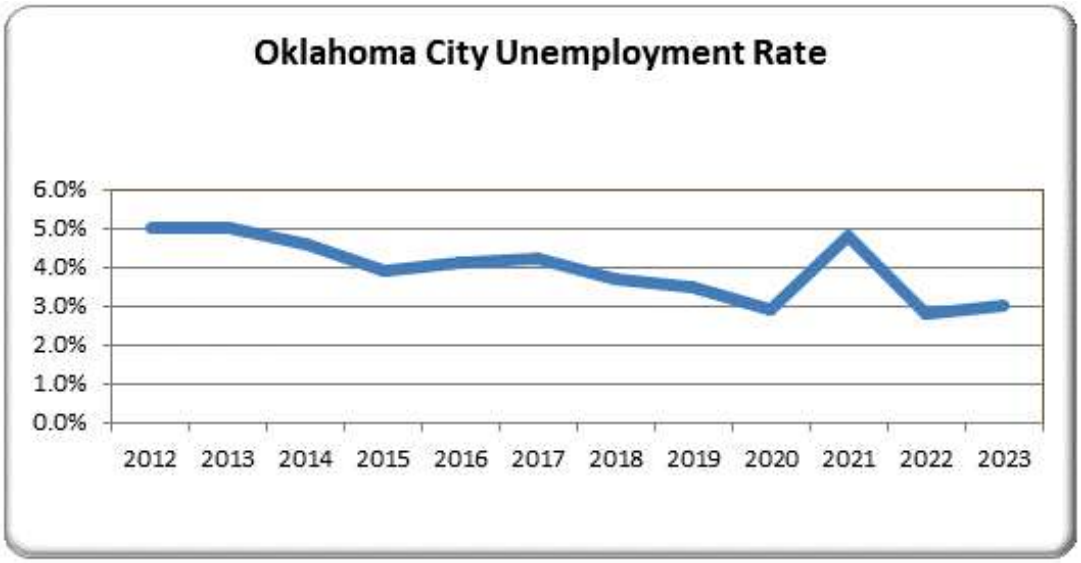
Oklahoma City is one the best cities to live in
August, 2022 - Bankrate
In its most recent analysis, Bankrate ranked Oklahoma City No. 4 for the best city to live in 2022. To identify the best places to live, Bankrate examined the 100 largest metropolitan areas in the U.S. through the lens of an essential question: What makes a place livable and lovable? Applying a 10-point scale, they considered several factors, including: affordability, overall well-being, diversity, job market, and migration patterns.

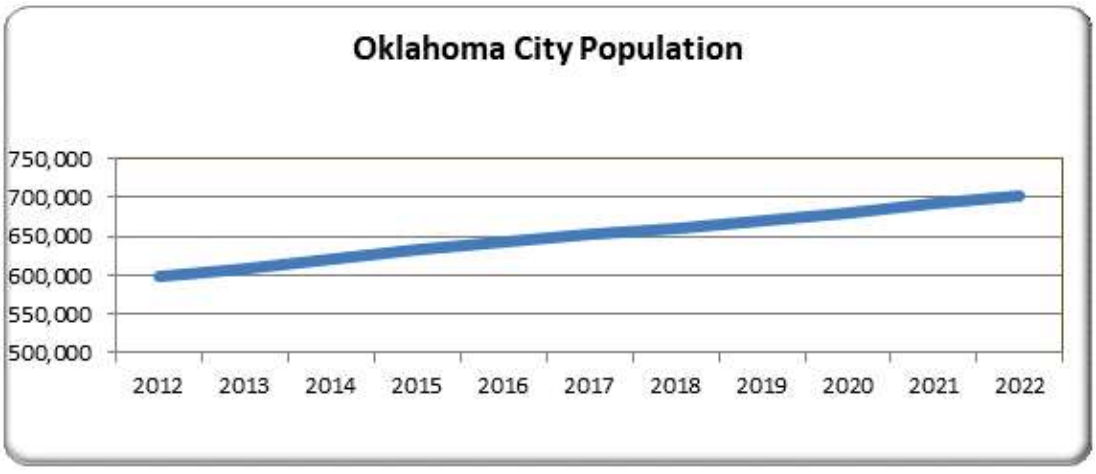
Oklahoma ranks No. 5 for best bridge conditions
August, 2022 - Federal Highway Administration
In the most recent report, Oklahoma has earned a No. 5 national ranking for the overall condition of its bridges by the Federal Highway Administration. Bridge reconstruction projects and repairs made in 2021 helped move Oklahoma up to No. 5 in the nation for the first time. The ranking applies to the bridges on Oklahoma's highway system maintained by the state, which includes interstates, U.S. highways and state highways.

OKC is among the best-run cities in America
August, 2022 - WalletHub
Oklahoma City is listed in the top 10 of WalletHub's "2022's Best- & Worst-Run Cities in America" list. The site compared 150 of the United States' largest cities to determine the rankings. Cities were judged on their quality of services in contrast to their per-capita budget. Oklahoma City ranked No. 8.

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
Oklahoma State University - Stillwater	13,940	Higher Education
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
City of Oklahoma City	5,200	Government
FAA Mike Monroney Aeronautical Center	5,140	Aerospace
University of Oklahoma Health Sciences Center	5,000	Higher Education
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
Citizen Potawatomi Nation	1,950	Government
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
Johnson Controls	1,200	Manufacturing
The Climate Control Group	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
Rose State College	1,000	Higher Education

Source: Economic Development Division of the Greater Oklahoma City Chamber — December 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, 224 ft. long, 70 ft. in diameter Crystal Bridge Conservatory, which underwent a massive renovation from July 2021 until it's reopening on November 18, 2022. The new conservatory boasts a reflection pool, new plant collections, overlook terraces, an exquisite two-floor waterfall feature and tropical plants with interpretive signage. The renovation project also included adding a brand-new gift shop that pays tribute to horticultural education and conversation efforts, as well as, a Sensory Skywalk Third Level, where visitors get to experience a symphony of sounds, tastes and smells on new extended platforms.

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 Lower Park opened up on September 23, 2022. This section of the park has a more focus on athletic events and pickup sports, with a soccer field, sports pavilion, pickleball courts, futsal court and two basketball courts. The park also comes with pavers and furniture that is consistent with the Upper Park, dotting the promenade alongside whispering pines, native gardens, a hollow, an overlook hill, play area for children and a plaza.

Residents and Visitors can also hop on the Oklahoma City Streetcar to explore the diverse and historic districts, and experience the new-found adrenaline reflected by a gleaming downtown. They can also discover the many restaurants and entertainment venues from the Bricktown Canal and Water Taxi and 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 25 airports from Austin to New York. 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.

Originally organized in 1966, the Central Oklahoma Transportation and Parking Authority (COTPA), doing business as EMBARK, operates several public transit services in Oklahoma City, including fixed-route bus, ADA paratransit and mobility programs, the OKC Streetcar, Spokies bikeshare, Oklahoma River Cruises ferry service, downtown parking, and will soon be launching the city's first Bus Rapid Transit (BRT) service – RAPID NW. EMBARK operates 21 bus routes throughout Oklahoma City, along with parts of Midwest City, Del City, and unincorporated Oklahoma County. Through an interlocal agreement, EMBARK also operates five bus routes in Norman.

Bus Rapid Transit (BRT) is a premium transit mode providing high frequency service with fewer stops, enhanced vehicles, stations, and passenger amenities that utilizes transit signal prioritization for faster service. The first BRT line – RAPID NW – will connect the urban core and far northwest Oklahoma City. Construction of the RAPID NW line began in July 2022 and is expected to be completed in fall 2023. RAPID NW will connect several neighborhoods, major employers, hospitals, educational institutions, and other amenities with frequent, comfortable rapid transit service.

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, several metro-area cities formed the Regional Transportation Authority of Central Oklahoma (RTA) to better coordinate efforts to plan, build, and operate intercity commuter service. The RTA is currently composed of member cities Edmond, Norman, and Oklahoma City, with each community represented on the authority's board of directors and administrative support provided by EMBARK. Planning studies are currently underway for a north-south commuter rail corridor connecting Edmond, Oklahoma City, and Norman, as well as transit corridors connecting downtown Oklahoma City with Tinker Air Force Base, Will Rogers World Airport, and far west Oklahoma City.

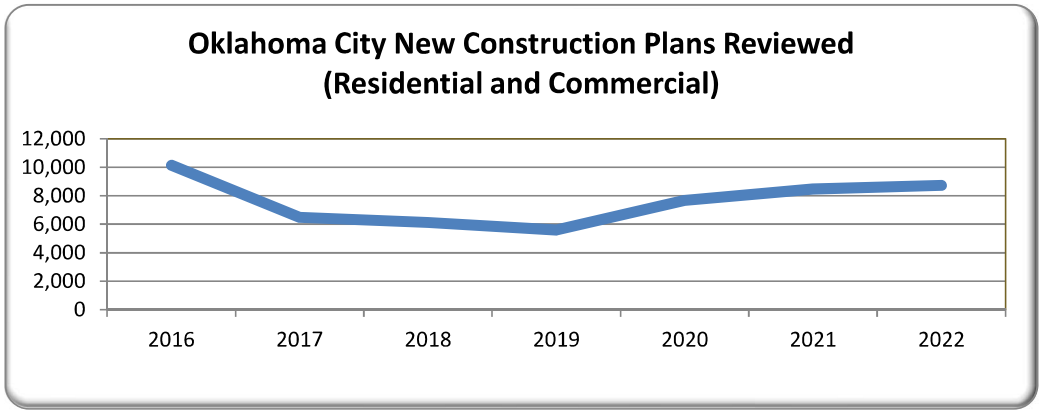
DEVELOPMENT ACTIVITY

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.

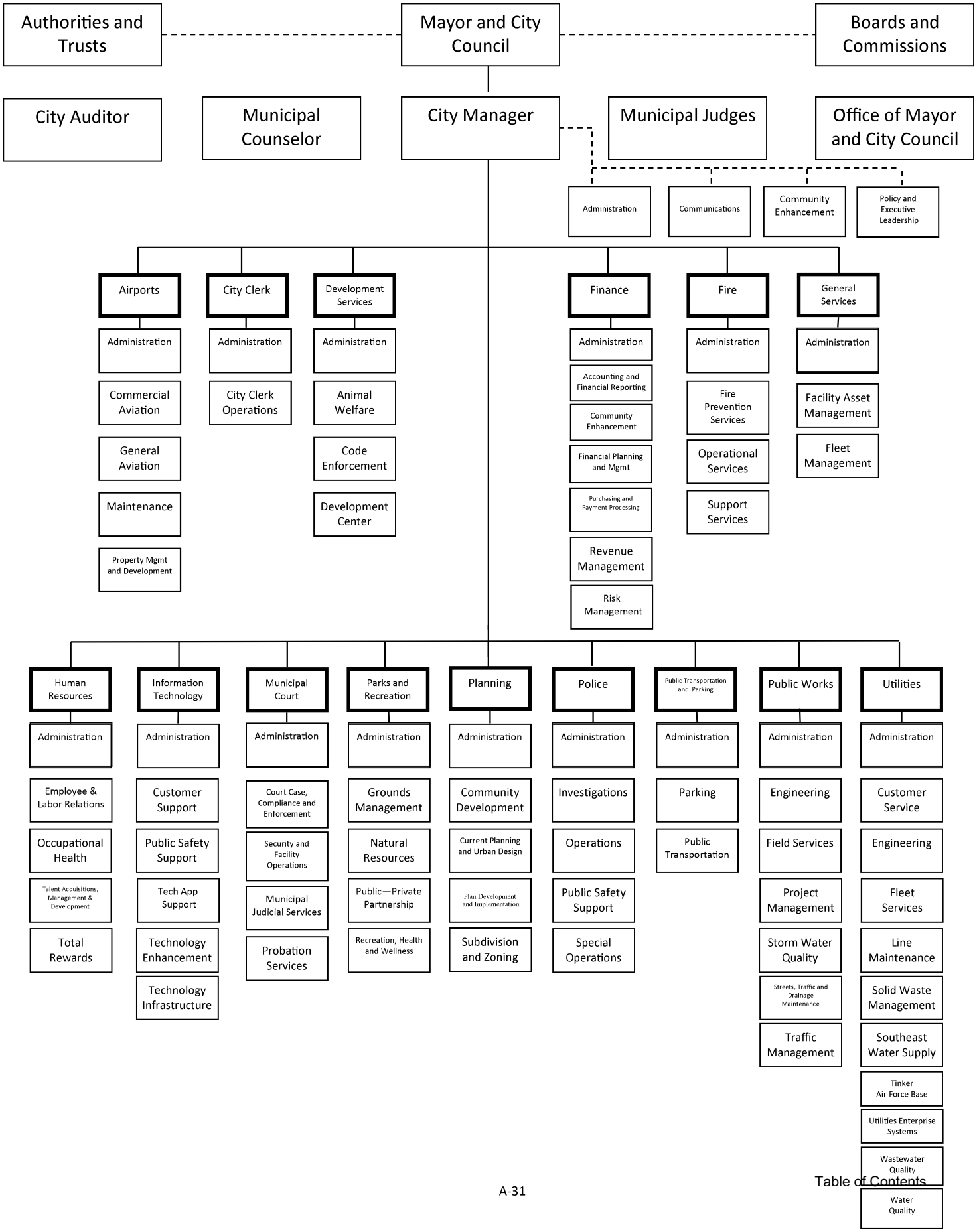
City leaders broke ground on the MAPS 3 and 4 OKC Fairgrounds Coliseum on 02/22/2023. The MAPS 3 and 4 Fairgrounds Coliseum will feature seating for more than 7,000 people, a lounge, suites, a full-service restaurant, several upscale concession areas, and an A/V suite. The new coliseum will be built to the immediate south of the existing Jim Norick Arena. The 216,164-square-foot coliseum will be operated by Oklahoma State Fair, Inc. at the OKC Fairgrounds. Construction is scheduled to be completed in 2025. The Jim Norick Arena will continue to host events, just as it has since 1965 until the new coliseum opens. When the new arena is opened, the Jim Norick arena will be removed and replaced with additional facilities to connect the barns to the new arena. "The Fairgrounds is a catalyst for Oklahoma City's tourism industry," MAPS 4 Program Manager David Todd said. "The 58-year-old Jim Norick Arena is home to numerous national and international horse shows along with the Cattlemen's Congress which collectively generate in excess of $150 million annually. The new coliseum will allow Oklahoma City to remain dominant in the horse show world and continue to be an economic driver for tourism for the state of Oklahoma for the next 50 years."

Residential and Commercial construction saw a 3% increase in FY22. 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

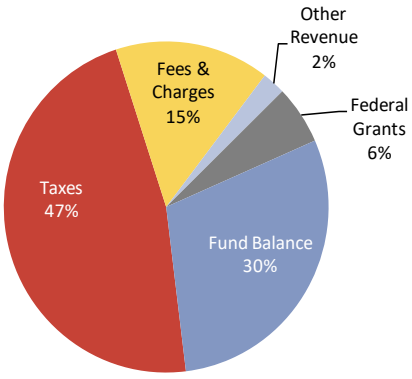


CONSOLIDATED BUDGET OVERVIEW

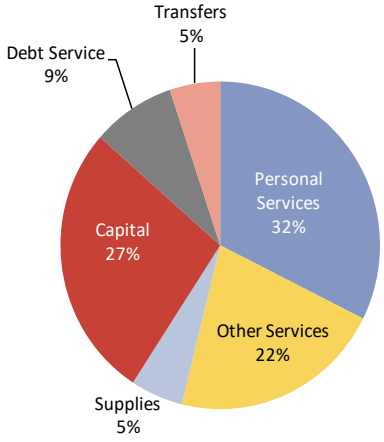
CONSOLIDATED OVERVIEW
REVENUE AND EXPENDITURE SUMMARY FOR ALL FUNDS

	Actual FY22	Adopted FY23	Adopted FY24
Revenue Overview			
Taxes	$801,224,010	$780,356,324	$884,839,609
Fees & Charges	247,496,067	264,124,805	290,301,646
Transfers In	36,302,051	91,562,870	20,932,003
Other Revenue	32,075,270	35,407,824	43,241,745
Federal Grants	43,084,426	117,189,173	108,356,382
Fund Balance	0	584,088,132	558,435,577
Total Revenue	**$1,160,181,824**	**$1,872,729,128**	**$1,906,106,962**
Expenditure Overview			
Personal Services	$520,840,371	$579,541,759	$617,225,878
Other Services	209,254,870	441,131,779	409,683,786
Supplies	49,554,599	107,544,244	101,434,576
Capital	72,139,169	452,378,522	519,858,423
Debt Service	110,924,796	125,894,695	160,588,216
Transfers	160,258,617	166,238,129	97,316,083
Total Expenditures	**$1,122,972,422**	**$1,872,729,128**	**$1,906,106,962**

FY24 REVENUES



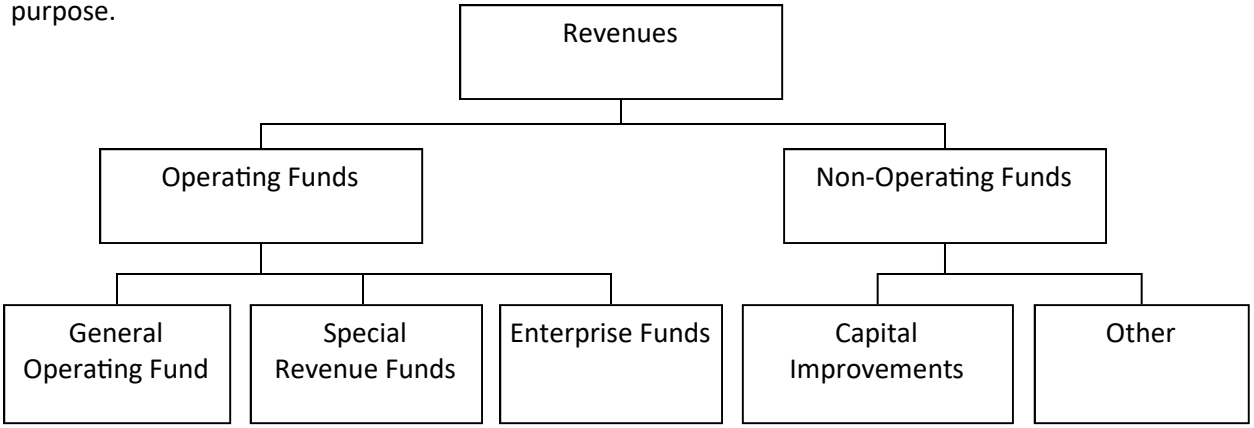
FY24 EXPENDITURES



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/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 Mgmt. Fund
- OKC Improvement and Special Assessment District Fund
- Special Assessment District Fund
- Special Purpose Fund

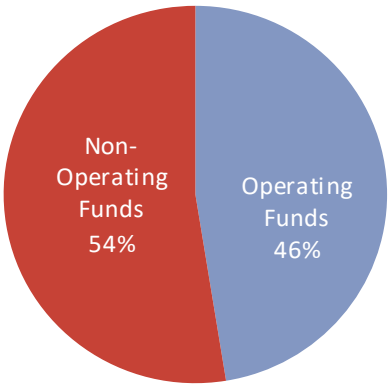
* These funds have both an operating and non-operating component

OPERATING FUNDS

Before beginning the discussion of revenues, it should be noted that all projected growth rates for FY24 are based on changes from estimated year end totals for FY23.

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.

Total City Revenues



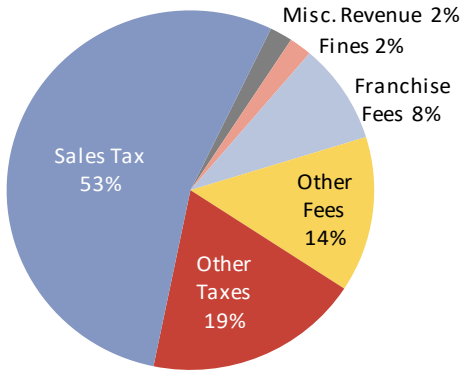
An example of this is dedicated sales and use taxes. In recent years, the residents of Oklahoma City have approved several limited-term dedicated taxes to fund capital improvements. With the MAPS 4 sales and use taxes beginning on April 1, 2020, there have been significant increases in the revenue of 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 portion of the use tax used to fund the MAPS 4 Project Office was classified as operating.

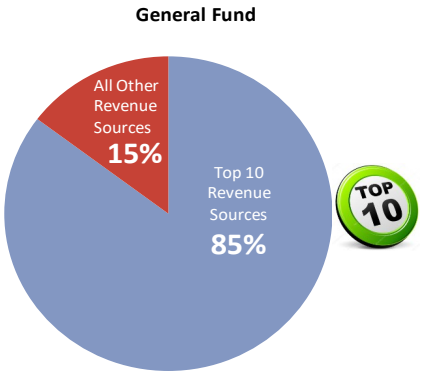
The Operating Funds category includes three major types of funds: General Operating Funds, Special Revenue Funds and Enterprise Funds, all of which will be discussed further. The bulk of the discussion focuses on the General Fund, the City's largest fund at $604.3 million or 31.7% of the FY24 budget.

GENERAL FUND

Due to concerns that an economic slowdown and possibly a brief recession could occur in late FY23 or early FY24, the economic outlook in FY24 is conservative with marginal growth of 0.5% in the General Fund. The General Fund has hundreds of individual revenue sources and similar sources are grouped into categories as shown in the chart to the right. 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 FY24 General Fund budget.

General Fund Revenue by Source





Top 10 General Fund Revenue Sources		% of GF
Sales Tax	$327,995,233	54%
Use Tax	$100,042,909	17%
OG&E Franchise Fee	$29,884,464	5%
Fire Wage Adjustment	$13,153,973	2%
Police Wage Adjustment	$10,099,726	2%
ONG	$9,809,236	2%
Bond Fund Engineering, Legal, Other Services	$7,527,950	1%
Building Permits	$6,041,958	1%
Court Costs	$6,010,730	1%
Commerical Vehicle Tax	$4,787,267	1%
	$515,353,446	85%

As the table above, and the chart on the preceding 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.

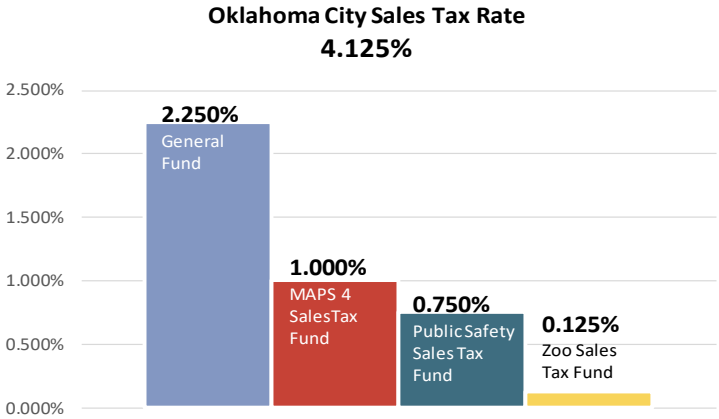
GENERAL FUND - TAXES

The largest category of revenue in the General Fund is taxes at $441.2 million or 73.0%. Within the taxes category, all revenue sources are authorized by the state and collected by the Oklahoma Tax Commission.

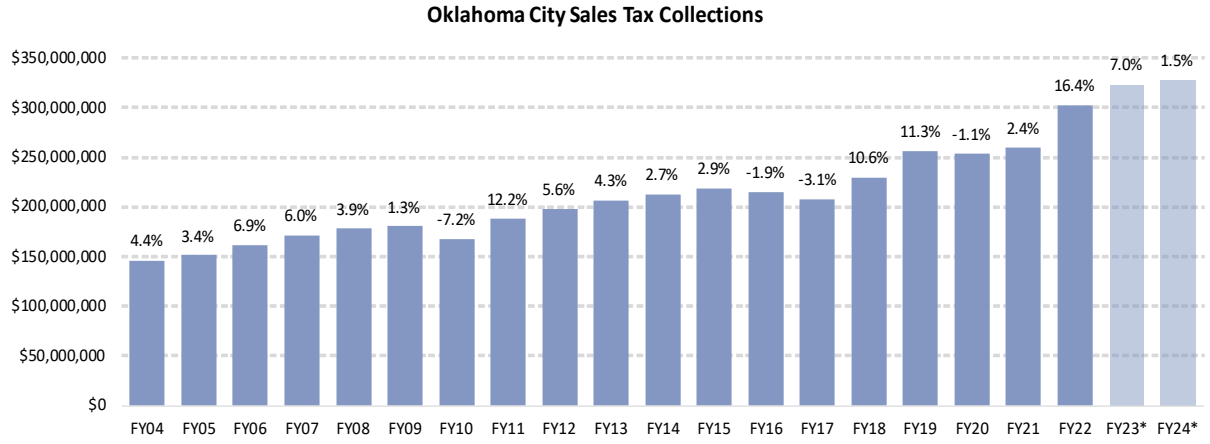
Sales Tax

Sales fax 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 $1.1 billion dedicated to funding 16 different projects including 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 Oklahoma City 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 is always challenging because it is impacted by many uncertain local and national factors. For example, recent high inflation has put upward pressure on prices, which translates into higher sales tax collections. However, particularly high and sustained inflation discourages consumer activity for certain non-essential goods and services, which can suppress sales tax growth. Through careful analysis, the City has developed the FY24 budget based upon a 1.5% growth rate in sales tax as



*Sales Tax Collection Projections

compared to projected FY23 year end collections. Sales tax collections are projected to be $328.0 million and account for 54% of the FY24 General Fund budget.

GENERAL FUND - OTHER TAXES

Use Tax

Use tax is levied on goods and services that are bought in other states and then imported for use Oklahoma. 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 9.6% growth rate and sales tax has averaged 4.5% growth over the past 10 years. The use tax rate is 4.125% of the purchase price and is budgeted at $100.0 million or 16.6% of the General Fund budget for FY24. Together, sales and use tax make up 70.8% of the General Fund operating budget which demonstrates how heavily the City relies on these 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 $3.4 million, which is less than 1% of the General Fund revenue budget.

Commercial Vehicle Tax and Motor Fuels Tax

The 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. These revenues are projected to

decline for FY24 by -6.2% and total $6.4M or 1.1% of the General Fund budget.

Occupation Tax
Occupation taxes are levied by the City for specific occupations when the City is the principal place of business for the occupation. The first type of occupation tax is on retail gasoline filling stations, retail diesel stations and retail oil stations and is a tax on each pump. The second type of occupation tax is on businesses or occupations related to alcoholic beverages. In FY24, marginal growth of 1% is anticipated with a budget of $1.4 million which is less than 1% of the General Fund revenue budget.

Alcoholic Beverage Tax
The 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 tax collections are expected to generate $2.0 million in FY24 or less than 1% 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 $55.4 million or 9.2% of the FY24 General Fund operating revenue budget. Three of largest remitters of franchise fees are Oklahoma Gas & Electric (OG&E) with FY24 estimated revenue of $29.9 million, Oklahoma Natural Gas (ONG) at $9.8 million and Cox Cable at $4.4 million. OG&E and ONG are top 10 General Fund revenue sources and make up 6.6% 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 Fees revenue comes from a variety of sources such as business licenses, fishing permits, building permits, and fees for becoming a pre-qualified contractor. The category represents $14.8 million or 2.4% of the General Fund revenue budget. Building permits are a top 10 revenue source at a projected $6.0 million or 1.0% of the budget. Overall, this category is projected to grow 3.4% in FY24.

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 $44.1 million or 7.3% of the FY24 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 remains a top 10 revenue source and is projected at $6.0 million with flat growth for FY24. No longer a top 10 revenue source, traffic fines is projected at $4.1 million with flat growth for FY24. The Fines category is $12.0 million or 2.0% 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 $36.9 million or 6.1% of the FY24 budget.

Administrative Charges

Administrative Charges are $26.2 million or 4.3% of the FY24 General Fund revenue budget and are assessed to other City funds and entities for administrative services such as accounting, human resources, 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 $10.6 million in FY24 or 1.8% 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 FY24, the Transfers category is projected at $63,552 and 1.1% growth. In total, the Transfers category makes up a marginal share of the General Fund revenue budget.

Fund Balance

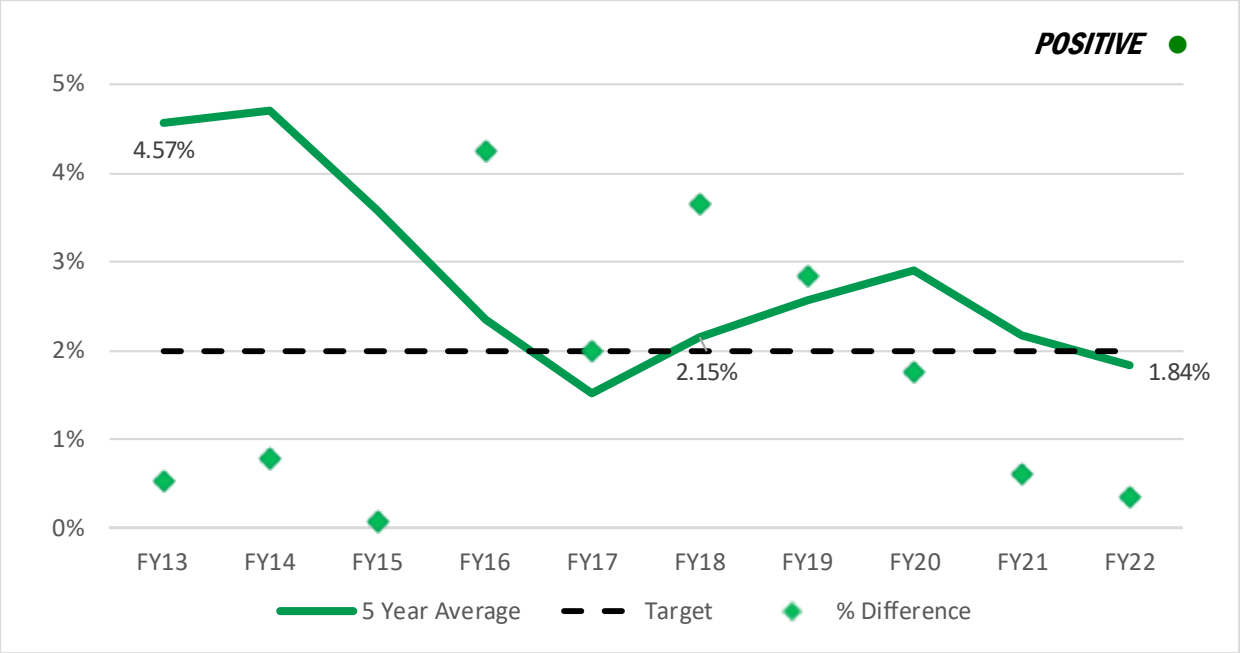
No fund balance is budgeted in FY24.

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 2023, for the thirteenth 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 10 years was 1.7% which is within the City's stated goal of having revenues within 2% of projections. Over the last five years, the absolute value variance average improved to 1.8%. In FY11 and FY12, Oklahoma was coming out of a recession and rebounded stronger than expected with variances of 10.4% and 6.1%, respectively. 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 4.3% and a prolonged weakened local economy that reflected inventory adjustments accounted for a shortfall of 2.0% 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 -1.8% lower than projected. Sales and use tax collections outpaced expectations in FY21 as a result of Federal stimulus money resulting in growth 0.6% higher than projected. More Federal stimulus money in FY22 fueled higher than expected sales tax receipts, although growth was only marginally higher than projections by 0.3%. 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.

INTERNAL SERVICE FUNDS

Internal Service Funds are dedicated to departments that provide services to other City departments and revenue is generated by charging departments for those services. Most of the charges are set at the beginning of each year based on past usage. Some exceptions are fuel, postage, and color printing which are charged to departments based on current usage and prices. The individual Internal Service Funds are Information Technology, Risk Management in the Finance Department, the Print Shop in the City Manager's Office, and Fleet Services in the General Services Department. Internal Service Funds have a FY24 budget of $83.7 million, which is a 21.0% increase compared to the FY23 adopted budget. Major changes to each internal service fund are summarized in the department section of the budget book. Internal Service funds combined are 4.4% of the $1.9 billion FY24 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 1.5%; this is the same rate of growth as projected for sales tax in the General Fund.

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 $127,000 in FY24.

Emergency Management Fund

The Emergency Management Fund supports the E-911 system for Oklahoma City and is budgeted at $10.5 million in FY24, which is an 3.5% increase over from the FY23 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 $3.1 million in FY24.

Hotel/Motel Tax Operating Fund

The Hotel/Motel Tax Fund FY24 budget is $32.3 million and is supported by a 5.5% hotel occupancy tax. This fund is divided between operating activities ($14.7 million) dedicated to the promotion of special events, convention and tourism development; and non-operating activities ($17.5 million) dedicated to capital projects at the State Fairgrounds. Overall operating revenue from the Hotel/Motel Tax fund is projected have marginal 0.1% growth compared to FY23 adopted budget due to an anticipated increase in incentive funds offered by the State of Oklahoma for hosting quality events within the city.

MAPS 3 Use Tax Operating 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 was used to support administration and oversight of the MAPS 3 projects and is budgeted in the operating fund. The FY24 budget is $459,378 , a –48.6% decrease from FY23 as fund balance from the expired tax is spent down.

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 $17.6 million in FY24.

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 a monthly fee on their City utility bill in exchange for EMSACare benefits from the Emergency Medical Services Authority (EMSA). The FY24 budget is $14.1

million, up 47.9% compared to FY23 due to new supplemental ambulatory services.

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.

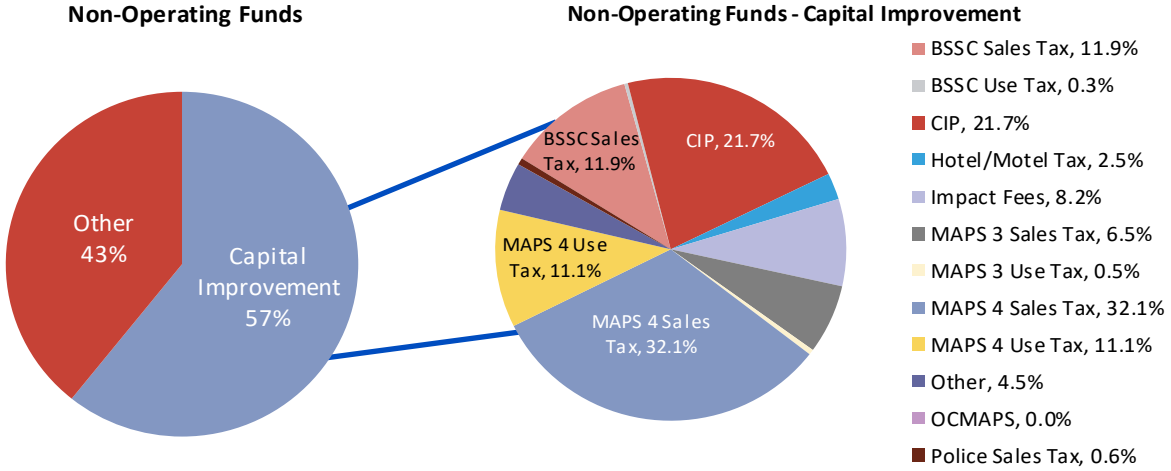
NON-OPERATING FUNDS

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 FY24, the budget for non-operating funds is $1.1 billion, a 0.7% decrease from the FY23 adopted budget due to the Better Streets, Safer City and MAPS 3 programs ending. 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 52% of the total FY24 $1.9 billion budget.

CAPITAL IMPROVEMENTS

The majority of non-operating funds are for capital improvements and have a FY24 budget of $687.7 million, a decrease of –6.6%. 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 FY24: the MAPS 4 Program Fund, the MAPS 4 Use Tax Fund, and the Hotel/Motel Tax Fund.



Better Streets, Safer City Sales 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 FY24 budget is $83.1 million, with fund balance as the predominant revenue source.

Better Streets, Safer City Use Tax Fund
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 FY24 budget is $2.3 billion, with the predominant revenue source being fund balance.

Hotel/Motel Tax Non-Operating Fund
The Hotel/Motel Tax fund supports three distinct purposes: convention and tourism development, promotions for specific events, and capital improvements at the State Fairgrounds. It is this last capital portion of the Hotel/Motel Tax that is classified as non-operating. Overall non-operating revenue from the Hotel/Motel Tax fund is projected have 20.1% growth compared to the FY23 adopted budget due to the carry over of fund balance from FY23.

Impact Fee Fund
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 FY24 budget is $57.6 million, which is an increase of 12.6% over the FY23 adopted budget. The increase is due to the carry over of fund balance from FY23.

MAPS 3 Sales Tax Fund
The MAPS 3 Use Tax fund 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 funds eight distinct capital projects. The FY23 budget is $45.7 million and is primarily made up of fund balance that will be used to finish construction on the remaining MAPS 3 projects not yet completed.

MAPS 3 Use Tax Non-Operating Fund
The non-operating portion of the MAPS 3 Use Tax fund is used for public safety capital and equipment replacement. The FY23 non-operating budget, comprised of fund balance and interest, is $3.5 million, a -0.7% decrease from the FY23 adopted budget. The remaining balance will be transferred to the MAPS 3 operating fund for operations or used for public safety capital. Much of the public safety capital budget has already been transitioned to the MAPS 4 Use Tax fund.

MAPS 4 Program Fund
The MAPS 4 Program fund was created 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 the Better Streets, Safer City Sales Tax expired. The revenues will initially be deposited in the General Fund and then transferred to the MAPS 4 Program Fund to be used for 16 distinct capital and quality-of-life projects. The FY23 budget of $225.3 million is comprised of a General Fund transfer of $145.8 million and fund balance usage of $79.6 million.

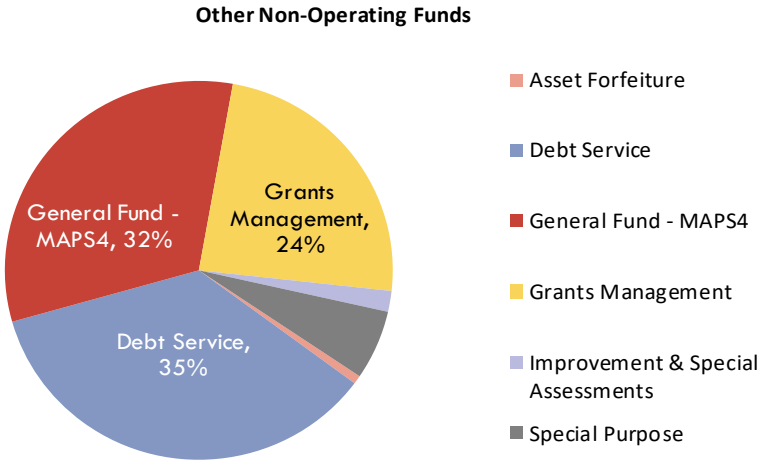
MAPS 4 Use Tax Non-Operating Fund
The MAPS 4 Use Tax fund was established at the same time as the MAPS 4 Program Fund and is also a temporary, 8-year one-cent use tax that will primarily be used to fund the City's operating cost of

administering the MAPS 4 projects, public safety capital improvement projects, and equipment and capital costs associated with City-owned facilities. These final two uses are funded through the non-operating portion of the fund. The FY24 budget for the non-operating portion is $77.7 million, a 36.7% increase from the FY23 adopted budget due to increased use of fund balance.

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 Operations Fund, MAPS Sales Tax Fund, OCMAPS Sales Tax Fund, Oklahoma City Sports Facilities Improvement Sales Tax Fund, Oklahoma City Sports Facilities Improvement Use Tax Fund, Police and Fire Capital Equipment Sales Tax Fund, Police Sales Tax Capital Fund,** and the **Street and Alley Fund**. The revenue budgets for FY24 for each of these funds are based primarily on the level of projected fund balance remaining at the end of FY23.

OTHER NON-OPERATING FUNDS

The Other Non-Operating Funds are budgeted at $452.8 million in FY24, a 10.0% increase, largely due to an increase in the Debt Service fund. Most of the funds in this category are so limited in their purpose that they do not support daily operations and typically have a stream of revenue from an outside source or another fund in addition to a significant fund balance. In these cases, the non-operating fund is serving to accumulate revenue for a specific purpose. Funds that fall into this category include the **Asset Forfeiture Fund, Debt Service Fund, General Fund MAPS 4 Sales Tax, Grants Management Fund, Oklahoma City Improvement and Special Services Assessment District Fund,** and the **Special Purpose Fund**



Debt Service Fund

The Debt Service fund is the largest fund in the Other Non-Operating category at $160.6 million or 35.5% of the category. It is supported directly by property taxes that will be in effect during FY23. Overall, the budget increased 27.6% in FY24 due to an increase in ad valorem property taxes.

Oklahoma City Improvement and Special Services Assessment District Fund

Although not technically supported by a tax, the assessments that support the Oklahoma City Improvement and Special Services Assessment District funds operate much like a tax. These funds are comprised of six Business Improvement Districts (BID) (Downtown, Stockyards, Western Avenue, Capitol Hill, Uptown 23rd and Adventure District) and the Special Assessment Districts fund. 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 FY24 budget of $8.0 million is a 16.6% increase due to an increase in assessments.

Grants Fund

The Grants fund is 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. The Grants Fund is classified as non-operating because the activities supported by grants would typically not be provided without the grant funding. The FY24 budget is decreasing –7.5% to $108.4 million due to the completion of the CARES Act, and Emergency Rental Assistance 1 and 2 grants.

Special Purpose Fund

The Special Purpose fund is used primarily for donations to the City. The FY24 budget is $26.8 million, an increase of 8.4%.

General Fund MAPS 4 Sales Tax Fund

The General Fund MAPS 4 Sales Tax 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 it 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 4 Program Fund to be used for capital projects. The Fund is expected to generate $1.1 billion over the eight years and will be used for 16 capital and quality-of-life projects such as a new family justice center, youth centers, senior wellness centers, a multi-purpose stadium, transit system improvements, a civil rights center, among other projects. The fund is the second largest of the Other Non-Operating Funds and has a FY24 budget of $145.8 million or 32.2% of the category.

REVENUE DETAIL TABLE

	Actual FY22	Adopted FY23	Adopted FY24
General Operating Funds			
General Fund			
Taxes			
Sales Tax	$302,122,747	$295,700,576	$327,995,233
Use Tax	86,620,537	92,472,879	100,042,909
Other Taxes	4,401,755	4,273,519	3,366,487
Commercial Vehicle Tax	5,355,857	5,570,355	4,787,267
Motor Fuels Tax	1,213,692	1,237,351	1,595,210
Occupational Tax	1,322,352	1,306,574	1,441,794
Alcoholic Beverage Tax	1,818,292	1,811,864	1,963,045
Total Taxes	**$402,855,231**	**$402,373,118**	**$441,191,945**
Franchise/Utility Fees			
Oklahoma Natural Gas	$7,962,832	$7,905,804	$9,809,236
Oklahoma Gas & Electric	22,604,872	23,791,566	29,884,464
Caddo Electric Coop.	252,357	253,472	313,666
Oklahoma Electric Coop.	1,466,641	1,453,092	1,731,403
Tri-Gen	490,577	485,765	686,328
AT&T	198,728	156,420	140,778
AT&T Video	873,535	870,215	628,261
Cox Cable	4,752,802	4,888,809	4,377,076
Cox Fibernet	0	0	0
Other Telephone	133,454	127,954	132,452
Utility Fees - Water	3,352,812	3,008,905	3,930,000
Utility Fees - Wastewater	2,210,526	1,939,369	2,391,000
Utility Fee - Solid Waste	1,237,531	1,104,283	1,344,000
Total Franchise/Utility Fees	**$45,536,667**	**$45,985,654**	**$55,368,664**
Licenses, Permits, and Fees			
Abandoned Building Registration	$59,406	$61,970	$134,598
Fire Prevention Permits	275,831	249,601	383,504
Alarm Permits	613,670	756,055	514,344
Police Alarm Fees	63,228	63,823	48,262
Oil & Gas Well Inspections	318,780	310,030	251,166
General Licenses	493,586	911,120	742,941
Building Permits	7,231,944	6,888,397	6,041,958
Electrical Wiring Permits	1,845,700	1,843,039	1,933,394
Plumbing Permits	2,000,233	2,076,248	1,925,995
Boiler & Elevator Permits	161,358	151,422	141,305
Offsite Wagering Fee	40,798	41,792	35,452
Pre-Qualification Application Fee	259,250	278,934	224,781
Refrig. & Forced Air Permits	1,402,663	1,318,080	1,357,583
Sidewalk & Paving Fees	566,488	608,149	686,915
Work Zone Permits	40,635	43,895	45,272
Other Fees	493,614	44,454	47,589
Hunting and Fishing Permits	130,311	144,934	88,870
Vending Stamps	138,591	122,639	159,566
Garage Sale Permits	63,481	58,975	63,642
Total Licenses, Permits, & Fees	**$16,199,568**	**$15,973,557**	**$14,827,137**

	Actual FY22	Adopted FY23	Adopted FY24
Administrative Charges			
Airport Administrative Payments	$649,224	$873,390	$984,638
Airport Police Payments	3,528,657	3,571,945	3,805,104
Water/Wastewater Admin Payments	5,189,575	6,086,674	6,825,560
Drainage Utility Administrative Payment	1,106,582	1,186,560	1,301,998
Solid Waste Mgmt. Admin Payments	1,379,508	1,171,738	998,680
Convention & Tourism Admin Payments	377,187	430,326	514,999
Zoo Administrative Payments	275,000	300,000	300,000
Golf Administrative Payments	95,438	107,838	98,563
Other Administrative Payments	101,969	212,908	204,668
MAPS3 Administrative Payments	1,098,552	1,087,806	1,265,336
Better Streets Administrative Payments	394,295	337,858	243,287
Risk Management Administrative Payments	618,105	722,641	855,727
Public Transportation Administrative Pmts.	1,177,925	1,302,901	1,778,113
Parking Administrative Payments	176,056	191,971	236,065
IT Administrative Payments	1,517,991	1,660,868	1,900,644
Print Shop Administrative Payments	132,292	131,023	146,313
Fleet Services Admin Payments	45,350	35,236	56,377
Banking Fee Payments	148,859	140,000	145,449
Nuisance Abatement Payments	238,024	394,947	126,091
Econ Dev,TIF Engineering, Legal, Other Svcs	667,790	592,421	782,459
Mowing, Liter, and Landscaping Adm Payments	1,330,474	1,388,952	1,376,307
Pavement Maintenance Payments	2,281,862	2,796,695	2,224,359
Total Administrative Charges	**$22,530,714**	**$24,724,698**	**$26,170,737**
Other Service Charges			
Bond Fund Engineering, Legal, Other Services	$7,737,789	$9,219,072	$7,527,950
Animal Shelter Fees	269,726	275,394	259,428
Engineering Fees	3,504,906	3,347,206	3,639,383
Planning Fees	974,950	1,099,098	874,930
Fire Service Recovery	14,000	28,000	28,000
Fire Wage Adjustment Reimbursement	12,398,911	12,770,847	13,153,973
Police Wage Adjustment Reimbursement	9,519,972	9,805,559	10,099,726
Police Fees	2,248,871	2,522,442	2,981,850
Parking Meters	1,185,814	1,790,648	1,815,072
Reimbursement - Grants	0	522,174	525,694
Refunds and Reimbursements - Operating	858,841	1,132,799	1,174,763
Mowing Services - OCRRA	35,393	0	0
Damage to City Property	182,938	0	224,352
Other Charges	2,707	161,015	780
Miscellaneous Service Charges	672,272	673,353	0
Recreation Fees	1,211,295	1,646,322	1,765,595
Total Other Service Charges	**$40,818,385**	**$44,993,929**	**$44,071,496**

	Actual FY22	Adopted FY23	Adopted FY24
Fines			
Traffic Fines	$4,907,125	$5,035,136	$4,067,808
Parking Fines	1,136,085	1,124,617	924,870
Court Fees	7,164,600	7,311,497	6,010,730
Court of Record, Jury Division	816,605	758,912	657,803
Criminal Court	196,006	203,567	116,798
Jail Cost Recovery Program	139,955	141,000	120,142
Other Fines	12,299	12,399	18,950
Juvenile Fines	86,686	83,875	70,082
Total Fines	**$14,459,359**	**$14,671,003**	**$11,987,183**
Other Revenue			
Leases	$2,844,111	$2,869,721	$3,175,445
Sale of City Property	8,555	23,521	65,907
Check Service Charge	180	195	271
Royalties	213,707	227,683	410,802
Miscellaneous	1,854,227	4,513,213	4,158,637
Wrecker Service Payments	0	0	0
Operating Interest	1,349,037	1,400,000	2,838,009
Total Other Revenue	**$6,269,817**	**$9,034,333**	**$10,649,071**
Transfers			
Transfers from OCPPA - DAS	$0	$0	$0
Transfers - Miscellaneous	128,099	68,762	63,522
Total Transfers	**$128,099**	**$68,762**	**$63,522**
Fund Balance	**$0**	**$12,609,459**	**$0**
Total General Fund - Operating**	**$548,797,839**	**$570,434,513**	**$604,329,755**
Internal Service Funds**			
Interest	$137,235	$58,680	$58,684
Information Technology	31,164,015	34,488,860	38,901,480
Risk Management	15,487,735	19,796,799	26,749,141
Print Shop	825,516	992,377	1,076,901
Fleet Services	9,465,626	10,431,978	11,360,152
Other	447,994	433,110	258,387
Services	614	0	0
Transfers	(1,411,530)	(1,744,217)	(1,287,067)
Fund Balance	0	1,232,240	1,648,801
Total Internal Service Funds	**$56,117,205**	**$65,689,827**	**$78,766,479**
Total General Operating Funds	**$604,915,044**	**$636,124,340**	**$683,096,234**

	Actual FY22	Adopted FY23	Adopted FY24
Special Revenue Funds			
Court Administration & Training Fund			
Fees	$137,307	$150,332	$105,240
Fines	61	225	237
Interest	1,342	1,349	1,813
Fund Balance	0	81,948	19,710
Total Court Administration & Training Fund	**$138,710**	**$233,854**	**$127,000**
Emergency Management Fund			
Tariffs	$6,200,901	$6,393,731	$7,211,710
Interest	9,318	10,442	34,783
Transfers	2,300,000	3,584,933	3,095,854
Other	0	0	0
Fund Balance	0	200,000	200,000
Total Emergency Management Fund	**$8,510,219**	**$10,189,106**	**$10,542,347**
Fire Sales Tax Fund			
Sales Tax	$50,368,143	$49,283,429	$54,665,872
Interest	170,606	144,261	490,694
Other	17,679	15,495	15,838
Service Charges	251,499	0	0
Fund Balance	0	1,749,421	1,466,070
Total Fire Sales Tax Fund	**$50,807,926**	**$51,192,606**	**$56,638,474**
Hotel/Motel Tax Fund**			
Hotel/Motel Tax	$7,583,629	$7,775,474	$7,761,584
Interest	29,513	26	78,020
Other	250,000	250,000	500,000
Transfers	5,922,766	6,220,379	6,209,267
Fund Balance	0	480,000	192,124
Total Hotel/Motel Tax Fund	**$13,785,908**	**$14,725,879**	**$14,740,995**
MAPS Operations Fund**			
Use Tax	$0	$0	$0
Interest	16,972	0	0
Other	0	0	0
Transfers	0	0	0
Fund Balance	0	0	0
Total MAPS Operations Fund	**$16,972**	**$0**	**$0**
MAPS 3 Use Tax Fund**			
Use Tax	($1,052,181)	$0	$0
Interest	16,248	7,194	426
Other	176,261	50,000	0
Service Charges	700,674	600,000	0
Transfers	0	0	0
Fund Balance	0	236,753	458,952
Total MAPS 3 Use Tax Fund	**($158,998)**	**$893,947**	**$459,378**

	Actual FY22	Adopted FY23	Adopted FY24
MAPS 4 Use Tax Fund**			
Use Tax	$0	$0	$0
Interest	34,433	10,000	532,004
Service Charges	0	0	0
Transfers	11,516,130	7,047,719	8,819,291
Fund Balance	0	9,775,378	8,290,993
Total MAPS 4 Use Tax Fund	**$11,550,563**	**$16,833,097**	**$17,642,288**
Medical Service Program Fund			
Medical Service Program Fee	$7,094,410	$7,264,344	$14,027,544
Interest	94,816	78,808	78,808
Other	0	0	0
Fund Balance	0	0	0
Total Medical Service Program Fund	**$7,189,226**	**$7,343,152**	**$14,106,352**
OCMAPS Sales Tax Fund**			
City/Schools Sales Tax	$0	$0	$0
Interest	434	0	0
Other	4,208	0	0
Transfers	0	0	0
Fund Balance	0	0	49,944
Total OCMAPS Sales Tax Fund	**$4,643**	**$0**	**$49,944**
Police Sales Tax Fund**			
Sales Tax	$50,368,143	$49,283,429	$54,665,872
Interest	215,294	178,690	634,870
Other	30,376	0	0
Service Charges	157,253	232,784	159,000
Transfers	(300,000)	(3,657,719)	(2,748,178)
Fund Balance	0	4,331,854	774,907
Total Police Sales Tax Fund	**$50,471,066**	**$50,369,038**	**$53,486,471**
Zoo Sales Tax Fund			
Sales Tax	$16,789,381	$16,427,810	$18,221,958
Interest	0	1,000	1,000
Other	0	328,556	864,439
Fund Balance	0	0	0
Total Zoo Sales Tax Fund	**$16,789,381**	**$16,757,366**	**$19,087,397**
Total Special Revenue Funds	**$159,105,615**	**$168,538,045**	**$186,880,646**

	Actual FY22	Adopted FY23	Adopted FY24
Enterprise Funds			
Airports Fund			
Transfer from Airport Trust (OCAT)	$19,371,623	$19,950,711	$22,536,007
Interest	23,016	19,177	64,743
Other	73,440	73,340	24,434
Fund Balance	0	2,685,899	2,711,440
Total Airports Fund	**$19,468,079**	**$22,729,127**	**$25,336,624**
Stormwater Drainage Utility Fund**			
Fees	$19,050,962	$19,498,800	$19,554,916
Interest	131,693	137,388	267,303
Other	0	0	0
Permits	146,230	134,997	161,628
Reimbursements	255,766	255,766	270,000
Service Charges	49,928	49,012	2,096,865
Transfers	(3,920,549)	(1,000,000)	(3,000,000)
Fund Balance	0	1,888,625	3,237,749
Total Stormwater Drainage Utility Fund	**$15,714,030**	**$20,964,588**	**$22,588,461**
Transportation and Parking Fund			
Interest	$4,675	$3,964	$17,715
Service Charges	123,568	507,953	672,148
Transfers	3,898,554	5,529,021	6,137,341
Fund Balance	0	812	0
Total Transportation and Parking Fund	**$4,026,797**	**$6,041,750**	**$6,827,204**
Utilities Fund			
Interest	$155,410	$137,645	$512,171
Other	$1,112	$0	$0
Transfers	101,310,000	126,924,377	107,112,970
Fund Balance	0	2,827,509	1,200,000
Total Utilities Fund	**$101,466,522**	**$129,889,531**	**$108,825,141**
Total Enterprise Funds	**$140,675,427**	**$179,624,996**	**$163,577,430**
Subtotal Operating Funds	**$904,696,087**	**$984,287,381**	**$1,033,554,310**
Less Operating Interfund Transfers (1)	(100,156,425)	(114,905,345)	(129,274,717)
Total Operating Funds	**$804,539,661**	**$869,382,036**	**$904,279,593**

	Actual FY22	Adopted FY23	Adopted FY24
Non-Operating Funds			
Non-Operating Capital Improvements			
Better Streets, Safer City Sales Tax Fund			
Sales Tax	$249,649	$338,716	$0
Interest	938,131	419,202	300,000
Fund Balance	0	101,399,369	82,820,189
Total Better Streets, Safer City Sales Tax Fund	**$1,187,779**	**$102,157,287**	**$83,120,189**
Better Streets, Safer City Use Tax Fund			
Use Tax	($20,062)	$15,692	$0
Interest	122,704	54,089	89,555
Other	1,304	0	0
Fund Balance	0	12,445,510	2,191,560
Total Better Streets, Safer City Use Tax Fund	**$103,945**	**$12,515,291**	**$2,281,115**
Capital Improvement Projects Fund			
Interest	$778,912	$615,510	$1,694,470
Other	109,572	300,000	1,756,374
Service Charges	0	0	0
Transfers	54,328,359	50,991,679	6,250,000
Fund Balance	0	82,810,320	142,443,251
Total Capital Improvement Projects Fund	**$55,216,843**	**$134,717,509**	**$152,144,095**
City and Schools Capital Projects Use Tax Fund			
Use Tax	$0	$0	$0
Interest	22,505	8,926	50,461
Other	207,519	100,000	123,899
Transfers	0	0	0
Fund Balance	0	2,464,005	2,564,940
Total City and Schools Cap. Projects Use Tax Fund	**$230,024**	**$2,572,931**	**$2,739,300**
Hotel/Motel Tax Fund**			
Hotel/Motel Tax	$9,100,354	$9,330,568	$9,313,901
Interest	38,252	41,308	89,048
Transfers	2,417,642	2,937,092	2,844,504
Fund Balance	0	2,275,625	5,271,964
Total Hotel/Motel Tax Fund	**$11,556,248**	**$14,584,593**	**$17,519,417**
Impact Fees Fund			
Impact Fees	$12,986,334	$9,804,725	$7,283,717
Interest	367,020	451,239	437,862
Fund Balance	0	40,874,706	49,848,807
Total Impact Fees Fund	**$13,353,354**	**$51,130,670**	**$57,570,386**

	Actual FY22	Adopted FY23	Adopted FY24
Internal Service Funds**			
Interest	$14,962	$5,500	$30,000
Other	11,929	0	15,000
Transfers	2,053,944	1,844,217	1,602,480
Fund Balance	0	1,637,278	3,302,553
Total Internal Service Funds	**$2,080,834**	**$3,486,995**	**$4,950,033**
MAPS Operations Fund**			
Use Tax	$0	$0	$0
Interest	19,784	31,528	9,875
Transfers	0	0	0
Fund Balance	0	2,204,588	4,377,616
Total MAPS Operations Fund	**$19,784**	**$2,236,116**	**$4,387,491**
MAPS Sales Tax Fund			
Sales Tax	$0	$0	$0
Interest	178	43	15,687
Other	3	6	0
Fund Balance	0	159,859	312,603
Total MAPS Sales Tax Fund	**$181**	**$159,908**	**$328,290**
MAPS 3 Sales Tax Fund			
Sales Tax	$402,293	$500,000	$0
Interest	728,832	329,821	755,342
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	79,785,374	44,992,391
Total MAPS 3 Sales Tax Fund	**$1,131,125**	**$80,615,195**	**$45,747,733**
MAPS 3 Use Tax Fund**			
Use Tax	$0	$0	$0
Interest	31,505	26,789	66,460
Other	19,585	5,000	0
Transfers	0	0	0
Fund Balance	0	3,485,015	3,425,637
Total MAPS 3 Use Tax Fund	**$51,090**	**$3,516,804**	**$3,492,097**
MAPS 4 Program Fund			
Interest	$1,478,942	$1,524,780	$0
Transfers	133,755,305	132,062,015	145,775,659
Fund Balance	0	116,826,164	79,565,095
Total MAPS 4 Program Fund	**$135,234,247**	**$250,412,959**	**$225,340,754**

	Actual FY22	Adopted FY23	Adopted FY24
MAPS 4 Use Tax Fund**			
Use Tax	$28,954,734	$29,365,494	$32,013,732
Interest	340,173	314,065	950,561
Other	0	0	0
Service Charges	214,235	0	75,605
Transfers	(11,516,130)	(7,047,719)	(8,220,892)
Fund Balance	0	34,248,137	52,913,042
Total MAPS 4 Use Tax Fund	**$17,993,011**	**$56,879,977**	**$77,732,048**
OCMAPS Sales Tax Fund**			
Interest	$4,419	$2,538	$0
Other	0	0	0
Transfers	0	0	0
Fund Balance	0	426,492	31,341
Total OCMAPS Sales Tax Fund	**$4,419**	**$429,030**	**$31,341**
Oklahoma City Sports Facilities Sales Tax Fund			
Sales Tax	$0	$0	$0
Interest	315	179	381
Other	403	0	0
Fund Balance	0	36,196	23,779
Total OKC Sports Facilities Sales Tax Fund	**$718**	**$36,375**	**$24,160**
Oklahoma City Sports Facilities Use Tax Fund			
Use Tax	$0	$0	$0
Interest	31	15	64
Other	(213,415)	0	0
Fund Balance	0	3,678	3,729
Total OKC Sports Facilities Use Tax Fund	**($213,384)**	**$3,693**	**$3,793**
Oklahoma City Tax Increment Financing Fund			
Tax Increment Financing Match	$2,699,802	$2,350,000	$5,250,000
Interest	2,287	70	0
Fund Balance	0	9,235	550,000
Total Oklahoma City TIF Fund	**$2,702,089**	**$2,359,305**	**$5,800,000**
Police Sales Tax Fund**			
Sales Tax	$0	$0	$0
Interest	11,814	12,108	38,044
Other	1,100	0	0
Service Charges	0	0	0
Transfers	300,000	3,657,719	2,748,178
Fund Balance	0	753,026	1,636,631
Total Police Sales Tax Fund	**$312,914**	**$4,422,853**	**$4,422,853**

	Actual FY22	Adopted FY23	Adopted FY24
Police/Fire Capital Equipment Sales Tax Fund			
Police and Fire Equipment Sales Tax	$0	$0	$0
Interest	21,421	10,028	30,698
Other	11,279	0	0
Fund Balance	0	2,424,070	1,512,797
Total Police/Fire Equipment Sales Tax Fund	**$32,700**	**$2,434,098**	**$1,543,495**
Stormwater Drainage Utility Fund**			
Fees	$0	$0	$0
Interest	74,250	62,524	0
Transfers	3,920,549	3,000,000	3,000,000
Fund Balance	0	8,835,393	9,130,675
Total Storm Water Drainage Utility Fund	**$3,994,799**	**$11,897,917**	**$12,130,675**
Street & Alley Capital Fund			
Interest	$1	$5	$0
Other	0	0	0
Fund Balance	0	98	100
Total Street & Alley Capital Fund	**$1**	**$103**	**$100**
Total Non-Operating Capital Improvements	**$244,992,723**	**$736,569,609**	**$701,309,365**
Other Non-Operating Funds			
Asset Forfeiture Fund			
Asset Seizure Revenues	$1,836,195	$4,125,159	$2,125,387
Other	32,954	34,320	26,880
Service Charges	25,997	9,678	0
Interest	23,380	22,994	38,422
Transfers	0	0	0
Fund Balance	0	743,962	1,071,300
Total Asset Forfeiture Fund	**$1,918,526**	**$4,936,113**	**$3,261,989**
Debt Service Fund			
Ad Valorem (Property)	$101,874,717	$83,600,579	$121,229,086
Interest	2,084,882	2,000,000	1,500,000
Other	10,203,120	10,000,000	9,000,000
Fund Balance	0	30,284,116	28,849,130
Total Debt Service Fund	**$114,162,719**	**$125,884,695**	**$160,578,216**
General Fund - MAPS 4**			
Sales Tax	$133,749,981	$132,062,015	$145,775,659
Fund Balance	0	0	0
Total General Fund - MAPS 4	**$133,749,981**	**$132,062,015**	**$145,775,659**

	Actual FY22	Adopted FY23	Adopted FY24
Grants Management Fund			
Grant Awards	$43,084,426	$117,189,173	$108,356,382
Total Grants Management Fund	**$43,084,426**	**$117,189,173**	**$108,356,382**
OKC Improvement & Special Assessment Dist.			
Assessments	$3,422,848	$5,113,307	$6,012,549
Interest	24,089	22,415	32,220
Service Charges	0	6,336	750
Transfers	0	0	0
Fund Balance	0	0	0
Total OKC Improv. & Spcl Assess. Districts Fund	**$3,446,938**	**$5,142,058**	**$6,045,519**
Special Assessment Districts Fund			
Assessments	$0	$1,754,000	$1,997,000
Interest	279	0	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	0	0
Total Special Assessment Districts Fund	**$279**	**$1,754,000**	**$1,997,000**
Special Purpose Fund			
Donations	$1,141,860	$279,459	$1,385,440
Fees	88,905	153,110	100,726
Interest	298,609	264,246	201,912
Other	272,492	1,020,500	2,142,500
Service Charges	100,990	136,850	59,120
Transfers	1,100,000	1,000,000	1,600,000
Fund Balance	0	21,856,018	21,345,757
Total Special Purpose Fund	**$3,002,857**	**$24,710,183**	**$26,835,455**
Total Other Non-Operating Funds	**$299,365,725**	**$411,678,237**	**$452,850,220**
Total Non-Operating Funds	**$544,358,448**	**$1,148,247,846**	**$1,154,159,585**
Subtotal All Funds	**$1,348,898,109**	**$2,017,629,882**	**$2,058,439,178**
Less Interfund Transfers (2)	(188,716,285)	(144,900,754)	(152,332,216)
Total All Funds	**$1,160,181,824**	**$1,872,729,128**	**$1,906,106,962**

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

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

	Actual FY22	Adopted FY23	Adopted FY24
(1) Transfers between Operating Funds			
Gen Fund Transfer to Emerg Mgmt	$2,300,000	$4,080,480	$3,095,854
Gen Fund to Transit Fund via COTPA	3,283,507	4,446,128	5,004,696
Gen Fund to City and Schools Use Tax Fund	0	0	0
Various Funds to Internal Service Fund	56,942,892	65,710,014	78,087,674
Fire Sales Tax to General Fund	12,398,911	12,770,846	13,153,973
Police Sales Tax to General Fund	9,519,972	9,805,560	10,099,726
Grants to General Fund	0	522,174	525,694
Gen Fund to Parking Cash Fund	603,233	1,114,426	1,146,999
Special Purpose to Maps 3	0	0	0
Various Non-Operating Pmts to Gen Fund	(71,619)	1,640	1,653
Various Funds Admin Pmts to Gen Fund	15,179,530	16,454,077	18,158,448
Total	**$100,156,425**	**$114,905,345**	**$129,274,717**
(2) Transfers to Non-Operating Funds			
Gen Fund Transfer to MAPS 4 Prog Fund	$133,755,305	$132,062,015	$145,775,659
Various to CIP Fund	53,912,459	12,701,585	6,312,319
Various Miscellaneous Transfers	0	0	0
Various Funds to Special Purpose	100,000	4,347	111,431
Various Funds to Grant Fund	948,521	132,807	132,807
Total	**$188,716,285**	**$144,900,754**	**$152,332,216**

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 4 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 $904,279,593.

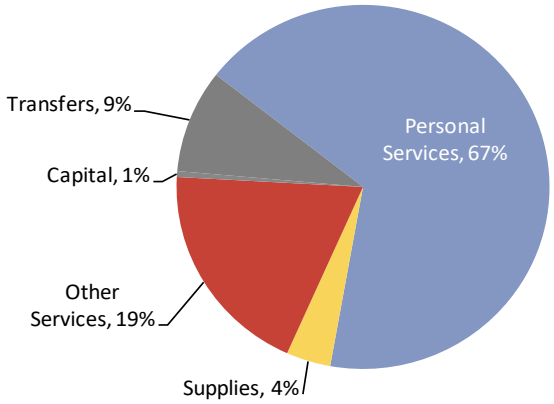
EXPENDITURE CATEGORIES

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 67% 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 19% 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 4% of the operating budget, make up a relatively small percentage of the total and include items as varied as paper and pencils to asphalt and ammunition.

Operating Expenditures by Category



Capital outlay makes up an even smaller percentage of the operating budget at 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 9% 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 13% of the City's operating expenditures.

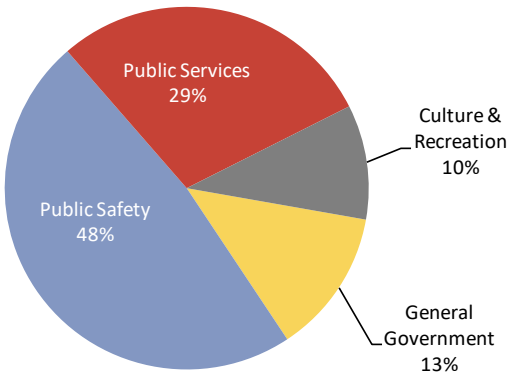
The next function of city government is Public Safety which includes Police, Fire, Animal Welfare and Municipal Courts. This function comprises 48% of the operating expenditure budget.

Public Services function includes Airports, Public Works, Development Services, Planning, Public Transportation and Parking, and Utilities. These departments total 29% of the operating expenditure budget.

The Culture and Recreation function includes Parks and Recreation, the Zoo Sales Tax Fund, OCMAPS, MAPS 4 and the Hotel/Motel Tax Special Revenue Fund; and makes up 10% of the operating expenditure budget.

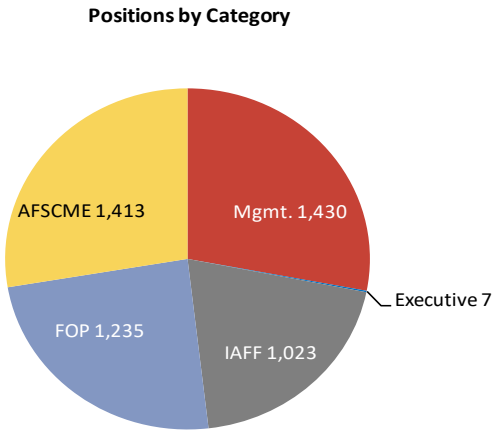
The General Fund contains the Non-Departmental function, which organizes various citywide expenses and certain transfers that do not fit within another City department. These expenses were included in each of the four categories where the expense could easily be categorized. For example, the funding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

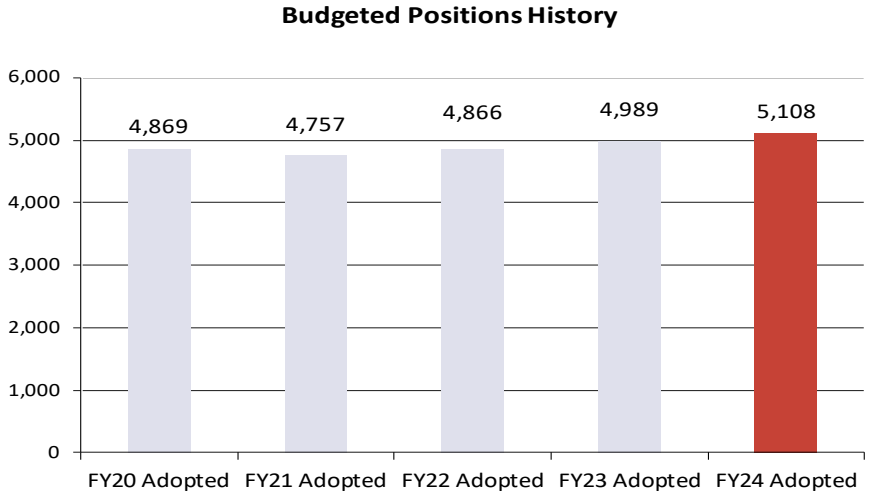
The FY24 Budget contains authorization for 5,108 positions throughout the City. This is an increase of 119 positions (2.4%) from the FY23 adopted budget. The table on the following page shows the changes on a department-by-department basis.



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 1,413 positions. The Fraternal Order of Police (FOP) represents all sworn positions within the Police Department. The adopted budget includes 1,235 FOP positions.

The International Association of Firefighters (IAFF) represents all of the uniformed positions within the Fire Department. The adopted budget contains 1,023 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 1,430 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

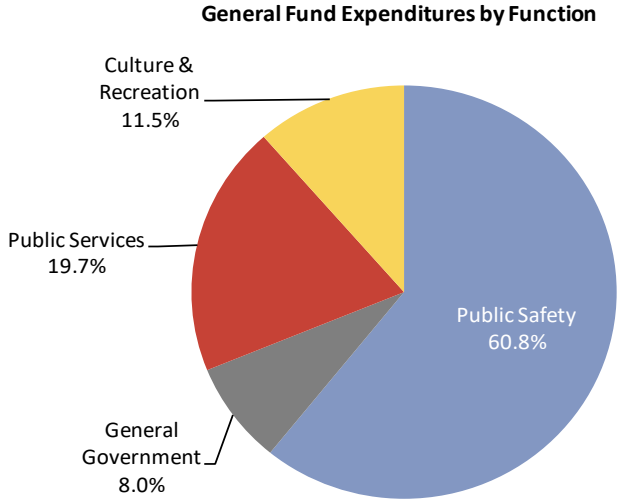
Department	FY22 Adopted	FY23 Adopted	FY24 Adopted	Change	%
Airports	131.00	144.00	149.00	5.00	3.5%
City Auditor	7.00	8.00	8.00	0.00	0.0%
City Clerk	9.00	10.00	10.00	0.00	0.0%
City Manager	47.40	52.40	56.40	4.00	7.6%
Development Services	190.00	190.00	195.00	5.00	2.6%
Finance	87.00	90.00	91.00	1.00	1.1%
Fire	1,039.00	1,061.00	1,111.00	50.00	4.7%
Fire Grants	0.00	0.00	0.00	0.00	N/A
General Services	71.00	80.00	80.00	0.00	0.0%
Human Resources	33.00	34.00	36.00	2.00	5.9%
Information Technology	116.00	123.00	131.00	8.00	6.5%
Mayor and Council	6.60	6.60	6.60	0.00	0.0%
Municipal Counselor	56.00	58.00	61.00	3.00	5.2%
Municipal Court	62.00	65.00	65.00	0.00	0.0%
Parks and Recreation	183.00	186.00	187.00	1.00	0.5%
Planning	28.93	38.70	39.80	1.10	2.8%
Planning Grants	19.07	21.30	21.20	(0.10)	(0.5%)
Police	1,542.00	1,564.00	1,578.35	14.35	0.9%
Police Grants	0.00	3.00	2.65	(0.35)	(11.7%)
Public Transportation and Parking	37.00	46.00	50.00	4.00	8.7%
Public Works	417.00	400.00	404.00	4.00	1.0%
Utilities	784.00	808.00	825.00	17.00	2.1%
Subtotal	**4,866.00**	**4,989.00**	**5,108.00**	**119.00**	**2.4%**

THE GENERAL FUND

The General Fund is the largest fund within the City budget and makes up $604,329,755 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 60.8% of the total budget is expended in this area.

Public Services is the second largest area of spending at 19.7%. However, its share of the General Fund is significantly smaller than in the operating budget because a large portion of Public Service funding comes from Enterprise Funds (such as Airports and Utilities).

General Government makes up 8.0% 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 11.5% 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 FY22	Adopted FY23	Adopted FY24
General Fund Expenses			
City Auditor	$1,447,834	$1,446,064	$1,516,654
City Clerk	1,147,639	1,287,683	1,361,120
City Manager	3,526,628	4,092,341	4,948,195
Development Services	20,213,915	19,700,518	20,957,654
Finance	8,866,298	9,815,389	10,432,277
Fire	119,306,023	118,624,258	125,220,206
General Services	4,842,290	6,058,160	6,290,980
Human Resources	4,089,433	4,588,269	5,202,402
Mayor & Council	1,155,330	1,281,123	1,315,973
Municipal Counselor	8,301,119	8,332,090	9,277,718
Municipal Court	7,836,088	8,975,128	9,476,559
Non-Departmental Operating	103,586,908	108,091,670	110,078,798
Parks & Recreation	30,354,413	36,409,932	42,913,857
Planning	4,385,428	6,347,383	6,432,395
Police	153,042,864	164,578,228	172,847,772
Public Transportation and Parking	21,852,578	30,610,906	38,723,253
Public Works	41,023,323	40,195,371	37,333,942
Total Expenses	**$534,978,111**	**$570,434,513**	**$604,329,755**

EXPENDITURE SUMMARY TABLE

	Actual FY22	Adopted FY23	Adopted FY24
Operating Funds			
General Operating Funds			
General Fund*	$534,978,111	$570,434,513	$604,329,755
Internal Service Fund*	54,525,086	65,689,827	78,766,479
Total General Operating Funds	**$589,503,197**	**$636,124,340**	**$683,096,234**
Special Revenue Funds			
Court Admin. and Training Fund	$189,764	$233,854	$127,000
Emergency Management Fund	8,603,902	10,189,106	10,542,347
Fire Sales Tax Fund	45,309,550	51,192,606	56,638,474
Hotel/Motel Tax Fund*	12,589,418	14,725,879	14,740,995
MAPS Operations Fund*	0	0	0
MAPS 3 Use Tax Fund*	1,926,058	893,947	459,378
MAPS 4 Use Tax Fund*	1,850,598	16,833,097	17,642,288
Medical Service Program Fund	4,981,393	7,343,152	14,106,352
OCMAPS Sales Tax Fund	0	0	49,944
Police Sales Tax Fund*	40,137,211	50,369,038	53,486,471
Zoo Sales Tax Fund	16,789,381	16,757,366	19,087,397
Total Special Revenue Funds	**$132,377,274**	**$168,538,045**	**$186,880,646**
Enterprise Funds			
Airports Fund	$18,734,002	$22,729,127	$25,336,624
Stormwater Drainage Utility Fund*	16,310,214	20,964,588	22,588,461
Public Trans. and Parking Fund	4,197,991	6,041,750	6,827,204
Utilities Fund	99,343,828	129,889,531	108,825,141
Total Enterprise Funds	**$138,586,035**	**$179,624,996**	**$163,577,430**
Subtotal Operating Funds	**$860,466,506**	**$984,287,381**	**$1,033,554,310**
Less Interfund Transfers (1)	(100,156,425)	(114,905,345)	(129,274,717)
Total Operating Funds	**$760,310,080**	**$869,382,036**	**$904,279,593**

	Actual FY22	Adopted FY23	Adopted FY24
Non-Operating Funds			
Capital Improvement Funds			
Better Streets, Safer City Sales Tax Fund	$24,091,733	$102,157,287	$83,120,189
Better Streets, Safer City Use Tax Fund	7,790,943	12,515,291	2,281,115
Capital Improvement Projects Fund	19,747,994	134,717,509	152,144,095
City and Sch Cap Proj Use Tax Fund	169,775	2,572,931	2,739,300
Hotel/Motel Tax Fund*	9,089,888	14,584,593	17,519,417
Impact Fees Fund	2,878,524	51,130,670	57,570,386
Internal Service Funds*	351,052	3,486,995	4,950,033
MAPS Operations Fund*	77,331	2,236,116	4,387,491
MAPS Sales Tax Fund	0	159,908	328,290
MAPS 3 Sales Tax Fund	35,456,096	80,615,195	45,747,733
MAPS 3 Use Tax Fund*	91,319	3,516,804	3,492,097
MAPS 4 Program Fund	100,212,166	250,412,959	225,340,754
MAPS 4 Use Tax Fund*	68,974	56,879,977	77,732,048
OCMAPS Sales Tax Fund	1,012,201	429,030	31,341
OKC Sports Facilities Sales Tax Fund	12,783	36,375	24,160
OKC Sports Facilities Use Tax Fund	0	3,693	3,793
OKC Tax Increment Financing Fund	1,790,144	2,359,305	5,800,000
Police Sales Tax Fund*	496,232	4,422,853	4,422,853
Police/Fire Cap Equip Sales Tax Fund	658,372	2,434,098	1,543,495
Stormwater Drainage Utility Fund*	2,864,310	11,897,917	12,130,675
Street and Alley Fund	0	103	100
Total Capital Improvement Funds	**$206,859,837**	**$736,569,609**	**$701,309,365**
Other Non-Operating Funds			
Asset Forfeiture Fund	$2,882,227	$4,936,113	$3,261,989
Debt Service Fund	110,924,796	125,884,695	160,578,216
General Fund - MAPS 4*	133,755,305	132,062,015	145,775,659
Grants Management Fund	89,722,388	117,189,173	108,356,382
OKC Improv. and Special Assess Dist.	3,138,119	5,142,058	6,045,519
Special Assessment Districts Fund	1,745,033	1,754,000	1,997,000
Special Purpose Fund	2,350,921	24,710,183	26,835,455
Total Other Non-Operating Funds	**$344,518,789**	**$411,678,237**	**$452,850,220**
Total Non-Operating Funds	**$551,378,626**	**$1,148,247,846**	**$1,154,159,585**
Subtotal All Funds	**$1,311,688,706**	**$2,017,629,882**	**$2,058,439,178**
Less Interfund Transfers (2)	(188,716,285)	(144,900,754)	(152,332,216)
Total All Funds	**$1,122,972,422**	**$1,872,729,128**	**$1,906,106,962**

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

	Actual FY22	Adopted FY23	Adopted FY24
(1) Transfers between Operating Funds			
Gen Fund Transfer to Emerg Mgmt	$2,300,000	$4,080,480	$3,095,854
Gen Fund to Transit Fund via COTPA	3,283,507	4,446,128	5,004,696
Various Funds to Internal Service Fund	56,942,892	65,710,014	78,087,674
Fire Sales Tax to General Fund	12,398,911	12,770,846	13,153,973
Grants Funds to General Fund	0	522,174	525,694
General Fund to Parking Cash Fund	603,233	1,114,426	1,146,999
Various Funds Pmts to Gen Fund	(71,619)	1,640	1,653
Police Sales Tax to General Fund	9,519,972	9,805,560	10,099,726
Special Purpose to Maps 3	0	0	0
Various Funds Admin Pmts to Gen Fund	15,179,530	16,454,077	18,158,448
Total	**$100,156,425**	**$114,905,345**	**$129,274,717**
(2) Transfers to Non-Operating Funds			
Gen Fund Transfer to MAPS 4 Prog Fund	$133,755,305	$132,062,015	$145,775,659
Various to CIP Fund	53,912,459	12,701,585	6,312,319
Various Miscellaneous Transfers	0	0	0
Various Funds to Special Purpose	100,000	4,347	111,431
Various Funds to Grant Funds	948,521	132,807	132,807
Total	**$188,716,285**	**$144,900,754**	**$152,332,216**

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

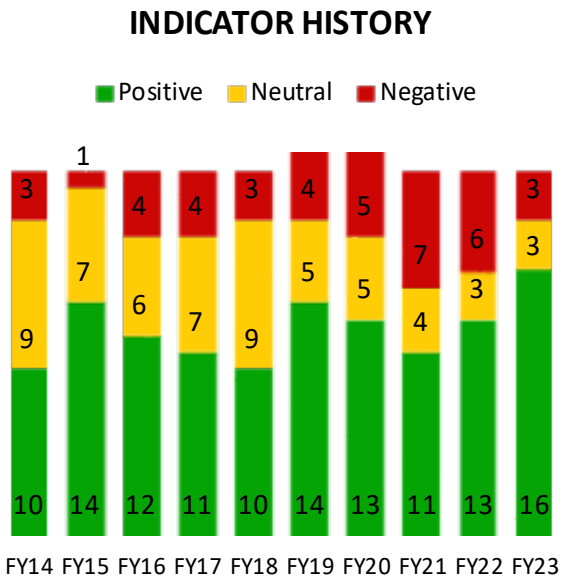
By identifying long-term issues and assessing resources, the Five-Year Financial Forecast provides the Mayor and City Council with the necessary information to create continuity between annual budget cycles and long term needs of the City. The forecast is a valuable tool for identifying potential problems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

SUMMARY

Overall, the City is in a strong position in Fiscal Year 2023 (FY23) on the back of historically high sales tax collections. Although growth is expected to diminish in the latter half of the fiscal year, General Fund revenue is expected to exceed projections and end the year at 7.7% growth over FY22 levels. The City has worked with Dr. Russell Evans, Partner and Chief Economist at the Thorberg Collectorate, to develop the economic outlook for the coming year. Dr. Evans' expectation for 2023 is at best a slow economic growth, with a real possibility of a mild recession surfacing at some point. Although the labor market and consumer spending have remained strong over recent months, both are beginning to show signs of weakness as unemployment has gradually risen and household net worth and savings have fallen. Although inflation has begun to moderate, household spending is unlikely to keep pace and the record high revenue growth the City has experienced in recent years from high sales and use tax collections can be expected to significantly diminish in the year ahead.

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 residents 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 FTMS indicator ratings were 73% positive, 14% neutral and 14% negative which was an improvement from last year when 59% indicators trended positive. Key indicators that trended positive included revenue accuracy, hotel tax revenues, and fringe benefits. Before the COVID-19 pandemic in FY19, hotel tax grew 3.2% year-over-year, but then declined drastically by -20.7% in FY20 and -34.8% in FY21 due to the pandemic. Collections rebounded in FY22, increasing 40.6% year-over-year. In the past five years, hotel tax has grown 9.1% in nominal dollars, but decreased 4.4% in real dollars adjusted for inflation. Given the strong positive trend in nominal dollars and significant growth in real dollars over the last year, the indicator improved to a positive rating this year.



LONG RANGE FINANCIAL SUMMARY

There were three indicators trending negative: percentage of General Fund revenues from sales tax, office vacancy rates, and active rotary rigs in Oklahoma. The City has grown more reliant on sales tax in recent years, and this trend was exacerbated over the past couple years by increased consumer spending in the wake of the COVID-19 pandemic and high price inflation. As a result, sales tax revenue made up 72% of General Fund revenues in FY22. Office vacancy rates in the Central Business District and citywide both grew at around 2% from mid-year 2021 to 2022 and it is evident that there is an oversupply of office space with 4.2 million square feet of vacant space. Oil prices began to rise sharply towards the end of 2021, and the number of active rigs rose 102% in 2022 off a 10 year low the previous year. Despite this recent growth, the number of active rigs has declined 56% over five years and 67% over ten years. Fortunately, 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, and is therefore more shielded from the adverse 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 50 issues were identified in the forecast with the seven most significant issues highlighted:

Capital Planning and Infrastructure Funding

The City supports a large network of infrastructure and many needs go un-addressed. The City faces increased pressure in funding capital needs due to various issues such as supply chain disruptions, inflation, and labor shortages.

Long-Term Water Issues

Issues include the construction of new water pipelines that will increase supply, increasing project costs and shortages of services and supplies, and staffing challenges with a higher than average vacancy rate in the Utilities Department.

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. Staffing levels have not kept pace with increased demands and the current pay plan is not commensurate with industry competition.

Community Policing

In 2020, the City established a Law Enforcement Task Force made up of community leaders from diverse backgrounds and a Community Policing Working Group made up of residents and City staff to study the City's policing programs and policies. A consultant provided 39 recommendations for policing improvements to the City.

LONG RANGE FINANCIAL SUMMARY

Public Transportation System Improvements

Strategic investment is needed in transit planning, system and facility design, and environmental work to compete for federal funds made available through the Infrastructure Investment and Jobs Act (IIJA)
•The resulting work will allow the City to compete for more federal funding to lessen the

Homelessness

The City launched several initiatives in 2022, including an employment program, A Better Way, that targets people who are panhandling; a Homeless Street Outreach program that coordinates with emergency responders and law enforcement on mental health responses; and a Youth Homelessness Demonstration program

Employee Recruitment, Engagement and Retention Strategies

The City has experienced difficulties in filling and retaining employees. While most City positions have increased in pay, there are many positions for which compensation is below market. Preliminary results from the Classification and Compensation Study will not be available until early 2023

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.

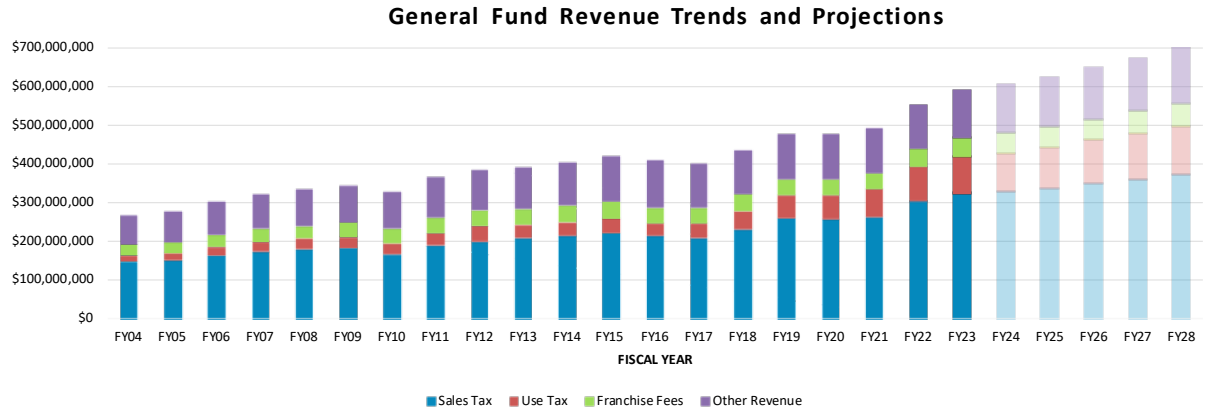
The forecast also closed the communication loop on three previously identified issues that were resolved with successful outcomes including facility improvements to Fire Department facilities, the purchase of a central records facility for City Clerk, and the response to the COVID-19 pandemic.

GENERAL FUND IN-DEPTH

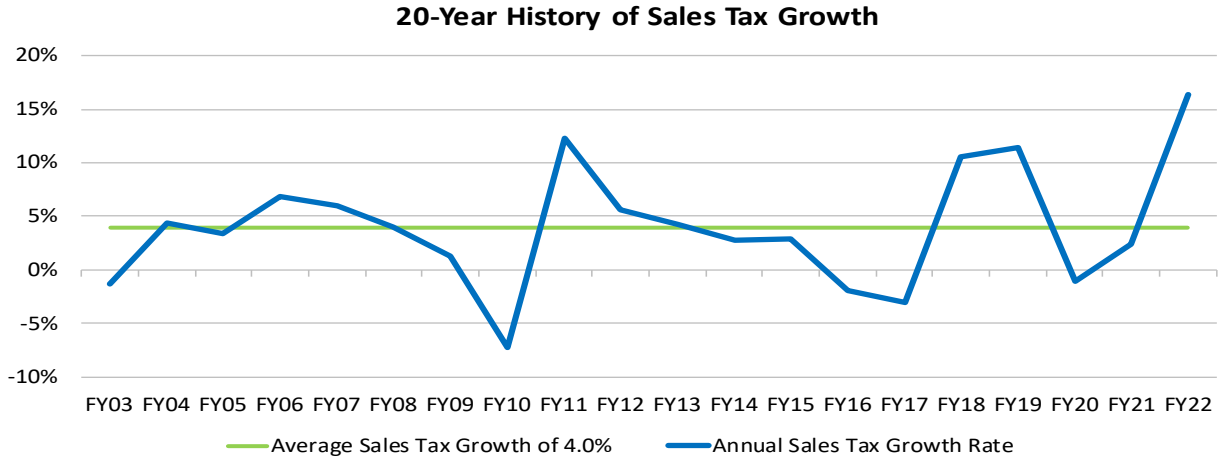
The General Fund is the largest fund within the City and serves as the mechanism from which many of the core services are primarily funded.

General Fund Revenue. There are hundreds of individual revenue sources that contribute to the General Fund and therefore they are combined into similar categories for ease of discussion. 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 $698.8 million in FY28.

LONG RANGE FINANCIAL SUMMARY

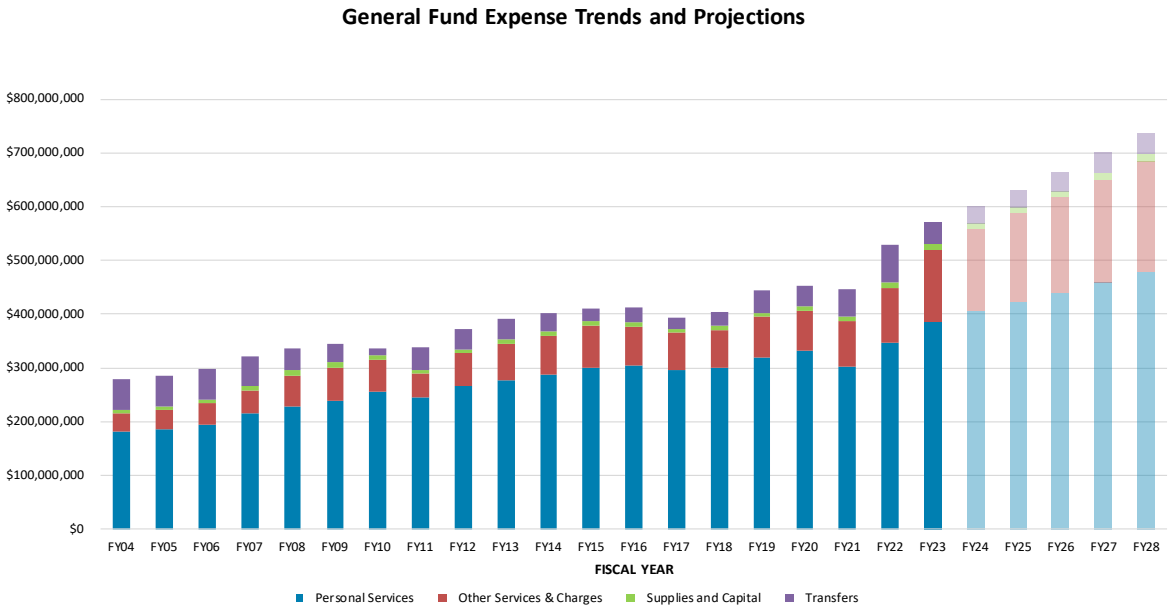


With the current revenue mix, sales tax accounts for more than half of General Fund revenue. Continued stability of the General Fund is contingent upon conservative financial management because sales tax revenue growth can be volatile as shown in the chart below.

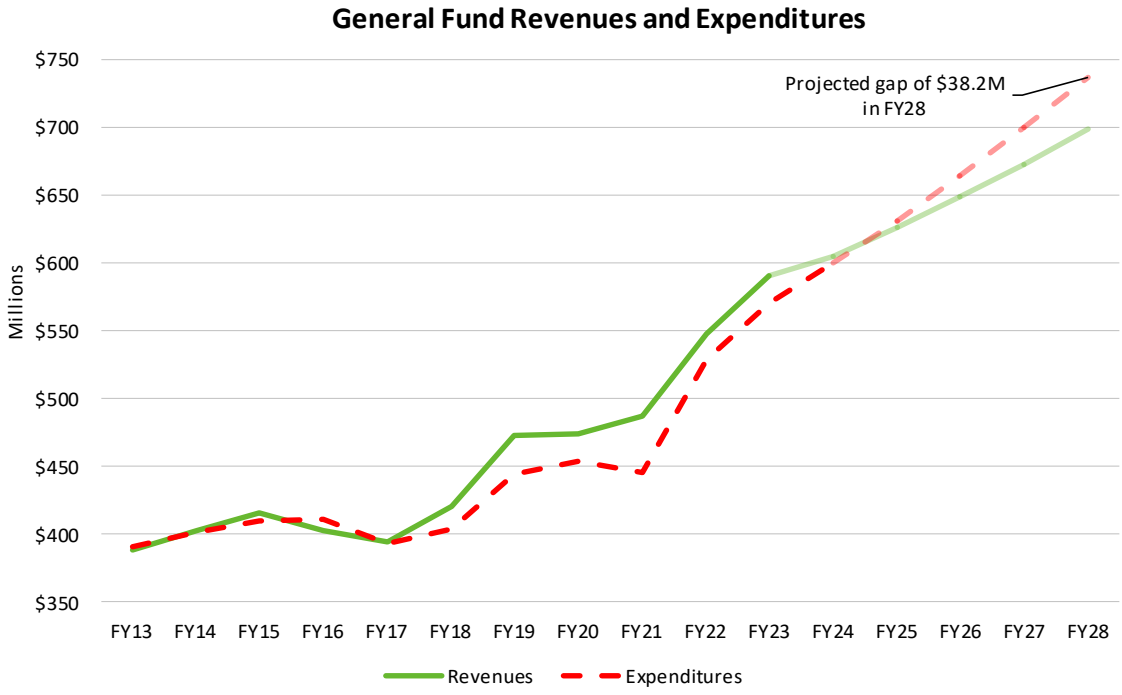


General Fund Expenditures. City expenditures encompass a variety of goods and services, including personal services, other services, supplies and capital, and transfers. Growth is due primarily to personal services expenditures, including salaries and benefits as full-time budgeted positions have grown by 674 or 15.6% over the last 20 years. Besides normal historical growth, additional capital, operating and/or maintenance costs were added, which include increases for pay plans and retirement funding, the implementation of Bus Rapid Transit, the subsidy to operate and maintain the Riversport facility, electricity and natural gas costs, and increases for providing risk management services to departments. Overall, General Fund expenditures are projected to have annual growth of 5.3% and reach $737.0.2 million in FY28.

LONG RANGE FINANCIAL SUMMARY



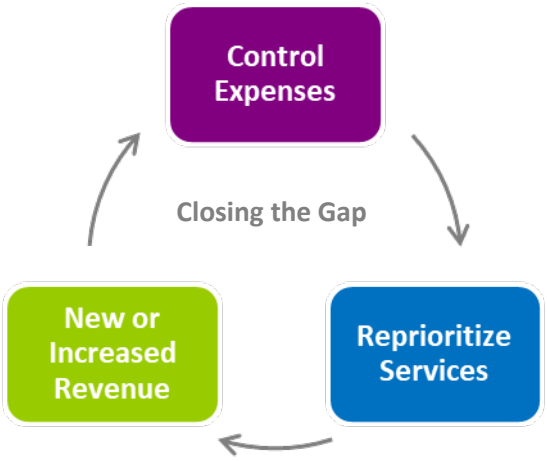
Projected Revenue/Expenditure Gap. Over the next five years, a gap between General Fund revenues and expenses is expected as new capital projects are completed and new services are implemented that require funds for annual operating and maintenance costs. The revenue growth projections reflect an average annual growth rate of 3.4%, while expenses were projected to grow at an average of 5.3% annually. Known increases to expenses, such as Bus Rapid Transit and the Riversport subsidy, were added to the projection. The imbalance in revenue and expenditure growth patterns means the General Fund has a projected gap of $38.2 million by FY28.



LONG RANGE FINANCIAL SUMMARY

GENERAL FUND OUTLOOK GOING FORWARD

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



READER'S GUIDE TO DEPARTMENT BUDGETS

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

DEPARTMENT NAME

1 ORGANIZATIONAL CHART

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

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

3 MISSION STATEMENT

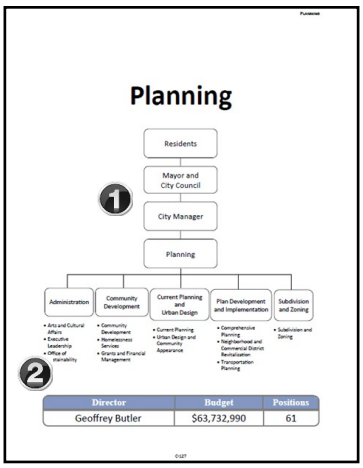
Each department develops a Mission Statement to clearly communicate the purpose of the department. The Mission Statement includes the results the department will achieve for its customers, the future direction of the department, and its commitment to public service.

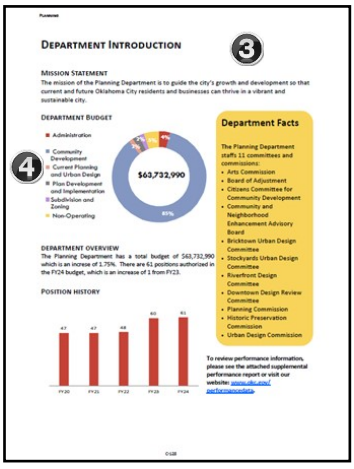
4 DEPARTMENT BUDGET, OVERVIEW AND POSITION HISTORY

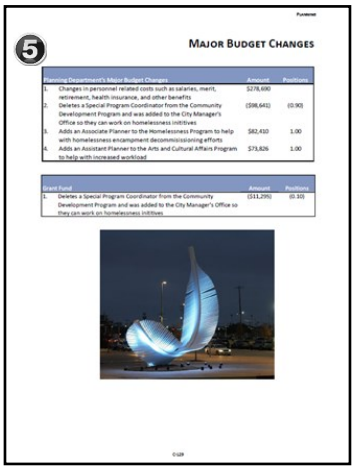
The Department Budget shows the budget by Line of Business to include any non-operating components of the budget, such as capital spending. The Department Overview is a quick snap shot of the current budget, how it changed since last fiscal year and any significant changes. The Position History is a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

5 MAJOR BUDGET CHANGES

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







6 DEPARTMENT EXPENDITURES

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

7 DEPARTMENT POSITIONS

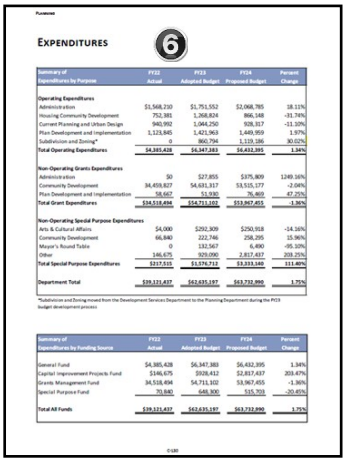
The first table lists the department's positions by Line of Business or purpose and the second table lists the positions by funding source.

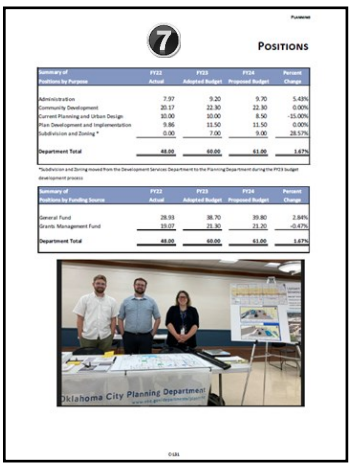
8 LINES OF BUSINESS

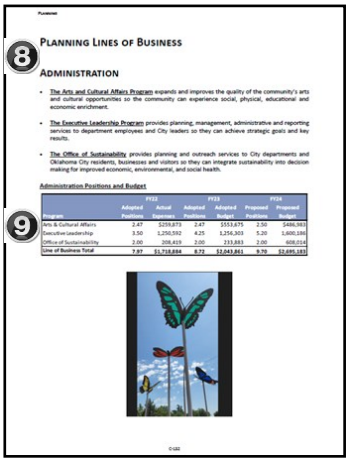
The detail for each Line of Business is included in the department's budget with the Purpose Statement for that particular Line of Business. Purpose Statements follow the same guideline as the department's Mission Statement and are designed to clearly communicate the purpose of the Line of Business including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

9 PROGRAM POSITIONS AND BUDGET

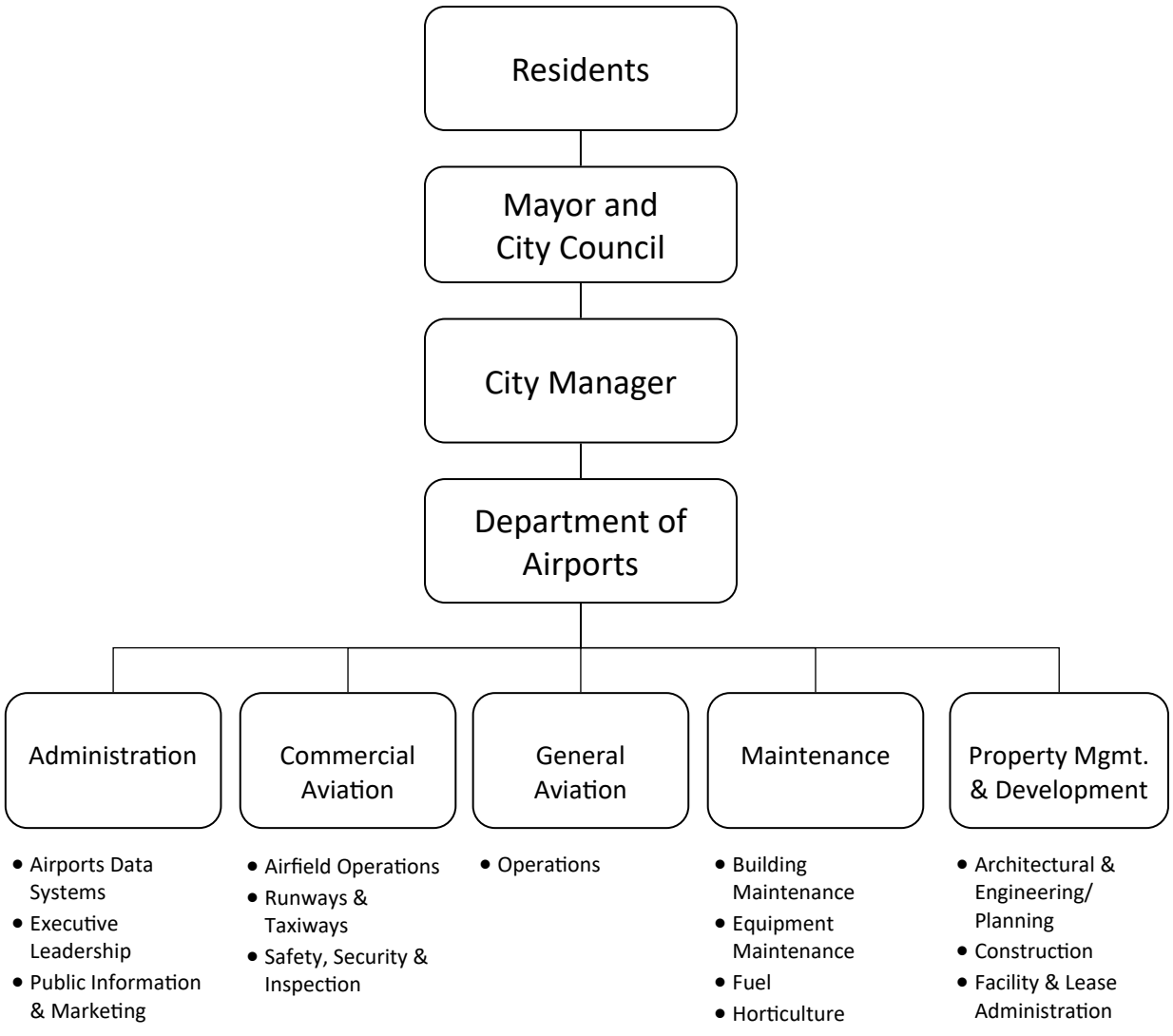
Program Positions and Budget shown in the last table provides the number of positions and operating budget by Program for each department's Line of Business section.







Airports



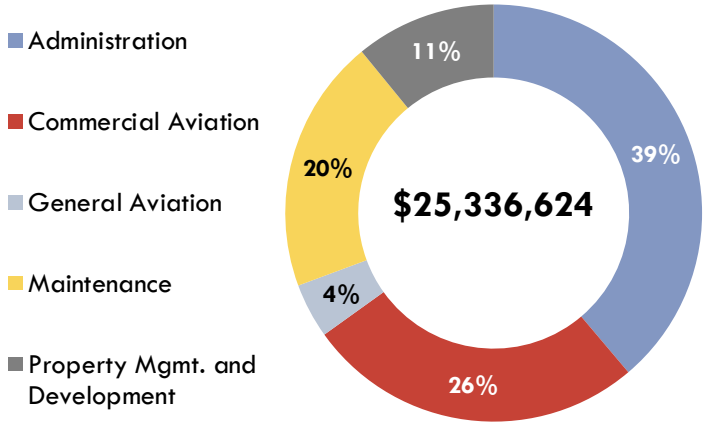
Director	Budget	Positions
Jeffrey Mulder	$25,336,624	149

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



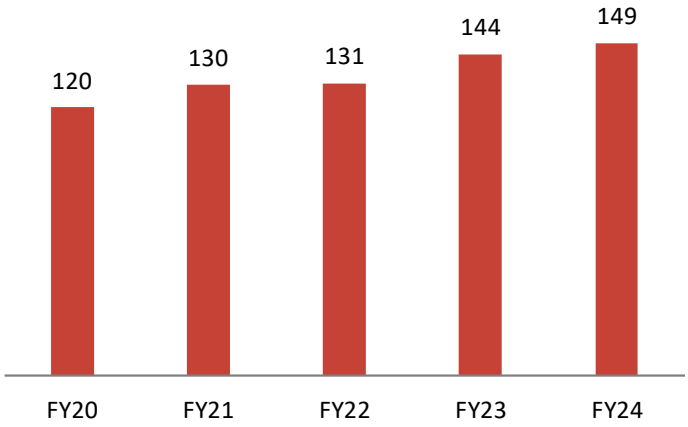
DEPARTMENT OVERVIEW

The Airports Department has a total budget of $25,336,624, which is an increase of 11.47%. There are 149 positions authorized in the FY24 budget, which is an increase of five positions from FY23.

Department Facts

- The Department operates three airports: Will Rogers World Airport (WRWA), Wiley Post Airport (WPA), and Clarence E. Page Airport (CEPA).
- In 2022 WRWA provided service to 2.0 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 200 flights per day arrive and depart from WPA, the vast majority of which are transient.

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	$1,376,368	
2. Adds Assistant Municipal Counselor I to manage the increasing grant and CIP activity with the department	$104,597	1.00
3. Adds Trust Specialist to manage all proposed and ongoing trust activity	$93,141	1.00
4. Adds Purchasing Specialist in order to consolidate procurement responsibilities and serve as purchaser for all three airports	$89,499	1.00
5. Adds System Support Specialist I to assist with increased workload following the WRWA Terminal Expansion	$82,774	1.00
6. Adds Engineering Assistant I to the Property Management and Development Division to develop more layouts for proposed civil related construction projects	$73,826	1.00
7. Adds Airport Operations Officer to the Airfield Operations Division to assist with workload and provide additional leave coverage	$73,826	1.00
8. Deletes two Building Heat and Air Mechanic positions and adds two higher classifications of Industrial Heat and Air Mechanic to become compliant with Oklahoma State Department of Labor Board requirements	$11,542	0.00
9. Deletes three Building Maintenance Mechanic I positions and adds three higher classifications of Building Maintenance Mechanic II due to expanded responsibilities required of the	$5,865	0.00
10. Deletes Administrative Specialist and adds higher classification of Management Specialist to manage all human resources and administrative processes with the department	$3,280	0.00
11. Deletes Office Assistant and adds higher classification of Office Coordinator to assist with efficiency and workload of the division	$3,089	0.00
12. Deletes Airport Emergency Coordinator and adds higher classification of Management Specialist to oversee and manage the Airport's training, safety, and emergency programs for all three airports	$83	0.00

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$5,948,215	$7,297,082	$9,835,230	34.78%
Commercial Aviation	5,779,394	6,369,842	6,657,867	4.52%
General Aviation	876,445	1,068,717	1,077,665	0.84%
Maintenance	4,181,644	5,411,541	5,001,582	-7.58%
Property Mgmt. and Development	1,948,305	2,581,945	2,764,280	7.06%
Total Operating Expenditures	**$18,734,002**	**$22,729,127**	**$25,336,624**	**11.47%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Airport Cash Fund	$18,734,002	$22,729,127	$25,336,624	11.47%
Total All Funds	**$18,734,002**	**$22,729,127**	**$25,336,624**	**11.47%**

Table of Contents

POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	24.00	28.00	31.00	10.71%
Commercial Aviation	26.00	29.00	30.00	3.45%
General Aviation	10.00	11.00	12.00	9.09%
Maintenance	49.00	52.00	51.00	-1.92%
Property Mgmt. and Development	22.00	24.00	25.00	4.17%
Department Total	**131.00**	**144.00**	**149.00**	**3.47%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Airport Cash Fund	131.00	144.00	149.00	3.47%
Department Total	**131.00**	**144.00**	**149.00**	**3.47%**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Airport Data Systems	0.00	$0	0.00	$0	0.00	$0
Executive Leadership	21.95	5,741,244	25.95	7,096,111	28.95	9,606,911
Public Information and Marketing	2.05	206,971	2.05	200,971	2.05	228,319
Line of Business Total	**24.00**	**$5,948,215**	**28.00**	**$7,297,082**	**31.00**	**$9,835,230**

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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Airfield Operations	8.00	$771,678	8.00	$814,429	9.00	$884,816
Runways and Taxiways	15.00	1,224,432	18.00	1,713,477	18.00	1,700,284
Safety, Security, and Inspections	3.00	3,783,284	3.00	3,841,936	3.00	4,072,767
Line of Business Total	**26.00**	**$5,779,394**	**29.00**	**$6,369,842**	**30.00**	**$6,657,867**

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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Operations	10.00	$876,445	11.00	$1,068,717	12.00	$1,077,665
Line of Business Total	**10.00**	**$876,445**	**11.00**	**$1,068,717**	**12.00**	**$1,077,665**

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 customers and visitors so they can experience a safe, clean, aesthetically pleasing environment.

Maintenance Positions and Budget

Program	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Building Maintenance	19.00	$1,767,014	20.00	$1,931,813	20.00	$1,952,123
Equipment Maintenance	8.00	790,816	9.00	1,423,655	9.00	1,198,684
Fuel	7.00	697,547	7.00	735,520	7.00	768,202
Horticulture	15.00	926,267	16.00	1,320,553	15.00	1,082,573
Line of Business Total	**49.00**	**$4,181,644**	**52.00**	**$5,411,541**	**51.00**	**$5,001,582**

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.

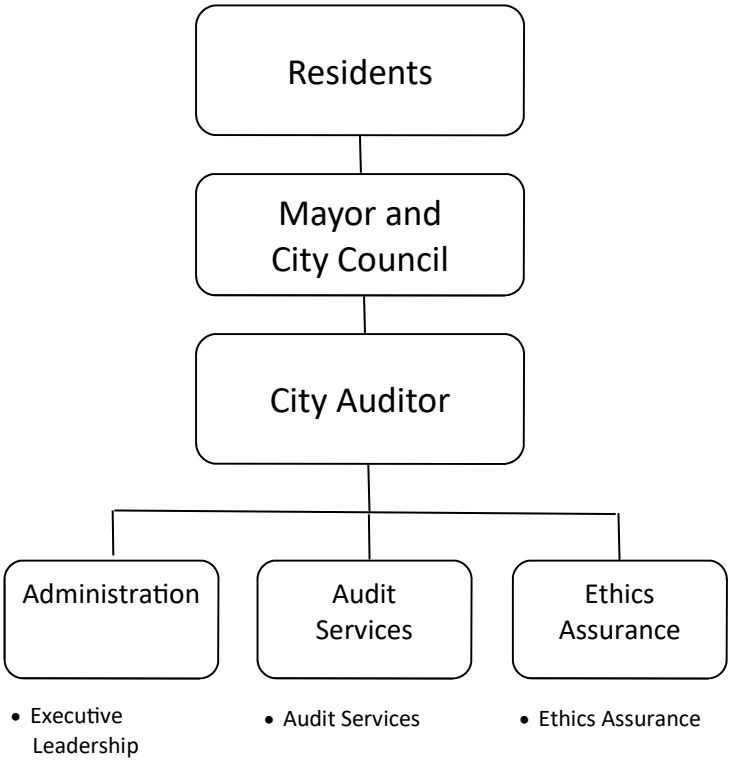
- **The Construction Program** provides capital improvement construction services to tenants and other Airport divisions so they can have the buildings, facilities, and infrastructure necessary to meet their needs within budget and time constraints.

- **The Facility and Lease Administration Program** provides facility accommodations, economic development support and 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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Architectural and Engineering/Planning	6.00	$765,076	7.00	$835,703	7.00	$909,618
Construction	8.00	623,742	9.00	952,162	10.00	1,056,417
Facility and Lease Administration	8.00	559,487	8.00	794,080	8.00	798,245
Line of Business Total	**22.00**	**$1,948,305**	**24.00**	**$2,581,945**	**25.00**	**$2,764,280**

City Auditor



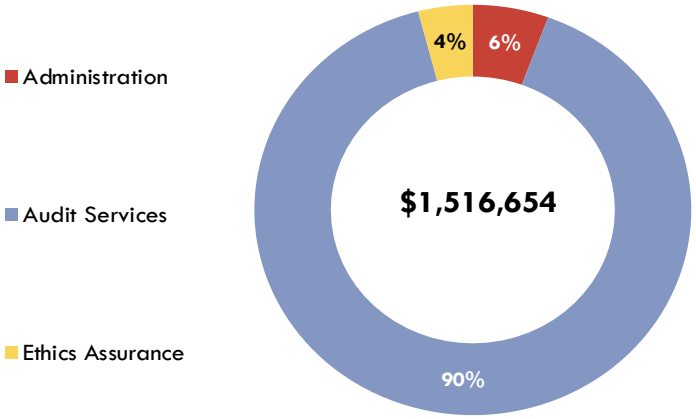
Director	Budget	Positions
Matt Weller	$1,516,654	8

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



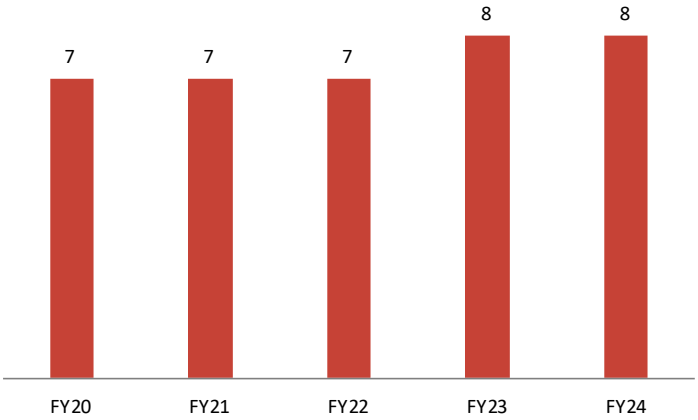
DEPARTMENT OVERVIEW

The Office of the City Auditor (OCA) has a FY24 budget of $1,516,654 which is an increase of 4.88%. There are eight positions authorized in the FY24 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 one audit report so far in FY23 and six audit reports were issued in FY22. All reports are available on the Department's official City website.

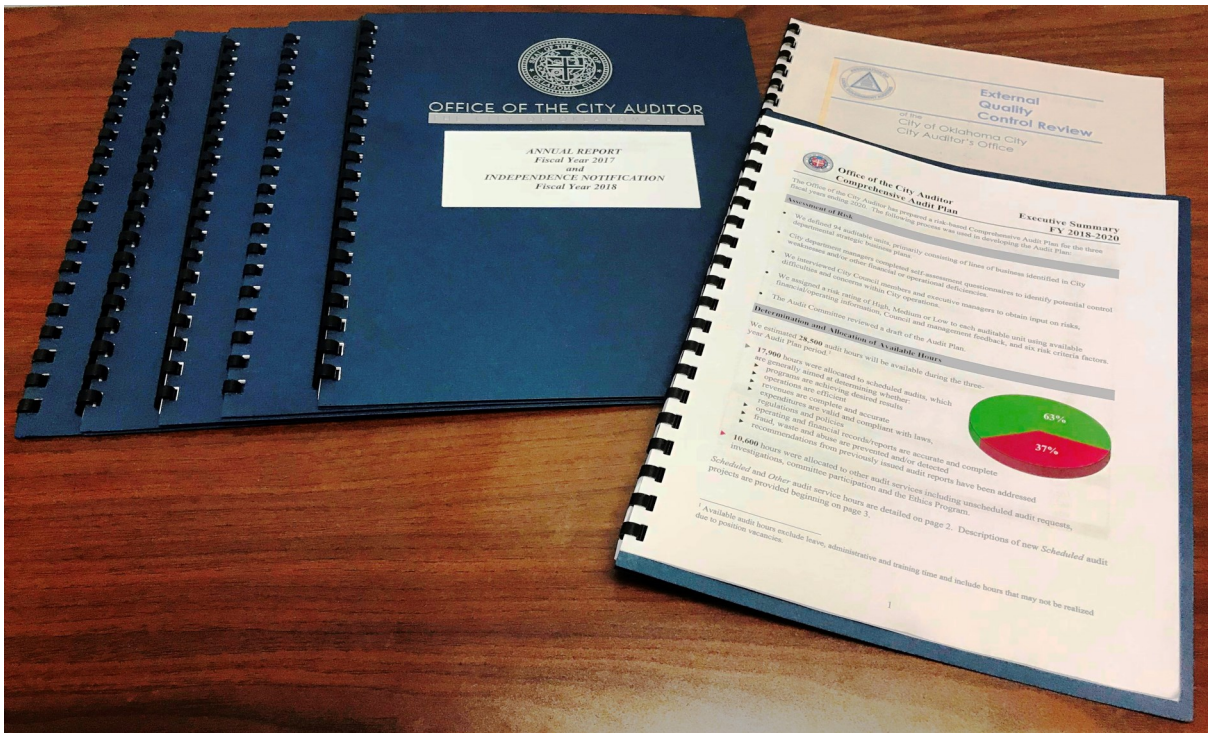
POSITION HISTORY



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

MAJOR BUDGET CHANGES

City Auditor Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$22,648	0.00



EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$109,391	$72,580	$85,049	17.18%
Audit Services	1,246,009	1,316,561	1,370,482	4.10%
Ethics Assurance	92,434	56,923	61,123	7.38%
Total Operating Expenditures	**$1,447,834**	**$1,446,064**	**$1,516,654**	**4.88%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$1,447,834	$1,446,064	$1,516,654	4.88%
Total All Funds	**$1,447,834**	**$1,446,064**	**$1,516,654**	**4.88%**

POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	0.20	0.20	0.20	0.00%
Audit Services	6.45	7.45	7.45	0.00%
Ethics Assurance	0.35	0.35	0.35	0.00%
Department Total	**7.00**	**8.00**	**8.00**	**0.00%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	7.00	8.00	8.00	0.00%
Department Total	**7.00**	**8.00**	**8.00**	**0.00%**

CITY AUDITOR LINES OF BUSINESS

ADMINISTRATION

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

Administration Positions and Budget

Program	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Executive Leadership	0.20	$109,391	0.20	$72,580	0.20	$85,049
Line of Business Total	**0.20**	**$109,391**	**0.20**	**$72,580**	**0.20**	**$85,049**

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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Audit Services	6.45	$1,246,009	7.45	$1,316,561	7.45	$1,370,482
Line of Business Total	**6.45**	**$1,246,009**	**7.45**	**$1,316,561**	**7.45**	**$1,370,482**

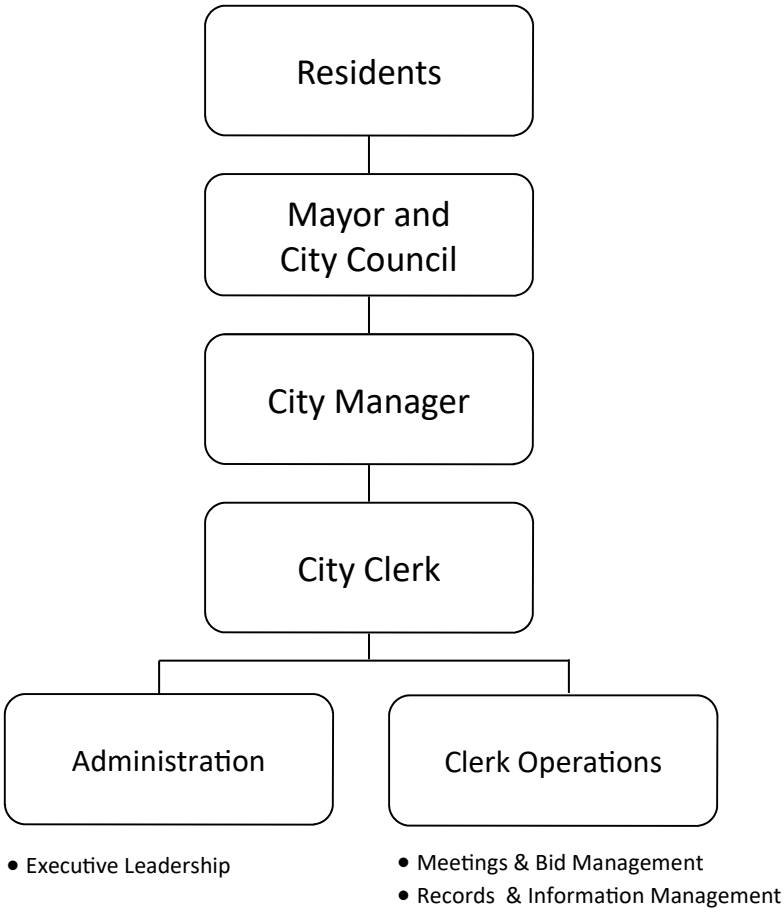
ETHICS ASSURANCE

- **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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Ethics Assurance	0.35	$92,434	0.35	$56,923	0.35	$61,123
Line of Business Total	**0.35**	**$92,434**	**0.35**	**$56,923**	**0.35**	**$61,123**

City Clerk



Director	Budget	Positions
Amy Simpson	$1,781,499	10

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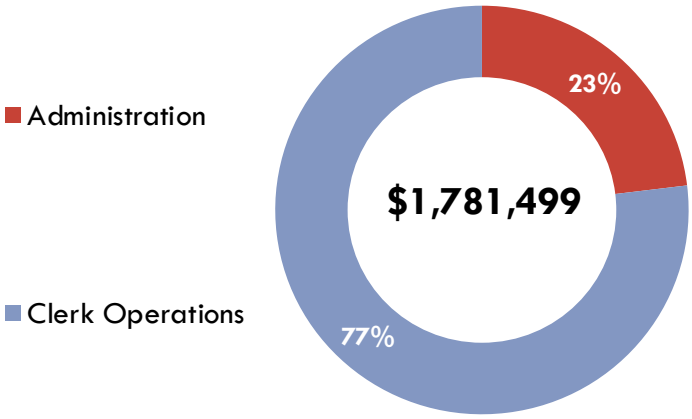
DEPARTMENT INTRODUCTION

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.

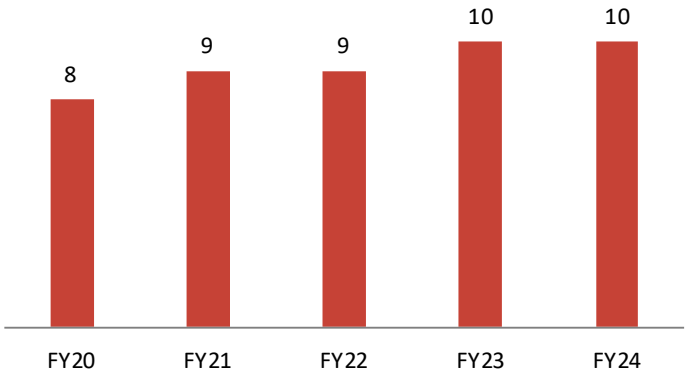
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Office of the City Clerk has a total budget of $1,781,499, which is an increase of 22.99%. There are ten positions authorized in the FY24 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 FY22.
- 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. Changes in personal related costs such as salaries, merit, retirement, health insurance, and other benefits	$51,314	

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$264,507	$282,676	$314,164	11.14%
Clerk Operations	883,132	1,005,007	1,046,956	4.17%
Total Operating Expenditures	**$1,147,639**	**$1,287,683**	**$1,361,120**	**5.70%**
Non-Operating Expenditures	$8,576	$160,770	$420,379	161.48%
Department Total	**$1,156,215**	**$1,448,453**	**$1,781,499**	**22.99%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$1,147,639	$1,287,683	$1,361,120	5.70%
Capital Improvement Projects	8,576	160,000	419,603	162.25%
Special Purpose Fund	0	770	776	0.78%
Total All Funds	**$1,156,215**	**$1,448,453**	**$1,781,499**	**22.99%**

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POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	0.68	0.75	0.75	0.00%
Clerk Operations	8.32	9.25	9.25	0.00%
Department Total	**9.00**	**10.00**	**10.00**	**0.00%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	9.00	10.00	10.00	0.00%
Department Total	**9.00**	**10.00**	**10.00**	**0.00%**

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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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Executive Leadership	0.68	$264,507	0.75	$282,676	0.75	$314,164
Line of Business Total	**0.68**	**$264,507**	**0.75**	**$282,676**	**0.75**	**$314,164**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bid Management*	1.49	$109,945	0.00	$0	0.00	$0
Election Management**	0.00	0	0.00	0	0.00	0
Meetings and Bid Management	2.00	238,836	3.85	410,213	3.85	430,363
Records and Information Management	3.38	418,375	5.40	594,794	5.40	616,593
Records Management***	1.45	115,976	0.00	0	0.00	0
Line of Business Total	**8.32**	**$883,132**	**9.25**	**$1,005,007**	**9.25**	**$1,046,956**

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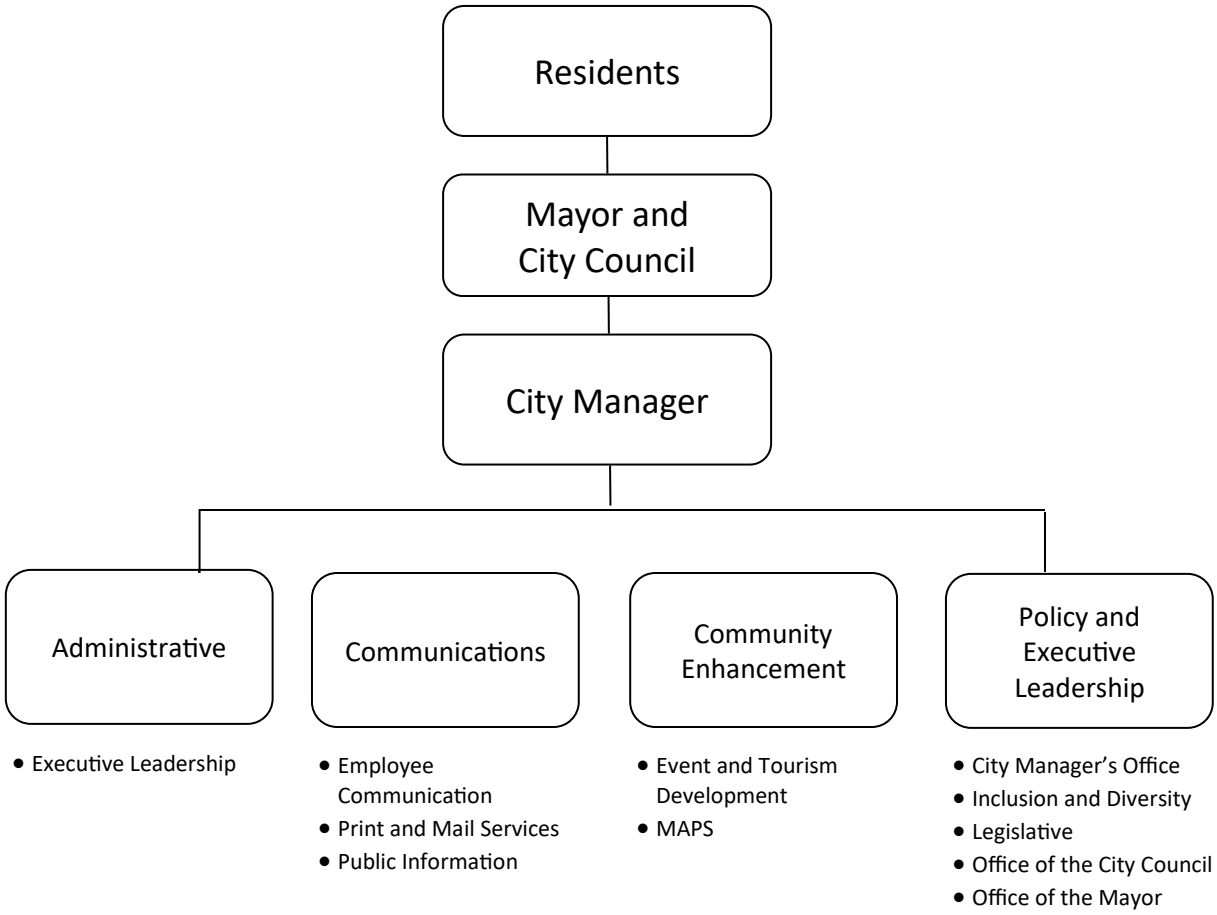
SEAL OF THE CITY OF
OKLAHOMA CITY
The City of
OKLAHOMA CITY

City Manager



Director	Budget	Positions
Craig Freeman	$312,199,787	56.40

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DEPARTMENT INTRODUCTION

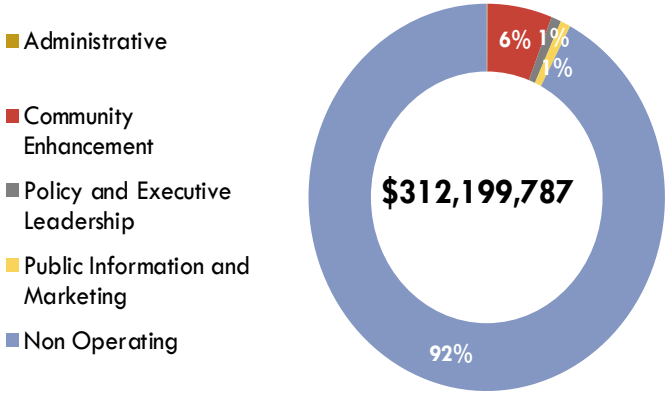
MISSION STATEMENT

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.

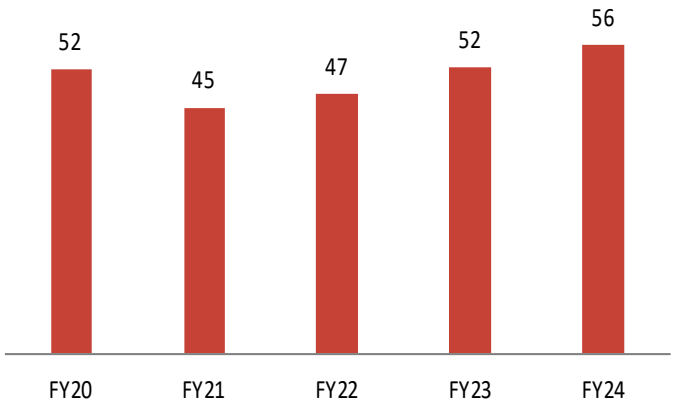
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The City Manager's Office has a total FY24 budget of $312,199,787, a decrease of 13.39% from FY23. There are 56.40 authorized positions, an increase of 4 positions from FY23. 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. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$622,128	
2. Adds a Special Program Coordinator to the City Manager's Office to assist with the Human Rights Commission	$89,499	1.00
3. Adds a Special Program Coordinator to the City Manager's Office to assist with homelessness inititives	$109,936	1.00
4. Decreases the MAPS 4 fund in accordance with the project schedule for fiscal year 2024	($52,675,606)	
5. Increases budget for funds received through the Oklahoma State Leverage Act Match program for the Oklahoma City Convention Center Hotel (Omni) and the new OKANA Resort Project	$3,400,000	
6. Adds a Digital Graphic Technician in the Print Shop to provide wide-format printer projects	$68,496	1.00

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administrative	$161,075	$187,163	$264,618	41.38%
Communications	2,172,973	2,529,671	2,883,611	13.99%
Community Enhancement	3,868,089	17,823,835	18,255,115	2.42%
Policy and Executive Leadership	1,897,636	2,271,093	2,801,064	23.34%
Total Operating Expenditures	**$8,099,772**	**$22,811,762**	**$24,204,408**	**6.10%**
Non-Operating Expenditures				
Capital Expenditures	$140,852,218	$337,645,511	$287,995,379	-14.70%
Total Non-Operating Expenditures	**$140,852,218**	**$337,645,511**	**$287,995,379**	**-14.70%**
Department Total	**$148,951,990**	**$360,457,273**	**$312,199,787**	**-13.39%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$3,526,628	$4,092,341	$4,948,195	20.91%
Capital Improvement Projects Fund	2,030,336	2,173,589	9,845,175	352.95%
MAPS 4 Use Tax Fund - Operating	1,850,598	16,833,097	17,642,288	4.81%
MAPS 4 Program Fund	100,212,166	250,412,959	225,340,754	-10.01%
MAPS 3 Sales Tax Fund	35,456,096	80,615,195	45,747,733	-43.25%
MAPS 3 Use Tax Fund	1,926,058	893,947	459,378	-48.61%
MAPS Sales Tax Fund	0	159,908	25,821	-83.85%
OCMAPS Sales Tax Fund - Non-Operating	1,012,201	429,030	81,285	-81.05%
OKC Tax Increment Financing Fund	1,790,144	2,359,305	5,800,000	145.84%
Police & Fire Capital Sales Tax Fund	0	1,180,322	1,093,685	-7.34%
Print Shop Internal Service Fund -	796,489	992,377	1,104,603	11.31%
Print Shop Internal Service Fund - Capital	27,255	263,787	71,479	-72.90%
Special Purpose Fund	311,238	11,348	11,438	0.79%
Sports Facilities Sales Tax Fund	12,783	36,375	24,160	-33.58%
Sports Facilities Use Tax Fund	0	3,693	3,793	2.71%
Total All Funds	**$148,951,991**	**$360,457,273**	**$312,199,787**	**-13.39%**

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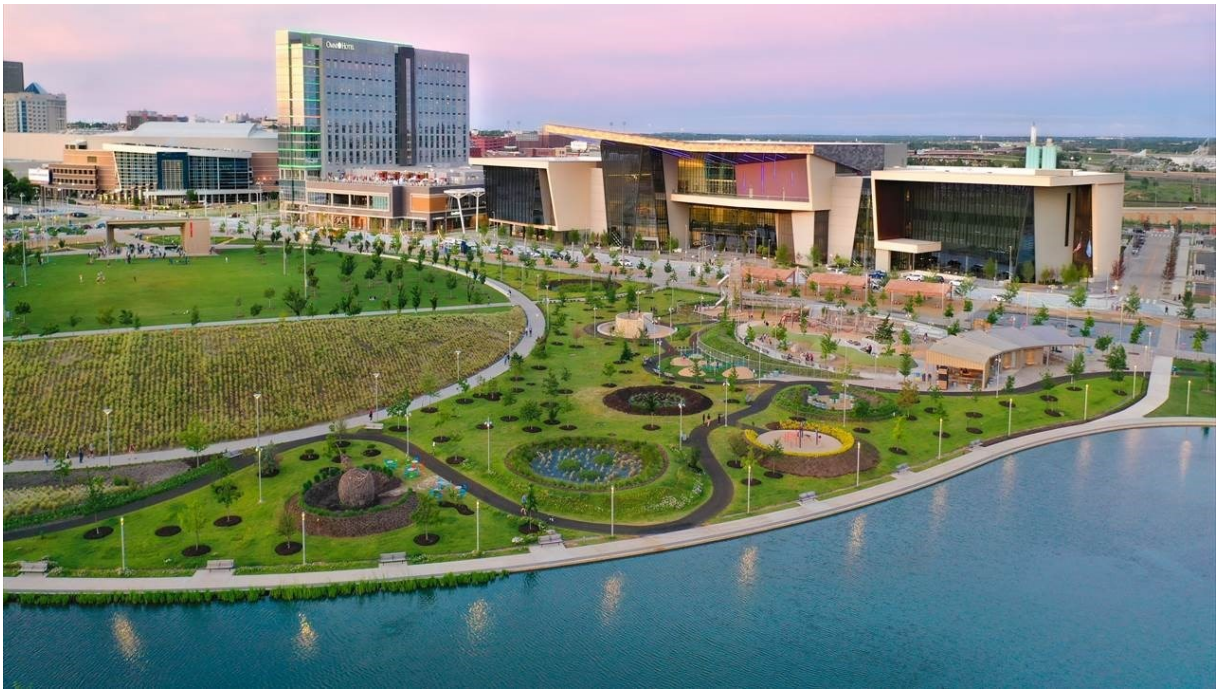
POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administrative	0.70	0.70	0.90	28.57%
Communications	15.00	17.00	18.00	5.88%
Community Enhancement	22.70	23.70	23.70	0.00%
Policy and Executive Leadership	9.00	11.00	13.80	25.45%
Department Total	**47.40**	**52.40**	**56.40**	**7.63%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	22.95	26.95	29.95	11.13%
Print Shop Internal Service Fund	2.45	2.45	3.45	40.82%
MAPS 3 Use Tax Fund	22.00	3.45	0.00	-100.00%
MAPS 4 Use Tax Fund	0.00	19.55	23.00	566.67%
Department Total	**47.40**	**52.40**	**56.40**	**7.63%**



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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Executive Leadership	0.70	$161,075	0.70	$187,163	0.90	$264,618
Line of Business Total	**0.70**	**$161,075**	**0.70**	**$187,163**	**0.90**	**$264,618**

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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Employee Communication	1.10	$153,312	2.10	$233,017	2.10	$263,221
Print and Mail Services	2.45	795,131	2.45	992,377	3.45	1,104,603
Public Information	11.45	1,224,530	12.45	1,304,277	12.45	1,515,787
Line of Business Total	**15.00**	**$2,172,973**	**17.00**	**$2,529,671**	**18.00**	**$2,883,611**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Development*	0.00	$0	0.00	$0	0.00	$0
Economic Development**	0.00	0	0.00	0	0.00	0
Event and Tourism Development	0.70	91,433	0.70	96,791	0.70	103,505
MAPS	22.00	3,776,656	23.00	17,727,044	23.00	18,151,610
Line of Business Total	**22.70**	**$3,868,089**	**23.70**	**$17,823,835**	**23.70**	**$18,255,115**

*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.

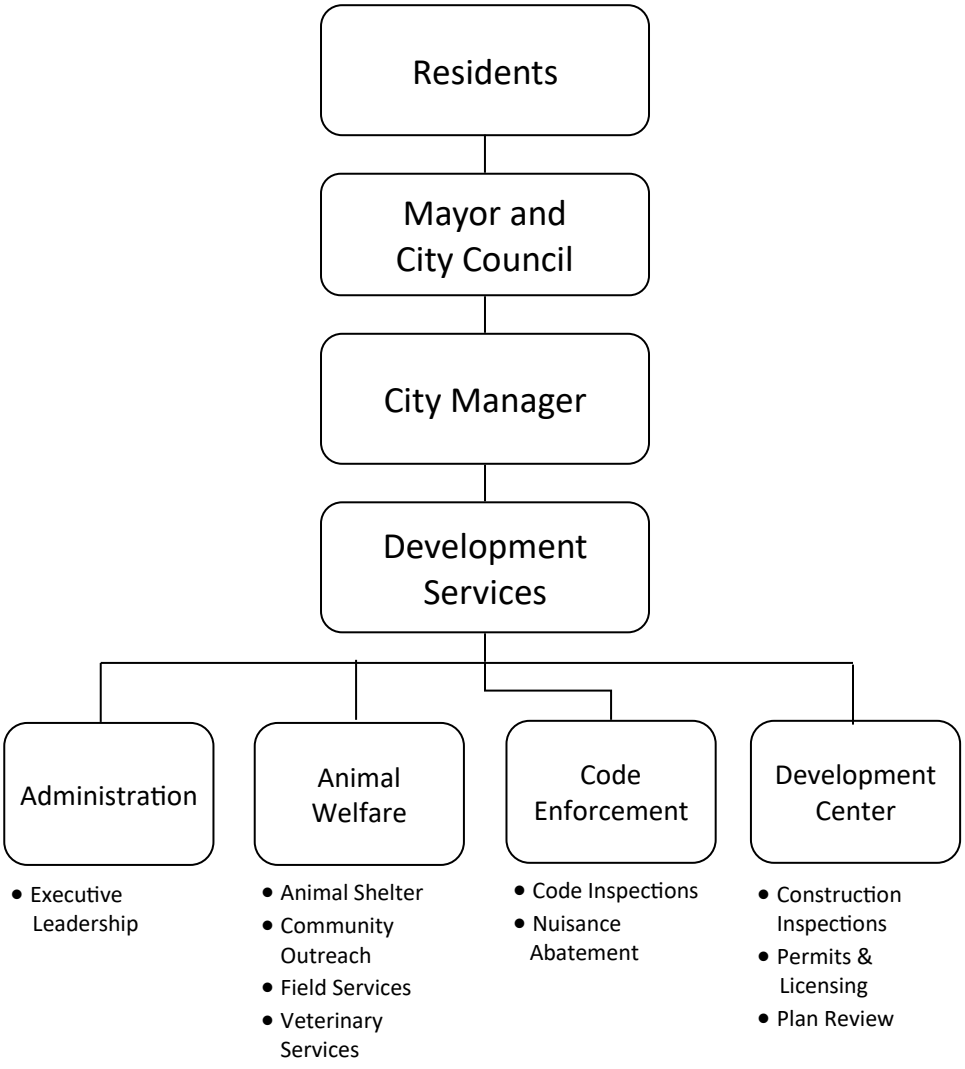
- **The Legislative Program** provides information and recommendations to Mayor and Council so they can make informed decisions to influence federal and state legislation, and rules and regulations that affect Oklahoma City.

Policy and Executive Leadership Positions and Budget

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
City Manager's Office	8.40	$1,773,391	8.40	$1,896,219	11.20	$2,321,902
Inclusion and Diversity*	0.00	1,750	2.00	256,686	2.00	355,067
Legislative	0.60	122,495	0.60	118,188	0.60	124,095
Line of Business Total	**9.00**	**$1,897,636**	**11.00**	**$2,271,093**	**13.80**	**$2,801,064**

The City of
OKLAHOMA CITY

Development Services



Director	Budget	Positions
Rick Wickenkamp	$22,820,607	195

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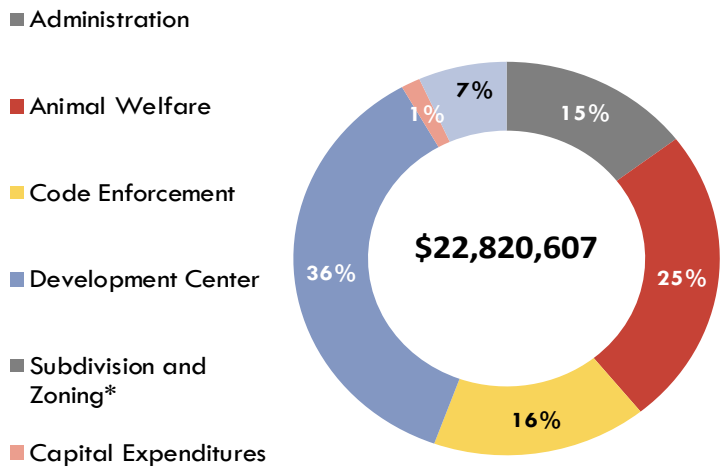
DEPARTMENT INTRODUCTION

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



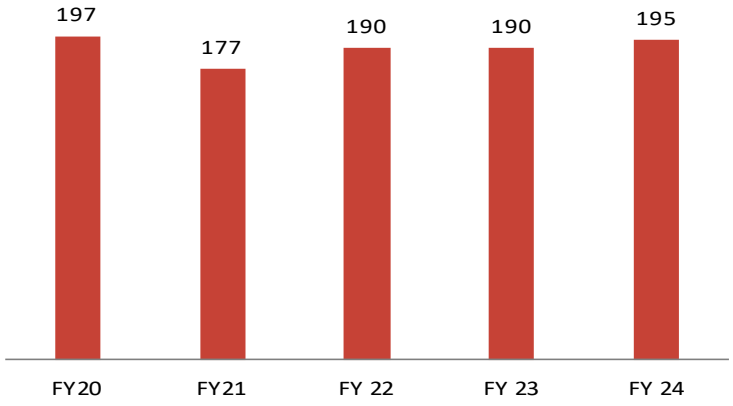
Department Facts

- There were over 14,781 live releases from the Animal Shelter in FY22.
- There were over 24,013 code complaints received in FY22.
- Development Center completed over 132,271 construction related inspections in FY22.

DEPARTMENT OVERVIEW

The Development Services Department has a total budget of $22,820,607 which is an increase of 6.96%. There are 195 positions authorized in the FY24 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 personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$444,459	
2. Adds funding to the Veterinary Services Program to complete spay and neuter services	$100,000	
3. Adds a Plans Examiner to the Plan Review Program to help with the building plan review of new and remodeled commercial and residential construction plans	$79,604	1.00
4. Adds an Electrical Inspector I to the Construction Inspection Program to help with the increased workload	$69,217	1.00
5. Adds a Code Inspector I to the Code Inspection Program to help with environmental code enforcement	$64,875	1.00
6. Adds a Senior Customer Services Representative to the Permits Program to help with issuing construction permits and business	$55,319	1.00
7. Adds an Animal Welfare Representative to the Animal Shelter Program to help with the intake of all animals entering the shelter	$53,767	1.00

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EXPENDITURES

Summary of Expenditures by Purpose	FY 22 Actual	FY 23 Adopted Budget	FY 24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$2,983,960	$2,863,527	$3,334,073	16.43%
Animal Welfare	5,044,058	5,250,027	5,607,713	6.81%
Code Enforcement	3,380,819	3,750,233	3,727,159	-0.62%
Development Center	7,929,104	7,836,731	8,288,709	5.77%
Subdivision and Zoning*	875,974	0	0	N/A
Total Operating Expenditures	**$20,213,915**	**$19,700,518**	**$20,957,654**	**6.38%**
Non-Operating Expenditures				
Capital Expenditures	$120,929	$364,784	$330,357	-9.44%
Other Non-Operating Expenditures	273,114	1,270,886	1,532,596	20.59%
Total Non-Operating Expenditures	**$394,043**	**$1,635,670**	**$1,862,953**	**13.90%**
Department Total	**$20,607,958**	**$21,336,188**	**$22,820,607**	**6.96%**

*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 22 Actual	FY 23 Adopted Budget	FY 24 Adopted Budget	Percent Change
General Fund	$20,213,915	$19,700,518	$20,957,654	6.38%
Capital Improvement Projects Fund	120,929	364,784	330,357	-9.44%
Grants Management Fund	36,684	25,000	0	-100.00%
Special Purpose Fund	236,430	1,245,886	1,532,596	23.01%
Total All Funds	**$20,607,958**	**$21,336,188**	**$22,820,607**	**6.96%**

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POSITIONS

Summary of Positions by Purpose	FY 22 Actual	FY 23 Adopted Budget	FY 24 Adopted Budget	Percent Change
Administration	4.00	4.00	4.00	0.00%
Animal Welfare	56.00	60.00	61.00	1.67%
Code Enforcement	40.00	40.00	41.00	2.50%
Development Center	83.00	86.00	89.00	3.49%
Subdivision and Zoning*	7.00	0.00	0.00	N/A
Department Total	**190.00**	**190.00**	**195.00**	**2.63%**

*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 22 Actual	FY 23 Adopted Budget	FY 24 Adopted Budget	Percent Change
General Fund	190.00	190.00	195.00	2.63%
Department Total	**190.00**	**190.00**	**195.00**	**2.63%**

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 22 Adopted Positions	FY 22 Actual Expenses	FY 23 Adopted Positions	FY 23 Adopted Budget	FY 24 Adopted Positions	FY 24 Adopted Budget
Executive Leadership	4.00	$2,983,960	4.00	$2,863,527	4.00	$3,334,073
Line of Business Total	**4.00**	**$2,983,960**	**4.00**	**$2,863,527**	**4.00**	**$3,334,073**

ANIMAL WELFARE

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

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

- **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 22		FY 23		FY 24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Animal Shelter	25.40	1,941,840	26.40	2,101,411	27.40	2,166,247
Community Outreach	3.20	336,844	3.20	306,774	3.20	311,227
Field Services	19.75	$1,433,443	19.75	$1,566,299	19.75	$1,635,214
Veterinary Services	7.65	1,331,931	10.65	1,275,543	10.65	1,495,025
Line of Business Total	**56.00**	**$5,044,058**	**60.00**	**$5,250,027**	**61.00**	**$5,607,713**

CODE ENFORCEMENT

- **The Code Inspections Program** provides inspection services 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 22		FY 23		FY 24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Abandoned Buildings*	0.00	$7,538	0.00	$0	0.00	$0
Code Inspections	28.50	2,463,726	30.50	2,674,955	31.50	2,851,482
Nuisance Abatement	11.50	909,555	9.50	1,075,278	9.50	875,677
Line of Business Total	**40.00**	**$3,380,819**	**40.00**	**$3,750,233**	**41.00**	**$3,727,159**

* 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 22		FY 23		FY 24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspections	46.80	$4,606,256	47.80	$4,462,182	48.80	$4,630,167
Permits and Licensing	18.80	1,412,334	18.80	1,529,871	19.80	1,639,685
Plan Review	17.40	1,910,514	19.40	1,844,678	20.40	2,018,857
Line of Business Total	**83.00**	**$7,929,104**	**86.00**	**$7,836,731**	**89.00**	**$8,288,709**

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.

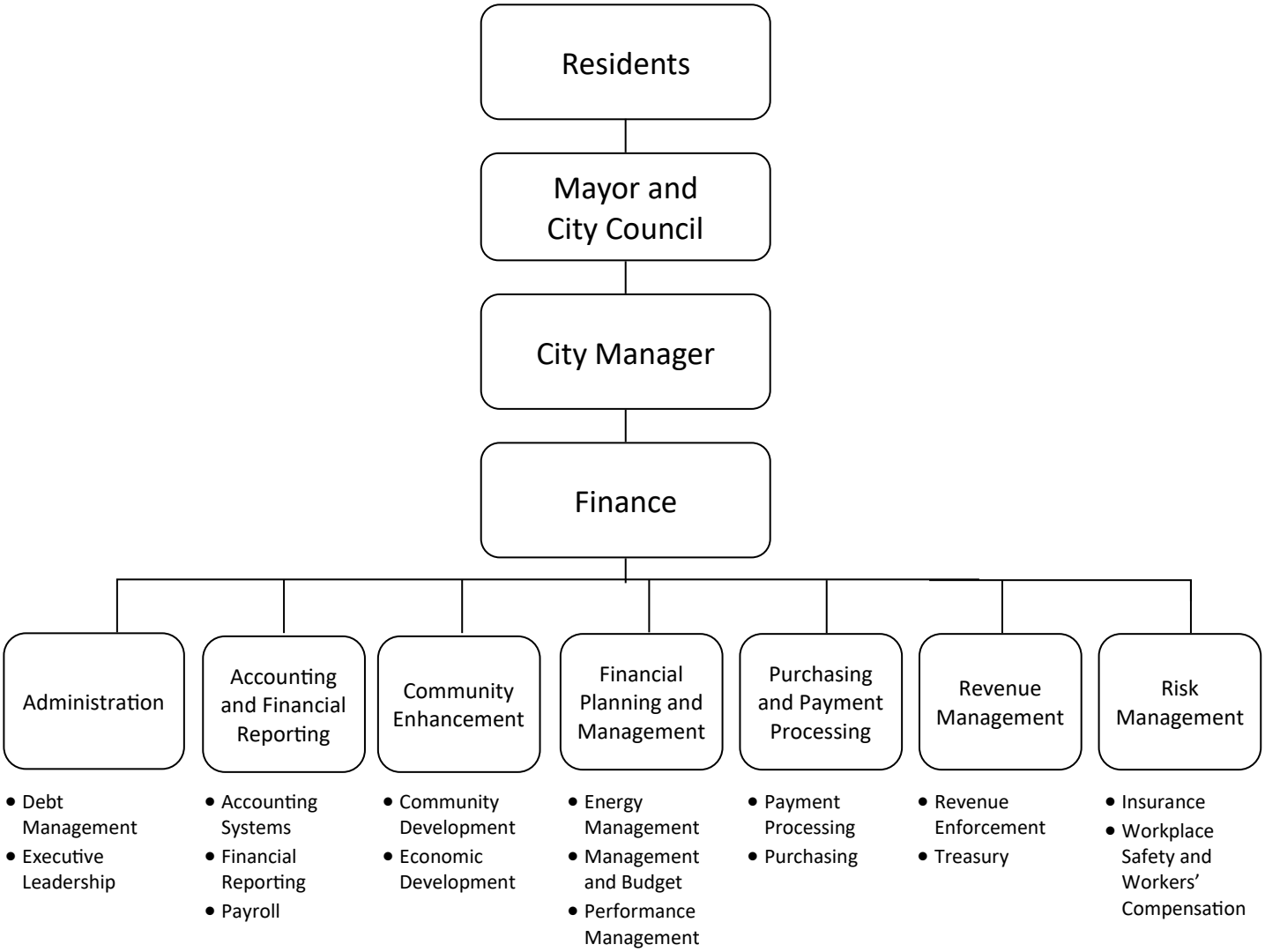
Subdivision and Zoning Positions and Budget

	FY 22		FY 23		FY 24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Subdivision and Zoning*	7.00	$875,974	0.00	$0	0.00	$0
Line of Business Total	**7.00**	**$875,974**	**0.00**	**$0**	**0.00**	**$0**

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

The City of
OKLAHOMA CITY

Finance



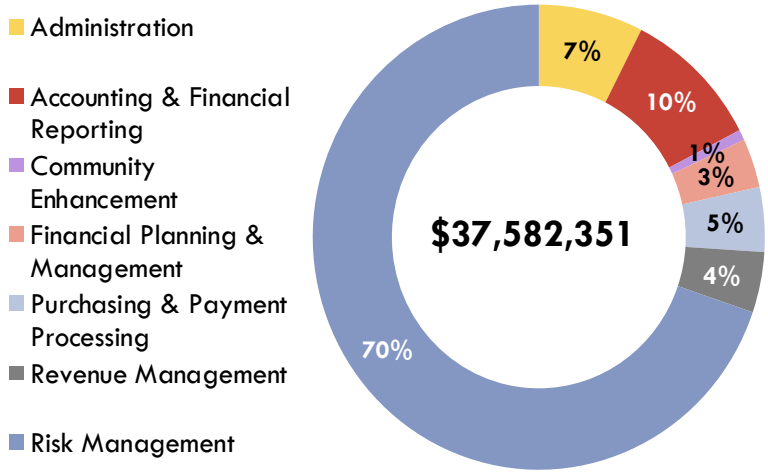
Director	Budget	Positions
Brent Bryant	$37,582,351	91

DEPARTMENT INTRODUCTION

MISSION STATEMENT

The mission of the Finance Department is to provide financial planning, management, and information 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



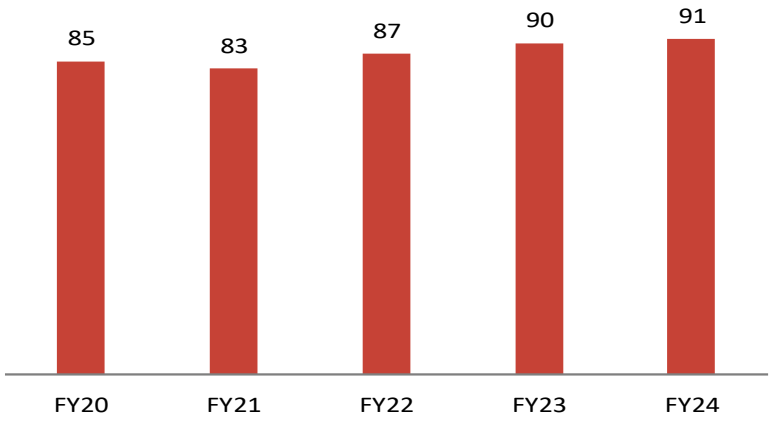
DEPARTMENT OVERVIEW

The Finance Department has a total budget of $37,582,351, which is a increase of 25.29% from the prior year. There are 91 positions authorized in the FY24 budget, which is an increase of one position from the FY23 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 15th year in a row.
- The Finance Department conducts financial management, budgeting, expending, investing, and reporting for a budget over $1.8 billion.
- On average, over 6,300 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	$542,651	
2. Adds Management Specialist to the Treasury Division to assist with workload and to manage the Business Improvement District and Special Assessment District processes	$89,499	1.00
3. Adds funding to the Accounting Services Division for training	$15,000	0.00

Oklahoma City receives Aaa bond rating from Moody's and AAA from S&P

Post Date: 03/14/2023 8:21 AM

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

Moody's affirmed the City's Aaa rating and stable outlook in a March 9, 2023, report and S&P affirmed its AAA rating in a Feb. 28, 2023, report. The triple-A ratings are the highest awarded by each agency. It's the 15th year in a row OKC achieved the highest rating.

"Our Aaa and AAA ratings are the result of longstanding conservative financial management combined with a growing and diversified economy, strong financial policies, robust budgetary performance and solid debt and contingent liability position," said Finance Director Brent Bryant.

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Accounting & Financial Reporting	$2,764,694	$3,522,819	$3,696,079	4.92%
Administration	2,179,167	2,423,493	2,795,364	15.34%
Community Enhancement	267,085	278,157	273,506	-1.67%
Financial Planning & Management	1,276,248	1,307,424	1,271,533	-2.75%
Purchasing & Payment Processing	1,536,328	1,563,384	1,678,951	7.39%
Revenue Management	1,460,881	1,442,753	1,572,571	9.00%
Risk Management	14,959,567	19,168,054	26,043,638	35.87%
Total Operating Expenditures	**$24,443,970**	**$29,706,084**	**$37,331,642**	**25.67%**
Non-Operating Expenditures				
Capital Expenditures	$185,037	$289,247	$250,709	-13.32%
Total Non-Operating Expenditures	**$185,037**	**$289,247**	**$250,709**	**-13.32%**
Department Total	**$24,629,007**	**$29,995,331**	**$37,582,351**	**25.29%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$8,866,298	$9,815,389	$10,432,277	6.28%
Capital Improvement Projects Fund	185,037	289,247	250,709	-13.32%
Risk Mgmt. Internal Service Fund	15,577,672	19,890,695	26,899,365	35.24%
Total All Funds	**$24,629,007**	**$29,995,331**	**$37,582,351**	**25.29%**

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POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Accounting & Financial Reporting	29.00	32.00	32.00	0.00%
Administration	5.00	5.00	6.00	20.00%
Community Enhancement	2.00	2.00	2.00	0.00%
Financial Planning & Management	12.00	12.00	11.00	-8.33%
Purchasing and Payment Processing	17.00	17.00	17.00	0.00%
Revenue Management	10.00	10.00	11.00	10.00%
Risk Management	12.00	12.00	12.00	0.00%
Department Total	**87.00**	**90.00**	**91.00**	**1.11%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	75.00	78.00	79.00	1.28%
Risk Mgmt. Internal Service Fund	12.00	12.00	12.00	0.00%
Department Total	**87.00**	**90.00**	**91.00**	**1.11%**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Accounting Systems	4.50	$262,702	5.50	$475,572	5.50	$526,249
Financial Reporting	19.00	2,029,953	21.50	2,614,966	21.50	2,698,715
Payroll	5.50	472,039	5.00	432,281	5.00	471,115
Line of Business Total	**29.00**	**$2,764,694**	**32.00**	**$3,522,819**	**32.00**	**$3,696,079**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Debt Management	2.50	$234,535	2.50	$281,775	2.50	$370,225
Economic Development*	0.00	1,652	0.00	0	0.00	0
Executive Leadership	2.50	1,942,980	2.50	2,141,718	3.50	2,425,139
Line of Business Total	**5.00**	**$2,179,167**	**5.00**	**$2,423,493**	**6.00**	**$2,795,364**

*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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Community Development	1.00	$133,542	1.00	$135,380	1.00	$133,054
Economic Development*	1.00	133,543	1.00	142,777	1.00	140,452
Line of Business Total	**2.00**	**$267,085**	**2.00**	**$278,157**	**2.00**	**$273,506**

*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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Energy Management	2.00	225,385	2.00	266,283	1.00	170,673
Management and Budget	6.90	717,091	7.20	753,860	7.20	810,174
Performance Management	3.10	333,772	2.80	287,281	2.80	290,686
Line of Business Total	**12.00**	**$1,276,248**	**12.00**	**$1,307,424**	**11.00**	**$1,271,533**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Payment Processing	9.40	$823,685	10.35	$857,981	10.35	$940,761
Purchasing	7.60	712,643	6.65	705,403	6.65	738,190
Line of Business Total	**17.00**	**$1,536,328**	**17.00**	**$1,563,384**	**17.00**	**$1,678,951**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Revenue Enforcement	5.60	$944,672	5.60	$627,816	7.10	$786,592
Treasury	4.40	516,209	4.40	814,937	3.90	785,979
Line of Business Total	**10.00**	**$1,460,881**	**10.00**	**$1,442,753**	**11.00**	**$1,572,571**

RISK MANAGEMENT

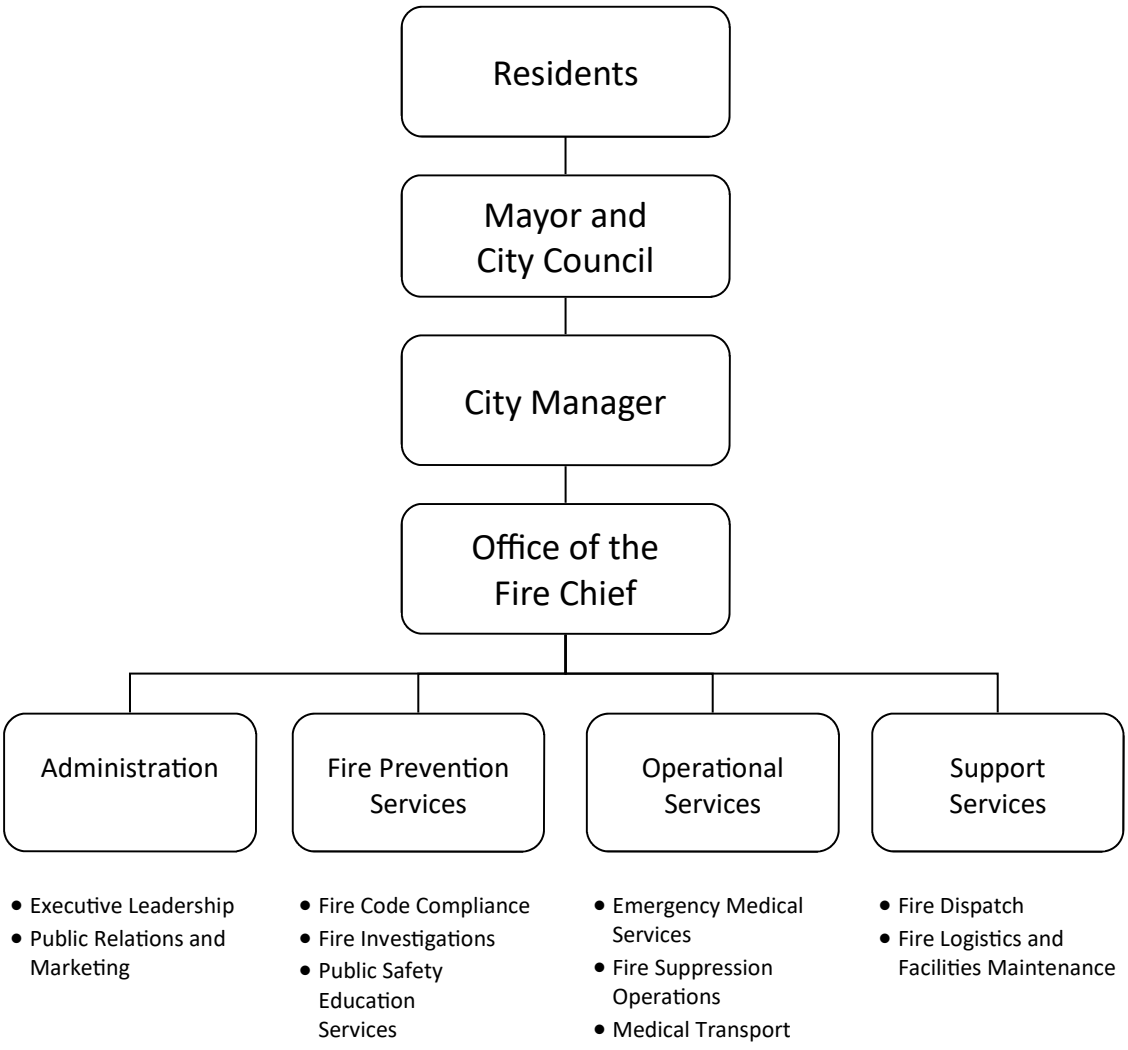
- **The Insurance Program** provides property and casualty insurance administration services to City departments and public trusts so they can be protected against extreme financial and operational losses.
- **The Workplace Safety and Workers' Compensation Program** provides incident/injury prevention 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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Insurance	0.40	$5,623,572	0.40	$9,520,487	0.40	$14,082,238
Workplace Safety and Workers'	11.60	9,335,995	11.60	9,647,567	11.60	11,961,400
Line of Business Total	**12.00**	**$14,959,567**	**12.00**	**$19,168,054**	**12.00**	**$26,043,638**

The City of
OKLAHOMA CITY

Fire



Fire Chief	Budget	Positions
Richard Kelley	$206,291,369	1,111

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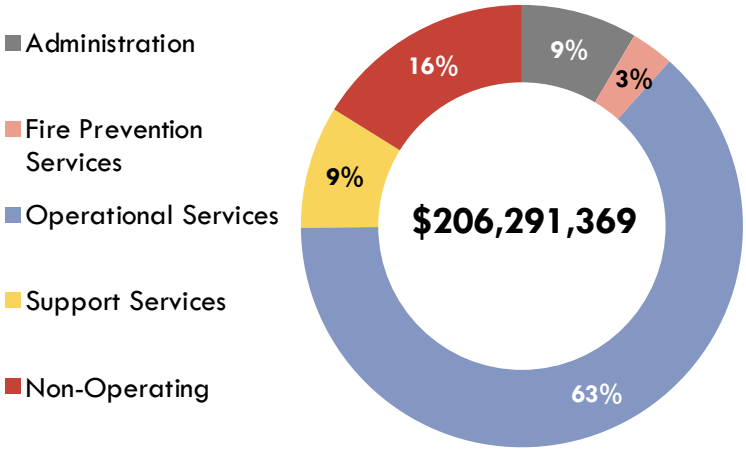
DEPARTMENT INTRODUCTION

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!

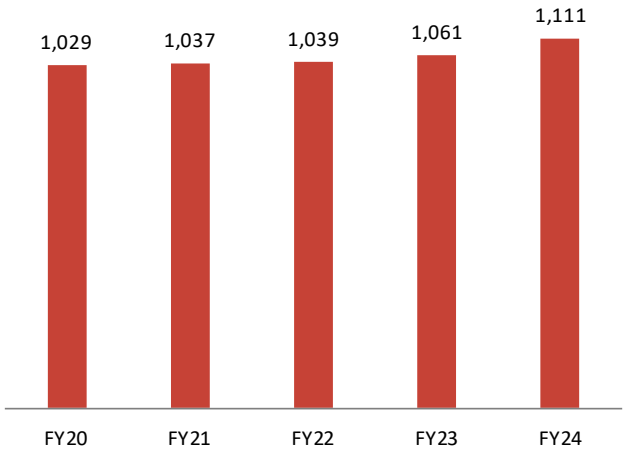
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Fire Department (OKCFD) has a total FY24 budget of $206,291,369, which is a increase of 11.91%. There are 1,111 authorized positions, an increase of 50 positions from FY23.

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 690,000 people
- As of March 2023, OKCFD has arrived on scene 82% of the time before the arrival of EMS transport
- The Department has 559 firefighters that have less than 10 years of service and 384 of the 559 have less than 5 years of service

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	$4,490,528	
2. Adds funding for 40 positions and the necessary equipment and supplies to implement the Medical Transport Program within the Fire Department	$4,263,200	40.00
3. Adds funding for purchase of new personal protective equipment (PPE), firefighting tools and equipment and replacement of Self-Contained Breathing Apparatus (SCBA)	$4,000,000	
4. Adds funding for construction of new facilities, improvements to existing facilities and equipment and supplies for the wellness	$1,700,000	
5. Adds six uniform Firefighter positions funded by the General Fund to reduce call back overtime	$528,462	6.00
6. Adds funding for the Recruit Overage Program from the Fire Sales Tax in order to have fully-trained personnel in place to fill vacant Firefighter positions	$500,000	
7. Adds four Fire Logistics positions funded by the Fire Sales Tax to address increased workload	$230,666	4.00
8. Increases Information and Technology costs to optimize and streamline technical processes with software platforms	$155,292	
9. Adds funding for vehicle maintenance costs	$150,000	
10. Adds funding for fuel cost increases	$105,301	
11. Deletes a vacant Office Assistant position and a Sgt./Lt. position and adds a Battalion Chief to oversee administrative positions and a Wellness Coordinator to provide strength and recovery advice to Firefighters	$28,827	0.00

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$13,240,629	$14,794,917	$17,796,868	20.29%
Fire Prevention Services	6,967,908	6,691,806	6,992,675	4.50%
Operational Services	131,828,211	134,473,860	142,632,775	6.07%
Support Services	12,578,826	13,856,281	18,699,562	34.95%
Total Operating Expenditures	**$164,615,573**	**$169,816,864**	**$186,121,880**	**9.60%**
Non-Operating Expenditures				
Capital Expenditures	$1,259,079	$27,153,729	$33,187,236	22.22%
Grant Expenditures	165,249	0	0	N/A
Other Non-Operating Expenditures	0	135,420	136,226	0.60%
Total Non-Operating Expenditures	**$1,424,328**	**$27,289,149**	**$33,323,462**	**22.81%**
Department Total	**$166,039,901**	**$197,106,013**	**$219,445,342**	**11.33%**
Less Interfund Transfers	(12,398,911)	(12,770,846)	(13,153,973)	3.00%
Department Total	**$153,640,991**	**$184,335,167**	**$206,291,369**	**11.91%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$119,306,023	$118,624,258	$125,220,206	5.56%
Better Streets Safer City Use Tax	1,259,079	2,036,113	901,673	-55.72%
Capital Improvement Fund	0	3,700,000	3,700,000	0.00%
City/School Use Tax Fund	0	118,626	0	-100.00%
Fire Sales Tax Fund	45,309,550	51,192,606	56,638,474	10.64%
Grants Management Fund	165,249	0	0	N/A
MAPS 3 Use Tax Fund	0	43	43	0.00%
MAPS 4 Use Tax Fund	0	21,240,000	28,576,574	34.54%
Medical Services Program Fund	0	0	4,263,200	N/A
Police & Fire Cap. Equip. Sales Tax Fund	0	58,947	8,946	-84.82%
Special Purpose Fund	0	135,420	136,226	0.60%
Department Total	**$166,039,901**	**$197,106,013**	**$219,445,342**	**11.33%**
Less Interfund Transfers	(12,398,911)	(12,770,846)	(13,153,973)	3.00%
Total All Funds	**$153,640,991**	**$184,335,167**	**$206,291,369**	**11.91%**

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POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	38.05	41.05	42.05	2.44%
Fire Prevention Services	44.20	44.20	44.20	0.00%
Operational Services	921.85	939.85	985.85	4.89%
Support Services	34.90	35.90	38.90	8.36%
Department Total	**1,039.00**	**1,061.00**	**1,111.00**	**4.71%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	826.00	844.00	850.00	0.71%
Fire Sales Tax Fund	213.00	217.00	221.00	1.84%
Medical Services Program Fund	0.00	0.00	40.00	N/A
Department Total	**1,039.00**	**1,061.00**	**1,111.00**	**4.71%**

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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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	34.05	$12,763,987	37.05	$14,294,086	38.05	$17,256,791
Public Relations and Marketing	4.00	476,642	4.00	500,831	4.00	540,077
Line of Business Total	**38.05**	**$13,240,629**	**41.05**	**$14,794,917**	**42.05**	**$17,796,868**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fire Code Compliance	19.75	$2,988,110	19.75	$2,834,036	19.75	$3,009,260
Fire Investigations	14.15	2,516,111	14.15	2,328,255	14.15	2,390,584
Public Safety Education Services	10.30	1,463,686	10.30	1,529,515	10.30	1,592,831
Line of Business Total	**44.20**	**$6,967,908**	**44.20**	**$6,691,806**	**44.20**	**$6,992,675**

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.

- **The Medical Transport Program** provides response to life-threatening emergencies to residents and visitors of Oklahoma City, so they can receive prompt treatment and transport to appropriate medical facilities.

Operational Services Positions and Budget

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Emergency Medical Services	636.20	$89,014,340	648.80	$93,150,490	653.00	$95,662,035
Fire Suppression Operations	285.65	42,808,666	291.05	41,323,370	292.85	42,707,540
Medical Transport	0.00	0	0.00	0	40.00	4,263,200
Operations Training *	0.00	5,205	0.00	0	0.00	0
Line of Business Total	**921.85**	**$131,828,211**	**939.85**	**$134,473,860**	**985.85**	**$142,632,775**

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

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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.

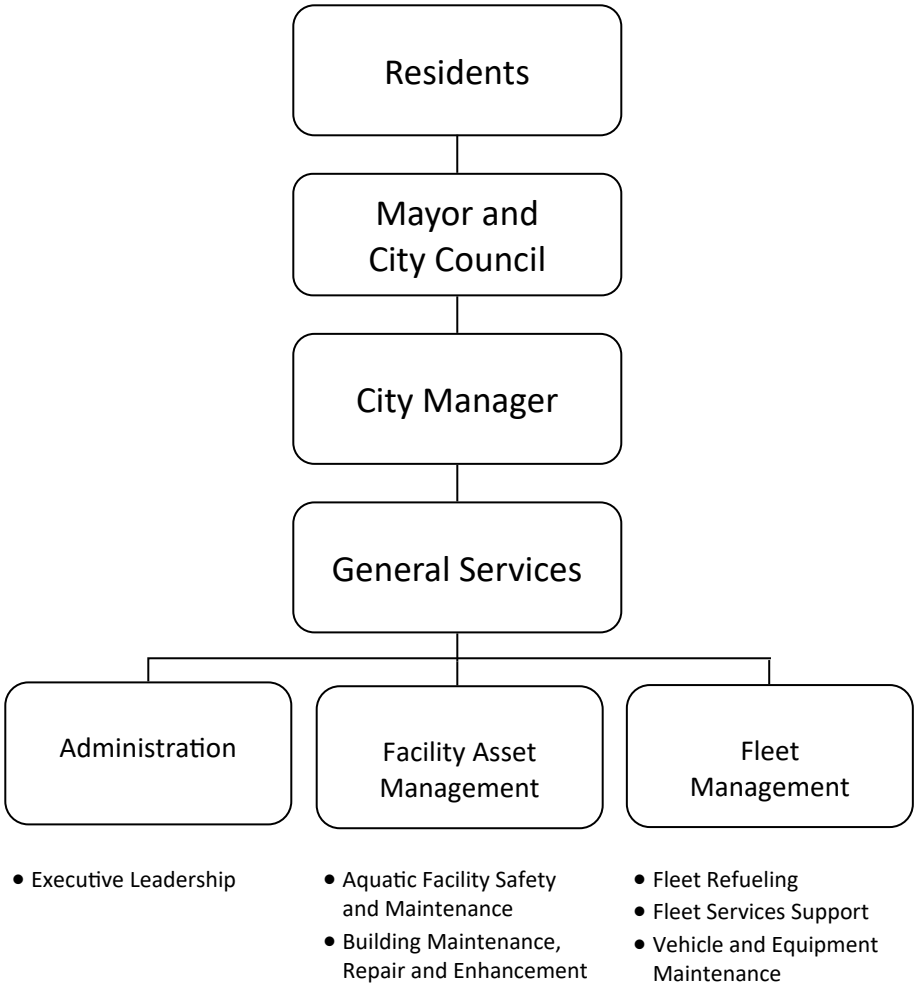
- **The Fire Logistics and Facilities Maintenance Program** provides fleet, equipment and facilities services to the Oklahoma City Fire Department, so it can have safe and reliable facilities and equipment to respond.

Support Services Positions and Budget

Program	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Fire Dispatch	14.65	$2,183,844	14.65	$2,123,346	14.65	$2,200,970
Fire Logistics and Facilities Maintenance	20.25	10,394,982	21.25	11,732,935	24.25	16,498,592
Line of Business Total	**34.90**	**$12,578,826**	**35.90**	**$13,856,281**	**38.90**	**$18,699,562**

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

General Services



Director	Budget	Positions
Paul Bronson	$52,807,548	80

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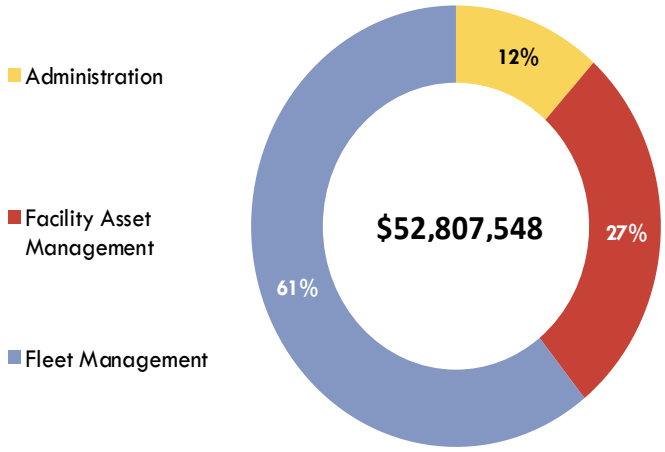
DEPARTMENT INTRODUCTION

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



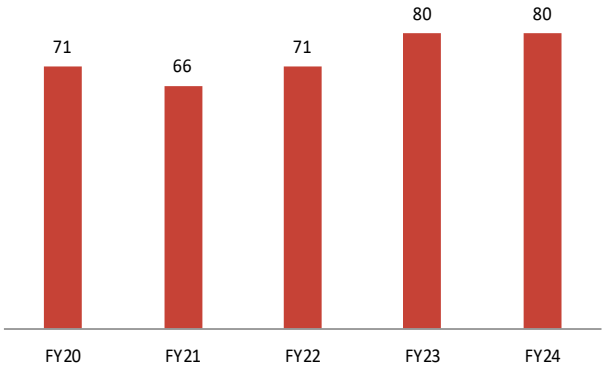
Department Facts

- The General Services Department performs approximately 9,147 vehicle workorders per year, consisting of over 27,962 individual jobs performed.
- The General Services Department performs over 3,500 preventative maintenance jobs at City facilities.

DEPARTMENT OVERVIEW

The General Services Department has a total budget of $52,807,548, which is an increase of 32.93%. There are 80 positions authorized in the FY24 budget, which is an increase of zero positions from the FY23 budget. The pie chart above provides a breakdown of the FY24 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 FY19, 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 personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$404,537	
2. Adds funding to capital improvement program for projects including citywide electrical and lighting improvements, City Hall sanitary sewer repairs and other rehabilitation projects	$10,230,000	
3. Increases in fuel costs	$498,960	
4. Establishes annual Procard purchase order encumbrance to address services and supply requests in a timely manner	$200,000	
5. Adds funding to address vehicle and equipment maintenance requests in a timely manner through overtime and outsourced repairs	$114,952	

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$1,192,684	$1,615,094	$2,120,718	31.31%
Facility Asset Management	3,818,674	4,889,115	4,976,646	1.79%
Fleet Management	9,341,687	10,258,006	11,003,768	7.27%
Total Operating Expenditures	**$14,353,045**	**$16,762,215**	**$18,101,132**	**7.99%**
Non-Operating Expenditures				
Capital Expenditures	$3,386,498	$22,964,849	$34,706,416	51.13%
Total Non-Operating Expenditures	**$3,386,498**	**$22,964,849**	**$34,706,416**	**51.13%**
Department Total	**$17,739,543**	**$39,727,064**	**$52,807,548**	**32.93%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$4,842,290	$6,058,160	$6,290,980	3.84%
Capital Improvement Projects Fund	3,386,498	22,964,849	34,706,416	51.13%
Fleet Services Internal Services Fund	9,510,755	10,704,055	11,810,152	10.33%
Total All Funds	**$17,739,543**	**$39,727,064**	**$52,807,548**	**32.93%**

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POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	5.77	5.77	5.77	0.00%
Facility Asset Management	34.33	42.33	42.33	0.00%
Fleet Management	30.90	31.90	31.90	0.00%
Department Total	**71.00**	**80.00**	**80.00**	**0.00%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	39.27	47.27	47.27	0.00%
Fleet Services Internal Services Fund	31.73	32.73	32.73	0.00%
Department Total	**71.00**	**80.00**	**80.00**	**0.00%**

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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Executive Leadership	5.77	$1,192,684	5.77	$1,615,094	5.77	$2,120,718
Line of Business Total	**5.77**	**$1,192,684**	**5.77**	**$1,615,094**	**5.77**	**$2,120,718**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Aquatic Facility Safety and Maintenance	4.28	$406,028	4.77	$442,177	4.77	$462,381
Building Maintenance, Repair and Enhancement	30.05	3,412,646	37.56	4,446,938	37.56	4,514,265
Line of Business Total	**34.33**	**$3,818,674**	**42.33**	**$4,889,115**	**42.33**	**$4,976,646**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fleet Refueling	4.60	$4,727,748	4.60	$5,528,081	4.60	$6,053,281
Fleet Services Support	2.70	482,374	2.70	499,561	2.70	516,824
Vehicle and Equipment Maintenance	23.60	4,131,565	24.60	4,230,364	24.60	4,433,663
Line of Business Total	**30.90**	**$9,341,687**	**31.90**	**$10,258,006**	**31.90**	**$11,003,768**

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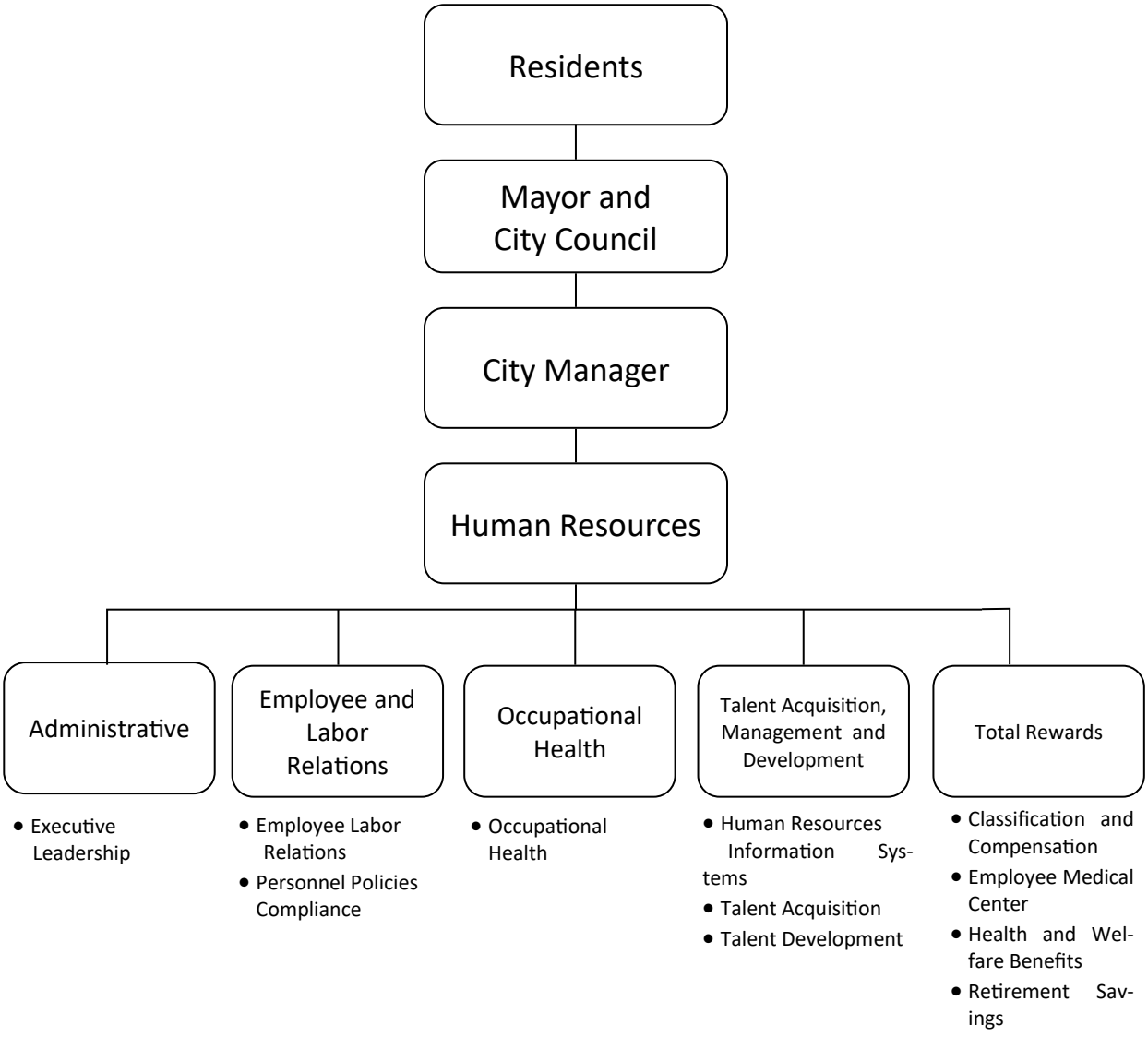
Human Resources



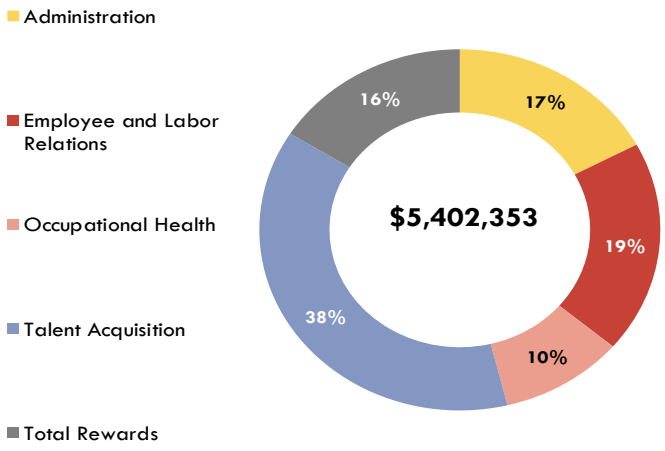
Director	Budget	Positions
Aimee Maddera	$5,402,353	36

Department Introduction

Mission Statement

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

Department Budget



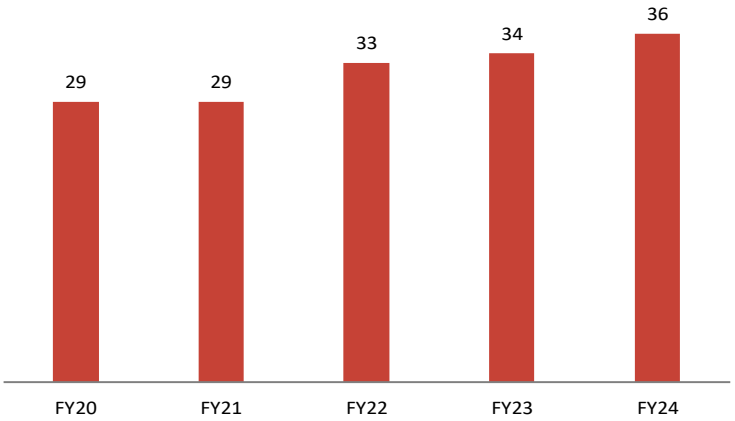
Department Facts

- An average of 17,172 applications are processed and 448 selection processes are conducted per year.
- An average of 36,679 personnel transactions are processed per year.
- There are over 11,378 active employees, retirees, and dependents who participate in The City's health and welfare plans.
- OKC Occupational Health Center performed 4,006 physical examinations and 1,078 medical consultations last year.

Department Overview

The Human Resources Department has a total budget of $5,402,353, which is a increase of 11.07% from prior year. There are 36 positions authorized in the FY24 budget, which is a increase of two positions from 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

Human Resources Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$206,860	
2. Adds funding for contract with Work Shield, LLC for EEO-related investigations.	$133,000	0.00
3. Adds HRIS Assistant to the Talent Acquisition Division to assist with the Oracle Recruiting Cloud implementation and increasing	$81,827	1.00
4. Adds Employee Benefits Coordinator to the Total Rewards Division to assist with increased workload, specifically due to additional three times per week hiring dates.	$79,359	1.00
5. Adds funding for Oracle Recruiting Cloud to support recruiting and human resource efforts	$42,300	0.00

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$594,191	$710,548	$893,635	25.77%
Employee and Labor Relations	589,383	799,038	988,375	23.70%
Occupational Health	502,529	512,576	520,649	1.57%
Talent Acquisition	1,857,901	1,828,802	1,964,326	7.41%
Total Rewards	545,429	737,305	835,417	13.31%
Total Operating Expenditures	**$4,089,433**	**$4,588,269**	**$5,202,402**	**13.38%**
Non-Operating Expenditures				
Capital Expenditures	$381,540	$275,844	$199,951	-27.51%
Total Non-Operating Expenditures	**$381,540**	**$275,844**	**$199,951**	**-27.51%**
Department Total	**$4,470,973**	**$4,864,113**	**$5,402,353**	**11.07%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$4,089,433	$4,588,269	$5,202,402	13.38%
Capital Improvement Projects Fund	381,540	275,844	199,951	-27.51%
Total All Funds	**$4,470,973**	**$4,864,113**	**$5,402,353**	**11.07%**

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POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	2.35	2.35	2.35	0.00%
Employee and Labor Relations	5.15	6.15	6.15	0.00%
Occupational Health	1.95	1.95	1.95	0.00%
Talent Acquisition	18.60	16.60	17.60	6.02%
Total Rewards	4.95	6.95	7.95	14.39%
Department Total	**33.00**	**34.00**	**36.00**	**5.88%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	33.00	34.00	36.00	5.88%
Department Total	**33.00**	**34.00**	**36.00**	**5.88%**

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	FY22 Adopted Position	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Executive Leadership	2.35	$594,191	2.35	$710,548	2.35	$893,635
Line of Business Total	**2.35**	**$594,191**	**2.35**	**$710,548**	**2.35**	**$893,635**

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 human resources-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	FY22 Adopted Position	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Labor Relations	3.30	$356,638	3.80	$498,768	3.80	$531,524
Policy Compliance	1.85	232,745	2.35	300,270	2.35	456,851
Line of Business Total	**5.15**	**$589,383**	**6.15**	**$799,038**	**6.15**	**$988,375**

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	FY22 Adopted Position	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Occupational Health	1.95	$502,529	1.95	$512,576	1.95	$520,649
Line of Business Total	**1.95**	**$502,529**	**1.95**	**$512,576**	**1.95**	**$520,649**

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	FY22 Adopted Position	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Classification and Compensation*	5.35	$406,590	0.00	$0	0.00	$0
HR Information Services	4.30	491,362	4.30	443,254	5.30	546,321
Talent Acquisition and Management	6.95	782,873	10.30	1,097,882	10.30	1,088,826
Talent Development	2.00	177,075	2.00	287,666	2.00	329,179
Line of Business Total	**18.60**	**$1,857,901**	**16.60**	**$1,828,802**	**17.60**	**$1,964,326**

* 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.

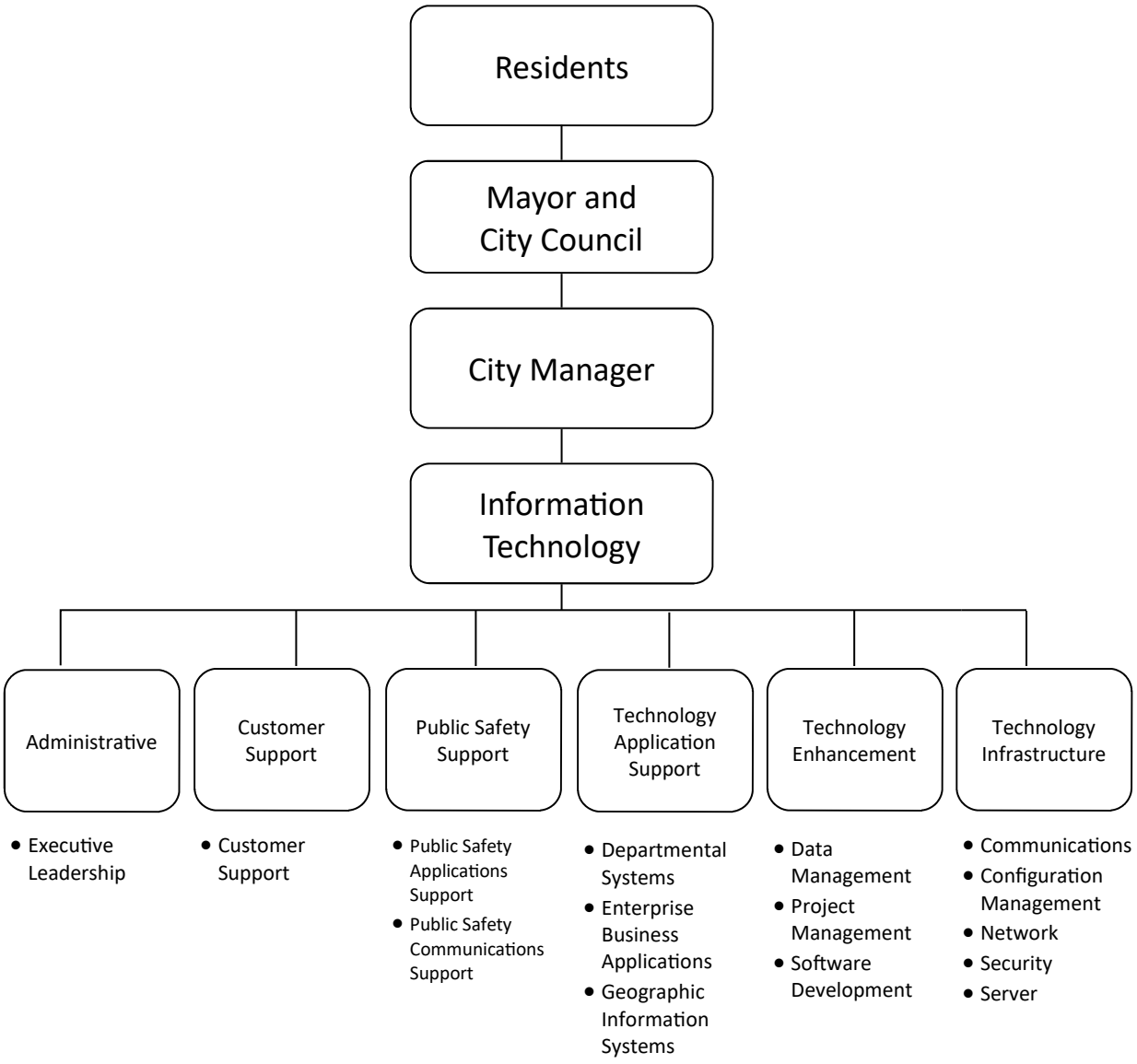
Total Rewards Positions and Budget

	FY22		FY23		FY24	
Program	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Classification and Compensation*	0.00	$1,811	2.00	$183,380	2.00	$206,637
Employee Medical Center **	0.00	0	0.00	0	0.00	0
Health and Welfare Benefits	4.90	535,999	4.90	543,401	5.90	619,559
Retirement Savings	0.05	7,619	0.05	10,524	0.05	9,221
Line of Business Total	**4.95**	**$545,429**	**6.95**	**$737,305**	**7.95**	**$835,417**

* 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 Authority.

Information Technology



Director	Budget	Positions
Schad Meldrum	$53,050,687	131

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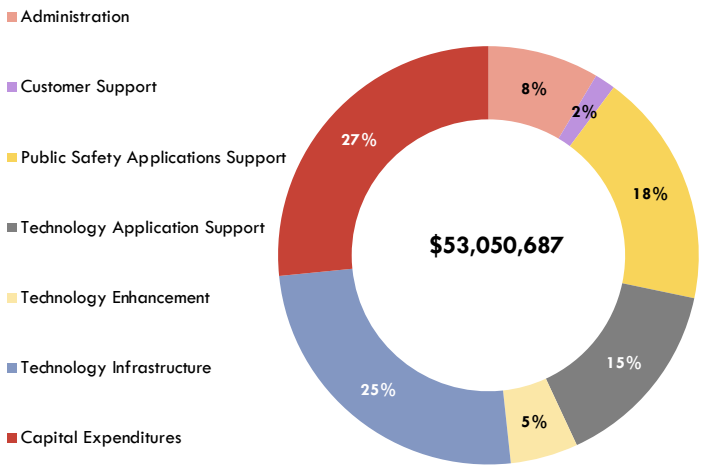
DEPARTMENT INTRODUCTION

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



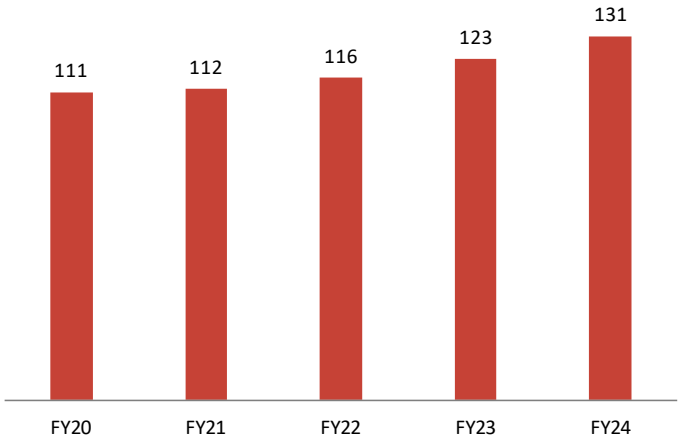
Department Facts

- 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 $53,050,687 which is an increase of 3.76%. There are 131 positions authorized in the FY24 budget, an increase of 8 positions from the FY23 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 personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$1,358,830	
2. Increase to annual contract renewals of software licenses and other operational increases to maintain and enhance services to other departments	$2,258,828	
3. Add two Systems Analyst III positions to the Enterprise Business Application Program to allow for more lead support on both Oracle Fusion systems	$220,108	2.00
4. Add a Systems Support Specialist III within the Public Safety Communications Program that will be funded by increased revenue generation from external entities joining the City's radio system	$112,600	1.00
5. Add a Systems Analyst II to the Departmental Systems Program to allow for a lead over M5, Cityworks, Xplor Recreation, and Chameleon	$101,891	1.00
6. Add a Systems Analyst II to the Software Development Program to manage the infrastrusture of City applications	$101,891	1.00
7. Add a Systems Support Specialist III to the Network Program to serve as a project manager and engineer for network projects as well as advanced SCADA support	$101,408	1.00
8. Add a Systems Support Specialist II to the Network Program to support and maintain the City's network and firewall infrastructure	$94,380	1.00
9. Add a Systems Support Specialist I to the Public Safety Communications Support Program to help support the increasing need for programming and managing the radio systems	$82,774	1.00

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EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$2,875,176	$3,427,247	$4,542,956	32.55%
Customer Support	$496,585	804,145	848,569	5.52%
Public Safety Applications Support	$8,789,314	9,268,016	9,617,404	3.77%
Technology Application Support	4,970,990	7,203,547	7,853,841	9.03%
Technology Enhancement	1,832,135	2,277,775	2,760,994	21.21%
Technology Infrastructure	9,675,970	11,121,970	13,328,595	19.84%
Total Operating Expenditures	**$28,640,170**	**$34,102,700**	**$38,952,359**	**14.22%**
Non-Operating Expenditures				
Capital Expenditures	$3,783,180	$17,027,285	$14,098,328	-17.20%
Total Non-Operating Expenditures	**$3,783,180**	**$17,027,285**	**$14,098,328**	**-17.20%**
Department Total	**$32,423,350**	**$51,129,985**	**$53,050,687**	**3.76%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
IT Internal Service Fund - Operating	$28,640,170	$34,102,700	$38,952,359	14.22%
IT Internal Service Fund - Capital	323,797	3,223,208	4,878,554	51.36%
Better Streets Safer City Use Tax Fund	2,150,761	265,959	49,876	-81.25%
Capital Improvement Projects Fund	411,500	3,574,139	3,451,220	-3.44%
City/Schools Cap Proj. Use Tax Fund	169,775	495,005	2,288	-99.54%
Police/Fire Sales Tax Fund	658,372	923,981	239,318	-74.10%
MAPS 3 Use Tax Fund	0	0	0	N/A
MAPS 4 Use Tax Fund	68,974	8,544,993	5,477,072	-35.90%
Total All Funds	**$32,423,349**	**$51,129,985**	**$53,050,687**	**3.76%**

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POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	9.00	9.00	9.00	0.00%
Customer Support	5.25	5.20	5.20	0.00%
Public Safety Support	31.00	30.00	32.00	6.67%
Technology Application Support	21.00	24.10	26.60	10.37%
Technology Enhancement	16.95	16.90	18.40	8.88%
Technology Infrastructure	32.80	37.80	39.80	5.29%
Department Total	**116.00**	**123.00**	**131.00**	**6.50%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
IT Internal Service Fund	116.00	123.00	131.00	6.50%
Department Total	**116.00**	**123.00**	**131.00**	**6.50%**

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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Executive Leadership	9.00	$2,875,176	9.00	$3,427,247	9.00	$4,542,956
Line of Business Total	**9.00**	**$2,875,176**	**9.00**	**$3,427,247**	**9.00**	**$4,542,956**

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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Customer Support	5.25	$496,585	5.20	$804,145	5.20	$848,569
Line of Business Total	**5.25**	**$496,585**	**5.20**	**$804,145**	**5.20**	**$848,569**

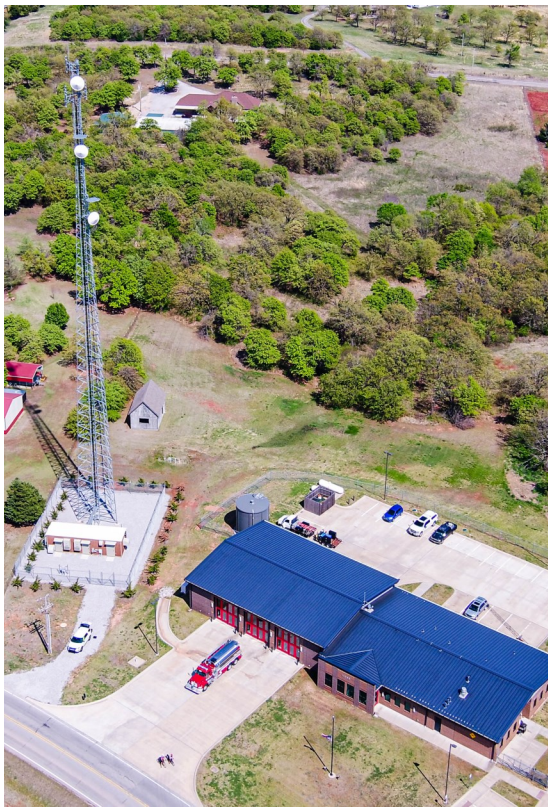
PUBLIC SAFETY SUPPORT

- **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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Public Safety Applications Support	7.80	$1,833,062	6.30	$2,315,348	6.30	$2,327,732
Public Safety Communications Support	23.20	6,954,282	23.70	5,151,375	25.70	5,476,197
911 COMMUNICATIONS SUPPORT	0.00	1,970	0.00	1,801,293	0.00	1,813,475
Line of Business Total	**31.00**	**$8,789,314**	**30.00**	**$9,268,016**	**32.00**	**$9,617,404**



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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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Departmental Systems	6.25	$1,381,282	8.20	$2,004,925	9.20	$2,222,397
Enterprise Business Applications	9.25	2,516,558	10.20	4,088,338	12.20	4,510,400
Geographic Information Systems	5.50	1,073,150	5.70	1,110,284	5.20	1,121,044
Line of Business Total	**21.00**	**$4,970,990**	**24.10**	**$7,203,547**	**26.60**	**$7,853,841**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Data Management	7.20	$746,180	7.20	$1,049,642	7.20	$1,138,789
Project Management	5.25	629,313	5.00	626,526	5.00	662,459
Software Development	4.50	456,642	4.70	601,607	6.20	959,746
Line of Business Total	**16.95**	**$1,832,135**	**16.90**	**$2,277,775**	**18.40**	**$2,760,994**

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.

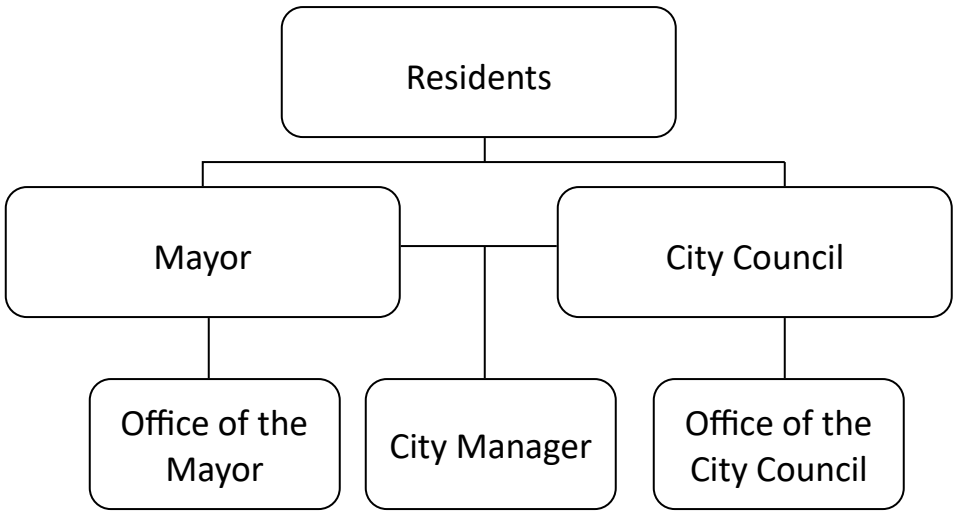
Technology Infrastructure Positions and Budget

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Communications	4.70	$2,553,919	3.70	$2,071,706	0.00	$2,325,561
Endpoint Management	3.70	3,033,819	4.70	2,715,965	4.70	4,262,977
Governance, Risk, and Compliance	0.00	74,873	6.00	922,383	6.00	969,724
Infrastructure Support	0.00	0	0.00	0	3.70	0
Network	9.20	1,918,811	9.20	2,623,628	11.20	2,939,564
Security Operations	7.00	1,019,096	6.00	1,223,908	6.00	1,186,530
Servers	8.20	1,075,452	8.20	1,564,380	8.20	1,644,239
Line of Business Total	**32.80**	**$9,675,970**	**37.80**	**$11,121,970**	**39.80**	**$13,328,595**

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

Mayor and City Council

David Holt, Mayor
Bradley Carter, City Council Ward 1
James Cooper, City Council Ward 2
Barbara Peck, City Council Ward 3
Todd Stone, City Council Ward 4
Matt Hinkle, 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	$31,594	

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EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Office of the City Council	$767,869	$846,468	$872,591	3.09%
Office of the Mayor	387,453	434,655	443,382	2.01%
Total Operating Expenditures	**$1,155,322**	**$1,281,123**	**$1,315,973**	**2.72%**
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	**$1,155,330**	**$1,291,623**	**$1,326,473**	**2.70%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$1,155,322	$1,281,123	$1,315,973	2.72%
Capital Improvement Projects Fund	0	10,500	10,500	0.00%
Total All Funds	**$1,155,330**	**$1,291,623**	**$1,326,473**	**2.70%**

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POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 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	FY22 Actual	FY23 Adopted Budget	FY24 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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the City Council	4.00	$767,869	4.00	$846,468	4.00	$872,591
Line of Business Total	**4.00**	**$767,869**	**4.00**	**$846,468**	**4.00**	**$872,591**

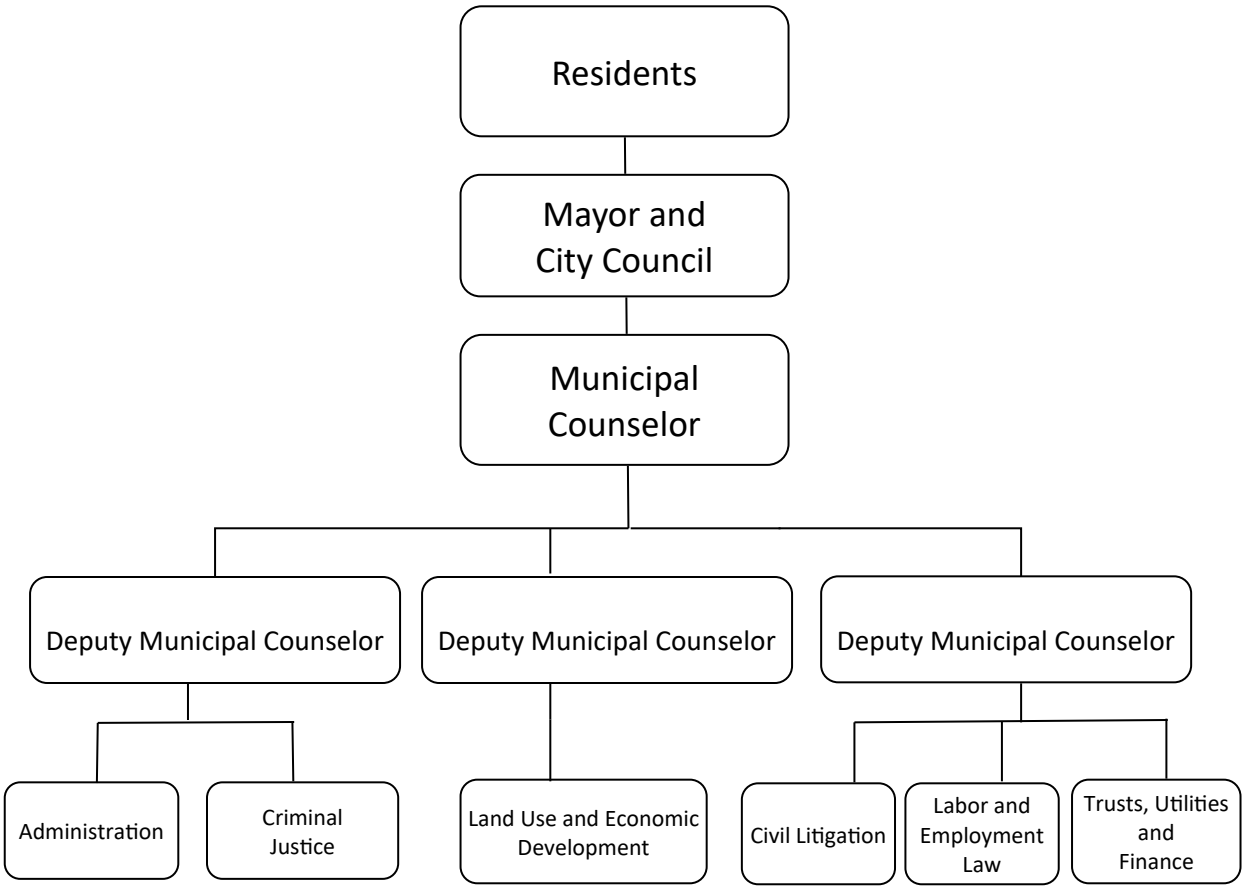
OFFICE OF THE MAYOR

- **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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the Mayor	2.60	$387,453	2.60	$434,655	2.60	$443,382
Line of Business Total	**2.60**	**$387,453**	**2.60**	**$434,655**	**2.60**	**$443,382**

Municipal Counselor



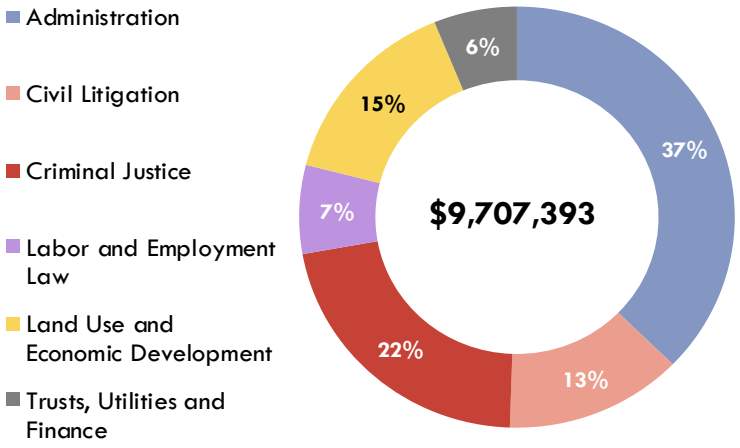
Municipal Counselor	Budget	Positions
Kenneth Jordan	$9,707,393	61

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 $9,707,393 which is a increase of 14.17%. There are 61 positions authorized in the FY24 budget, which is a increase of three positions from the FY23 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 2022, the Municipal Counselor's Office handled 331 civil cases, approximately 133,000 new criminal citations, 509 new tort claims, 382 new criminal record expungements, opened 212 collections, collected over $839,000, and responded to over 1,000 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	$477,808	
2.	Increases in costs related to information technology improvements	$143,898	
3.	Adds funding to capital improvement projects including renovation of restrooms, protective glass for reception area, and a practice management program to maintain electronic records	$143,000	
4.	Deletes an Assistant Municipal Counselor III and adds an Assistant Municipal Counselor II in the Land Use Division and an Assistant Municipal Counselor I in the Criminal Justice Division to allow for future succession and operate more efficiently	$106,395	1.00
5.	Adds funding to the Retainer Agreement with 'A New Energy' to provide consultant services for telecommunications	$100,000	
6.	Deletes a Legal Administrative Specialist and adds a Legal Receptionist in the Criminal Justice Division and a Legal Clerk I in the Administrative Division to run everyday operations efficiently and effectively to serve the residents of the city	$56,529	1.00

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$2,772,787	$3,023,851	$3,466,490	14.64%
Civil Litigation	1,004,067	1,086,294	1,226,943	12.95%
Criminal Justice	1,973,527	1,773,793	2,012,468	13.46%
Labor and Employment Law	573,908	579,615	632,659	9.15%
Land Use and Economic Development	1,453,917	1,359,034	1,376,992	1.32%
Trusts, Utilities and Finance	529,562	521,503	574,166	10.10%
Total Operating Expenditures	**$8,307,768**	**$8,344,090**	**$9,289,718**	**11.33%**
Non-Operating Expenditures				
Capital Expenditures	$0	$158,459	$417,675	163.59%
Total Non-Operating Expenditures	**$0**	**$158,459**	**$417,675**	**163.59%**
Department Total	**$8,307,768**	**$8,502,549**	**$9,707,393**	**14.17%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$8,296,271	$8,329,308	$9,274,936	11.35%
Capital Improvement Projects Fund	0	158,459	417,675	163.59%
Court Administration & Training Fund	6,649	12,000	12,000	0.00%
Juvenile Justice Fund	4,848	2,782	2,782	0.00%
Total All Funds	**$8,307,768**	**$8,502,549**	**$9,707,393**	**14.17%**

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POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	16.36	16.74	17.74	5.97%
Civil Litigation	6.30	8.30	8.30	0.00%
Criminal Justice	15.99	14.61	15.61	6.84%
Labor and Employment Law	3.45	3.45	3.45	0.00%
Land Use and Economic Development	6.90	7.90	7.90	0.00%
Trusts, Utilities, and Finance	7.00	7.00	8.00	14.29%
Department Total	**56.00**	**58.00**	**61.00**	**5.17%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	50.80	52.80	54.80	3.79%
Airports Cash Fund	3.00	3.00	3.00	0.00%
Juvenile Justice Fund	0.00	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	**56.00**	**58.00**	**61.00**	**5.17%**

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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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Executive Leadership	16.36	$2,772,787	16.74	$3,023,851	17.74	$3,466,490
Line of Business Total	**16.36**	**$2,772,787**	**16.74**	**$3,023,851**	**17.74**	**$3,466,490**

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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Civil Litigation Legal Services	6.30	$1,004,067	8.30	$1,086,294	8.30	$1,226,943
Line of Business Total	**6.30**	**$1,004,067**	**8.30**	**$1,086,294**	**8.30**	**$1,226,943**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Police and Courts Legal Services	1.20	$517	1.20	$1,717	1.20	$1,717
Prosecution Legal Services	14.79	1,973,010	13.41	1,772,076	14.41	2,010,751
Line of Business Total	**15.99**	**$1,973,527**	**14.61**	**$1,773,793**	**15.61**	**$2,012,468**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Litigation Legal Services	2.15	$320,585	2.15	$333,858	2.15	$369,869
Labor Relations Legal Services	1.30	253,323	1.30	245,757	1.30	262,790
Line of Business Total	**3.45**	**$573,908**	**3.45**	**$579,615**	**3.45**	**$632,659**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Economic Development Legal Services	3.43	$666,452	4.43	$713,509	3.90	$640,734
Land Use Legal Services	3.47	787,465	3.47	645,525	4.00	736,258
Line of Business Total	**6.90**	**$1,453,917**	**7.90**	**$1,359,034**	**7.90**	**$1,376,992**

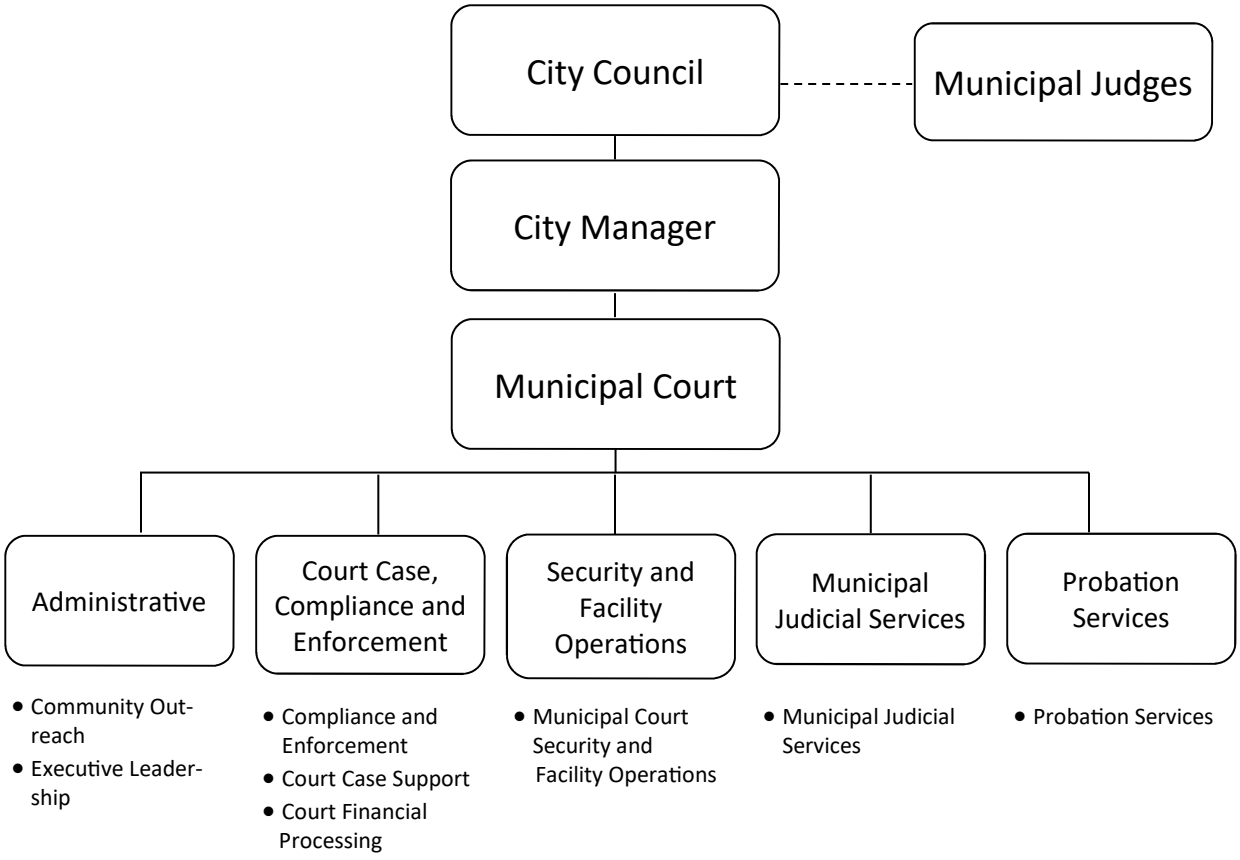
TRUSTS, UTILITIES AND FINANCE

- **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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Trusts, Utilities and Finance Legal Services	7.00	$529,562	7.00	$521,503	8.00	$574,166
Line of Business Total	**7.00**	**$529,562**	**7.00**	**$521,503**	**8.00**	**$574,166**

Municipal Court



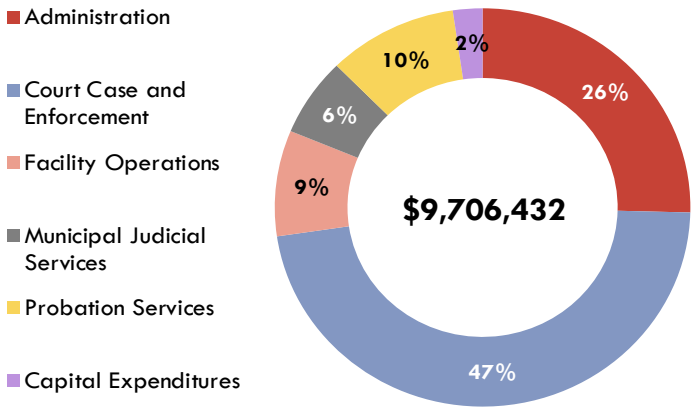
Director	Budget	Positions
LaShawn Thompson	$9,706,432	65

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



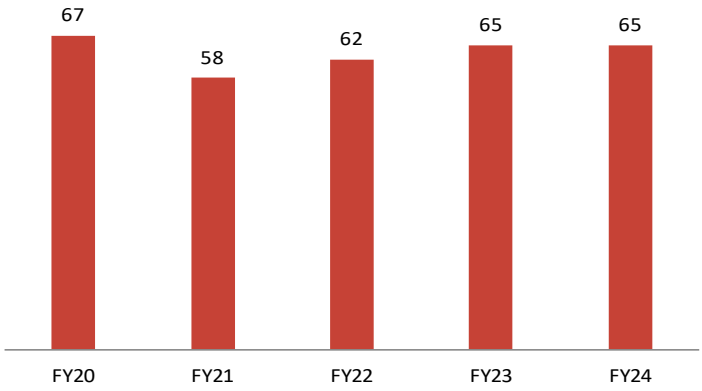
Department Facts

- In FY23, Municipal Court began holding in-person Community Court sessions at the Homeless Alliance to assist people experiencing homelessness with addressing their cases
- Since the inception of the Penalty Reduction Program on July 1, 2019, over 7,600 cases have been closed, more than 2,600 cases have been dismissed, and over $1,200,000 has been collected

DEPARTMENT OVERVIEW

The Municipal Court has a total budget of $9,706,432 which is an increase of 3.35%. There are 65 positions authorized in the FY24 budget, which is no increase from the FY23 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	$101,433	

PHOTO: SIMON HURST

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$2,241,867	$2,409,061	$2,465,805	2.36%
Court Case and Enforcement	3,588,537	4,246,313	4,588,500	8.06%
Facility Operations	566,009	812,103	833,360	2.62%
Municipal Judicial Services	542,484	583,367	616,473	5.67%
Probation Services	897,191	931,284	979,421	5.17%
Total Operating Expenditures	**$7,836,088**	**$8,982,128**	**$9,483,559**	**5.58%**
Non-Operating Expenditures				
Capital Expenditures	$13,237	$409,609	$222,873	-45.59%
Total Non-Operating Expenditures	**$13,237**	**$409,609**	**$222,873**	**-45.59%**
Department Total	**$7,849,325**	**$9,391,737**	**$9,706,432**	**3.35%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$6,906,657	$7,912,988	$8,368,554	5.76%
Capital Improvement Projects Fund	13,237	201,640	14,904	-92.61%
CLEET Court Administration Training	0	7,000	7,000	0.00%
Juvenile Justice Fund	929,431	1,062,140	1,108,005	4.32%
MAPS 3 Use Tax Fund	0	207,969	207,969	0.00%
Total All Funds	**$7,849,325**	**$9,391,737**	**$9,706,432**	**3.35%**

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POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	8.40	8.95	5.20	-41.90%
Court Case and Enforcement	39.40	41.60	45.35	9.01%
Facility Operations	0.20	0.45	0.45	0.00%
Municipal Judicial Services	4.00	4.00	4.00	0.00%
Probation Services	10.00	10.00	10.00	0.00%
Department Total	**62.00**	**65.00**	**65.00**	**0.00%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	53.00	55.05	54.60	-0.82%
Juvenile Justice Fund	9.00	9.95	10.40	4.52%
Department Total	**62.00**	**65.00**	**65.00**	**0.00%**

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

Program	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Executive Leadership	5.40	$2,036,296	5.20	$2,150,723	5.20	$2,465,805
Community Outreach	3.00	205,571	3.75	258,338	0.00	0
Line of Business Total	**8.40**	**$2,241,867**	**8.95**	**$2,409,061**	**5.20**	**$2,465,805**

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

` Program	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Court Case Support	23.25	$2,515,898	24.85	$2,940,553	24.75	$2,997,084
Court Enforcement and Investigations	3.85	298,883	3.85	319,341	7.80	616,125
Court Financial Processing	12.30	773,756	12.90	986,419	12.80	975,291
Line of Business Total	**39.40**	**$3,588,537**	**41.60**	**$4,246,313**	**45.35**	**$4,588,500**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Courthouse Security*	0.05	$97,036	0.05	$112,242	0.05	$112,477
Municipal Court Facility Ops	0.15	468,973	0.40	699,861	0.40	720,883
Line of Business Total	**0.20**	**$566,009**	**0.45**	**$812,103**	**0.45**	**$833,360**

*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

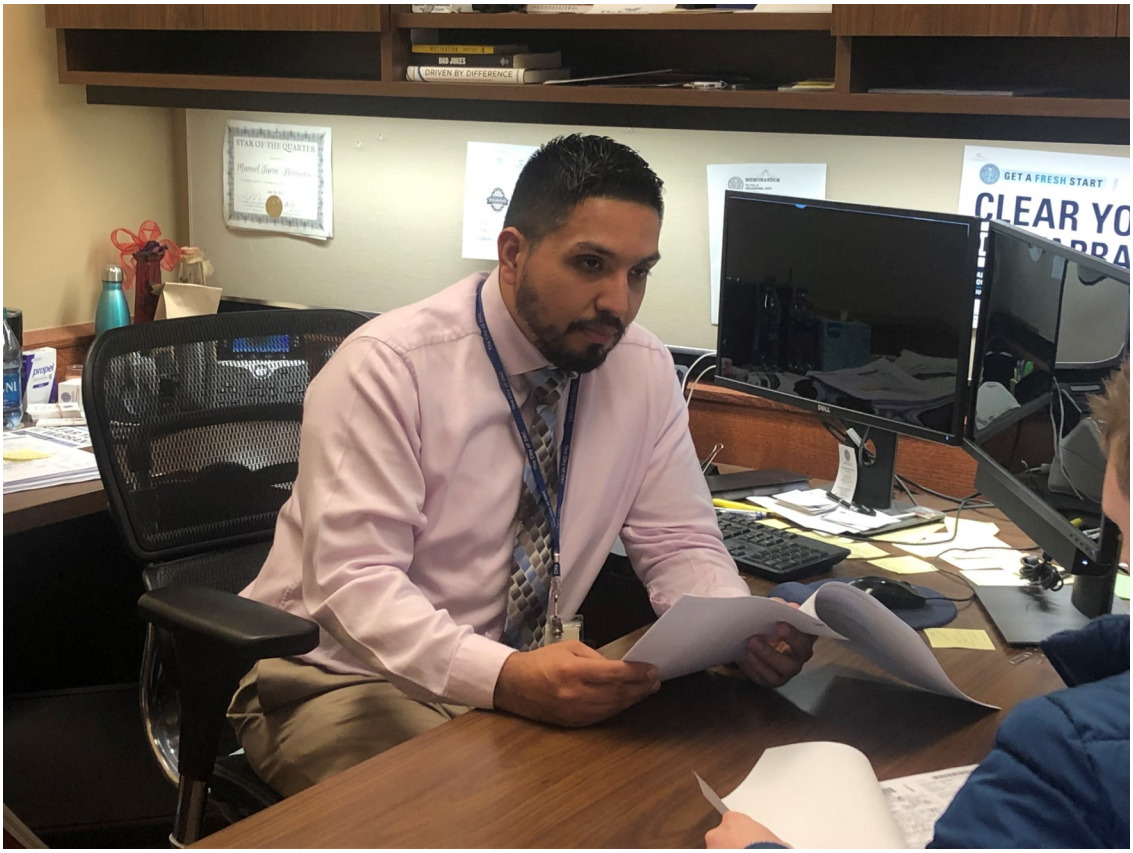
	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Municipal Judicial Services	4.00	$542,484	4.00	$583,367	4.00	$616,473
Line of Business Total	**4.00**	**$542,484**	**4.00**	**$583,367**	**4.00**	**$616,473**

PROBATION SERVICES

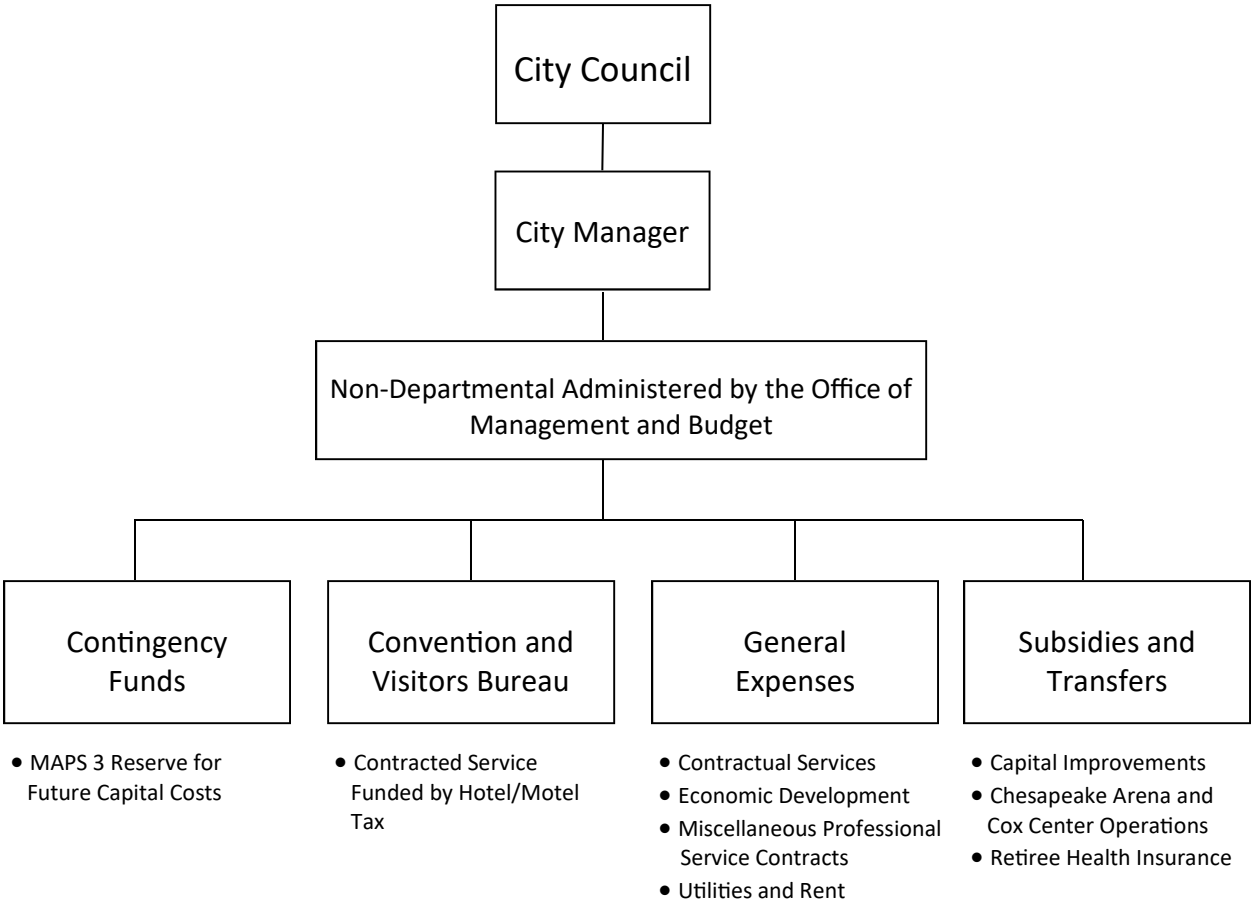
- **The Probation Services Program** provides referral and supervision services to justice-involved individuals so they can successfully complete their court ordered requirements within the established period of time and reduce recidivism.

Probation Services Positions and Budget

Program	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Probation Services	10.00	$897,191	10.00	$931,284	10.00	$979,421
Line of Business Total	**10.00**	**$897,191**	**10.00**	**$931,284**	**10.00**	**$979,421**



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 funding for electricity and natural gas	$2,500,000	
2. Adds funding for potential increases for Part-Time wages	$1,600,000	
3. Increses the payment to the Oklahoma City Economic Development Trust	$1,597,833	
4. Increases funding for costs associated with charges for services from other departments	$1,509,084	
5. Increases contingency for potential unforseen expenditures	$816,456	

EXPENDITURES

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Better Streets Safer City Use Tax	$0	$282,012	$89,554	-68.24%
Capital Improvement Projects Fund	2,104,504	48,886,777	42,704,925	-12.65%
City and School Capital Project Use Tax	0	969,000	1,881,612	94.18%
Debt Service Fund	110,924,796	125,884,695	160,578,216	27.56%
General Fund - Operating	103,586,908	108,091,670	110,078,798	1.84%
General Fund - Non-Operating	133,755,305	132,062,015	145,775,659	10.38%
Grant Management Fund	45,941,843	58,000,000	50,000,000	-13.79%
Hotel/Motel Tax Spec Revenue Fund	21,679,305	29,310,472	32,260,412	10.06%
MAPS 3 Use Tax	0	1,684,699	1,874,644	11.27%
MAPS 4 Use Tax	0	13,887,236	19,384,019	39.58%
MAPS Operations Fund	77,331	2,236,116	3,655,891	63.49%
Medical Service Program	4,981,393	7,343,152	9,843,152	34.05%
OKC Improv & Spec Svcs Assess Dist	3,138,119	5,142,058	6,045,519	17.57%
Police and Fire Capital Equipment Sales Tax Fund	0	100,000	30,698	-69.30%
Special Assessment Districts	1,745,033	1,754,000	1,997,000	13.85%
Special Purpose Fund	0	5,049,908	6,209,750	22.97%
Department Total	**$427,934,537**	**$540,683,810**	**$592,409,849**	**9.57%**

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RESPONSIBILITIES

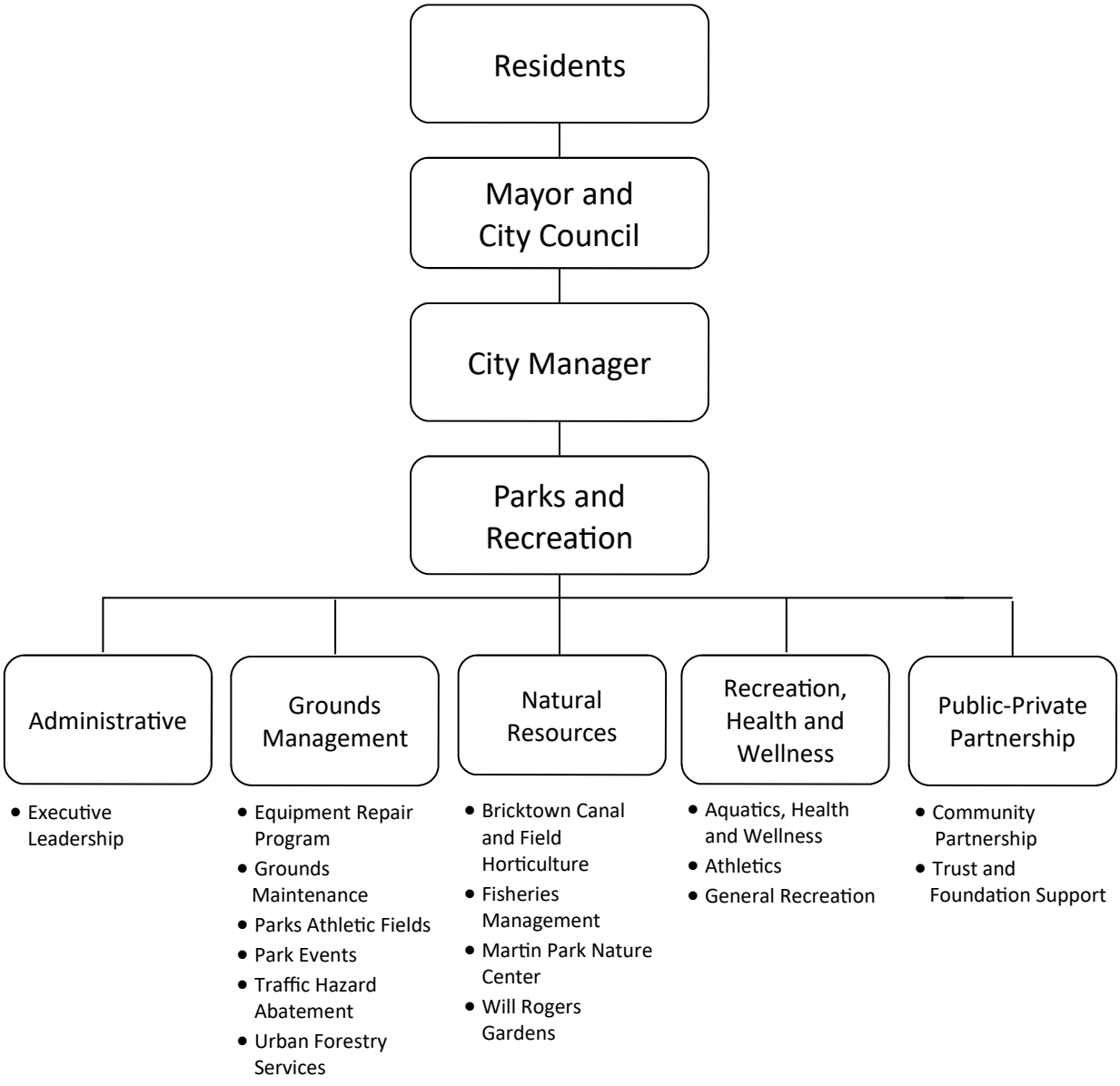
SUMMARY OF DEPARTMENTAL RESPONSIBILITIES

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	$72,242,229	187

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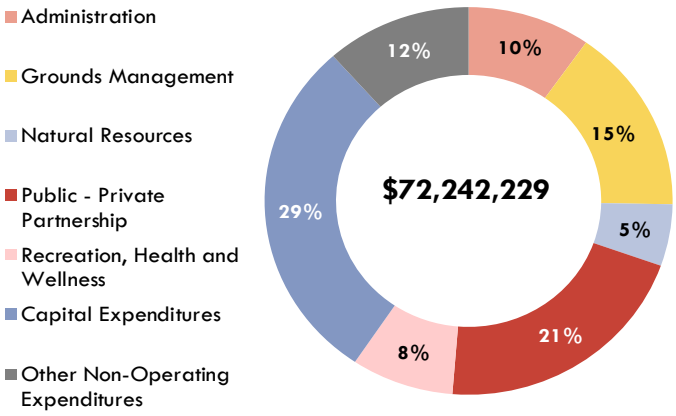
DEPARTMENT INTRODUCTION

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



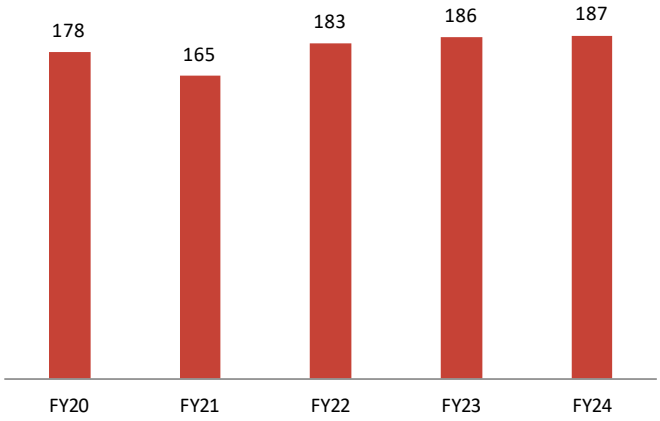
Department Facts

- In the last three years Parks has completed capital projects in 48 parks totaling over $18.5M
- Classes held at community centers increased by 51% in 2022
- Parks maintains over 10 acres of flower beds throughout the City

DEPARTMENT OVERVIEW

The Parks and Recreation Department has a total budget of $72,242,229, which is an increase of 21.12%. There are 187 positions authorized in the FY24 budget, an increase of one position. The pie chart above provides a breakdown of the FY24 budget by line of business. Also included below is a graph showing the number of authorized positions over the last five years.

POSITION HISTORY



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

MAJOR BUDGET CHANGES

Parks and Recreation Department's Major Budget Changes		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$278,462	
2.	Increase to subsidy transfer to OCEDT for Myriad Gardens, Scissortail Park, and First Americans Museum	$3,420,738	
3.	Moving OCRRA payment from CIP Fund to General Fund. No increase in subsidy	$1,500,000	
4.	Add operational funding for the Willa D. Johnson Recreation Center	$486,700	
5.	Add funding for the labor rate increase for Metro Alliance's FirStep Program	$200,000	
6.	Add a GIS Analyst to provide the public with reliable digital map information for park amenities and locations	$77,122	1.00

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$5,585,435	$6,115,717	$7,056,878	15.39%
Grounds Management	8,670,639	10,962,127	11,203,034	2.20%
Natural Resources	2,855,313	3,817,306	3,721,478	-2.51%
Public - Private Partnership	8,405,159	9,746,620	15,056,129	54.48%
Recreation, Health and Wellness	4,837,867	5,768,162	5,876,338	1.88%
Total Operating Expenditures	**$30,354,413**	**$36,409,932**	**$42,913,857**	**17.86%**
Non-Operating Expenditures				
Capital Expenditures	$5,317,069	$17,426,247	$20,974,768	20.36%
Other Non-Operating Expenditures	3,841,310	5,810,440	8,353,604	43.77%
Total Non-Operating Expenditures	**$9,158,379**	**$23,236,687**	**$29,328,372**	26.22%
Department Total	**$39,512,792**	**$59,646,619**	**$72,242,229**	**21.12%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$30,354,413	$36,409,932	$42,913,857	17.86%
Capital Improvement Projects Fund	5,317,069	17,426,247	20,974,768	20.36%
Grants Management Fund	2,666,184	0	0	N/A
MAPS Operations Fund	0	0	731,600	N/A
MAPS Sales Tax Fund	0	0	302,469	N/A
Special Purpose Fund	1,175,126	5,810,440	7,319,535	25.97%
Total All Funds	**$39,512,792**	**$59,646,619**	**$72,242,229**	**21.12%**

POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	18.00	19.00	20.00	5.26%
Grounds Management	99.00	99.00	99.00	0.00%
Natural Resources	32.00	34.00	34.00	0.00%
Public - Private Partnership	0.00	0.00	0.00	N/A
Recreation, Health and Wellness	34.00	34.00	34.00	0.00%
Department Total	**183.00**	**186.00**	**187.00**	**0.54%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	183.00	186.00	187.00	0.54%
Department Total	**183.00**	**186.00**	**187.00**	**0.54%**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	18.00	$5,585,435	19.00	$6,115,717	20.00	$7,056,878
Line of Business Total	**18.00**	**$5,585,435**	**19.00**	**$6,115,717**	**20.00**	**$7,056,878**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Equipment Repair*	0.00	$109,609	0.00	$0	0.00	$0
Grounds Maintenance	85.62	7,115,948	84.13	9,446,121	83.21	9,661,080
Park Events	1.99	128,778	2.00	181,628	1.94	176,674
Parks Athletic Fields	2.77	523,815	4.25	450,786	5.25	445,023
Traffic Hazard Abatement	1.63	120,633	1.63	160,120	1.61	170,123
Urban Forestry Services	6.99	671,856	6.99	723,472	6.99	750,134
Line of Business Total	**99.00**	**$8,670,639**	**99.00**	**$10,962,127**	**99.00**	**$11,203,034**

*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.

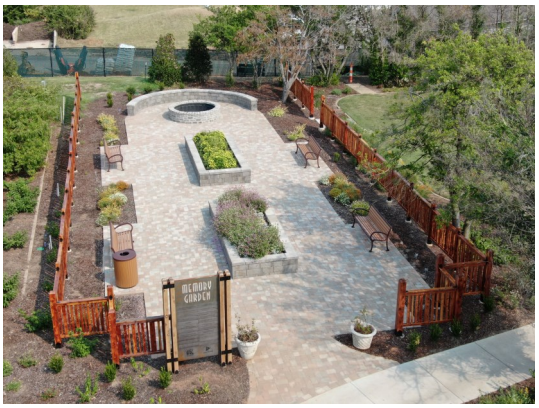
- **The Martin Park Nature Center Program** provides a variety of nature experiences, environmental education programs and recreational services to the public so they can enjoy a well maintained and accessible nature park within Oklahoma City.

- **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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bricktown Canal and Field Horticulture	21.50	$1,582,558	22.50	$2,350,865	22.50	$2,334,719
Fisheries Management	1.50	249,864	1.50	202,561	1.50	201,027
Martin Park Nature Center	2.50	297,573	2.50	330,341	2.50	331,827
Myriad Botanical Gardens Support*	0.00	1,811	0.00	0	0.00	0
Will Rogers Gardens	6.50	723,506	7.50	933,539	7.50	853,905
Line of Business Total	**32.00**	**$2,855,312**	**34.00**	**$3,817,306**	**34.00**	**$3,721,478**

* 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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Partnership	0.00	$319,988	0.00	$63,930	0.00	$63,930
Trust and Foundation Support	0.00	8,085,171	0.00	9,682,690	0.00	14,992,199
Line of Business Total	**0.00**	**$8,405,159**	**0.00**	**$9,746,620**	**0.00**	**$15,056,129**

RECREATION, HEALTH AND WELLNESS

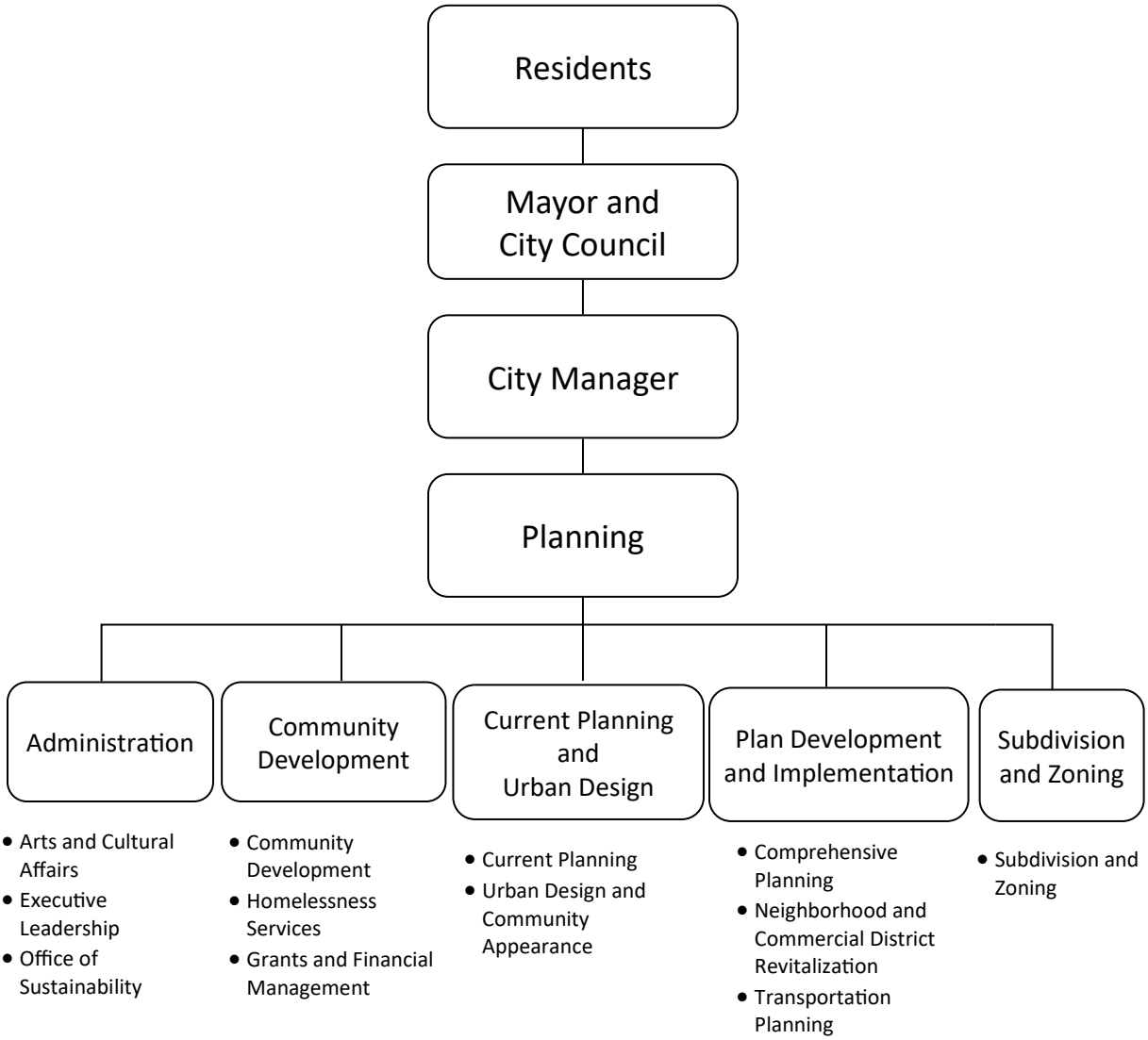
- **Aquatics, Health and Wellness Program** provides recreational, wellness and educational opportunities to the public so they can participate in aquatic and health affirming activities to build healthier lifestyles.

- **The Athletic Program** provides well organized athletic leagues, tournaments, and events to the public so they can socialize and develop skills to have 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.

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Aquatics, Health, and Wellness	6.50	$786,767	7.50	$1,262,066	7.50	$1,491,697
Athletics	8.00	793,241	7.00	947,269	7.00	926,060
General Recreation	19.50	3,257,859	19.50	3,558,827	19.50	3,458,581
Line of Business Total	**34.00**	**$4,837,867**	**34.00**	**$5,768,162**	**34.00**	**$5,876,338**

Planning



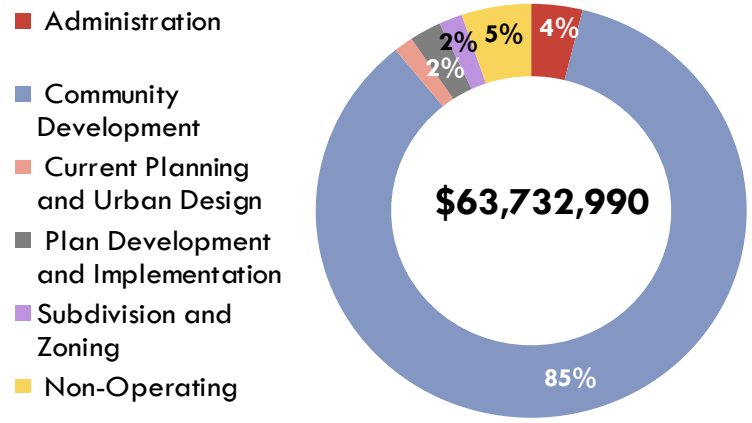
Director	Budget	Positions
Geoffrey Butler	$63,732,990	61

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.

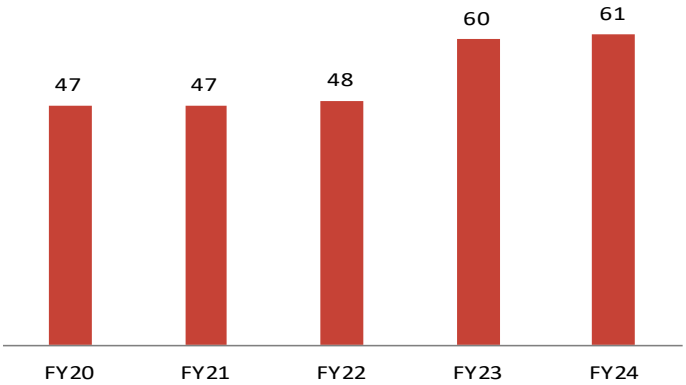
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Planning Department has a total budget of $63,732,990 which is an increse of 1.75%. There are 61 positions authorized in the FY24 budget, which is an increase of 1 from FY23.

POSITION HISTORY



Department Facts

The Planning Department staffs 11 committees and commissions:

- Arts Commission
- Board of Adjustment
- 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

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

Planning Department's Major Budget Changes		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$213,069	
2.	Deletes a Special Program Coordinator from the Community Development Program and was added to the City Manager's Office so they can work on homelessness initiatives	($98,641)	(0.90)
3.	Adds an Associate Planner to the Homelessness Program to help with homelessness initiatives	$82,410	1.00
4.	Adds an Assistant Planner to the Arts and Cultural Affairs Program to help with increased workload	$73,826	1.00
5.	Increases funding for the "Key to Home" Encampment Rehousing initiative	$2,000,000	

Grant Fund		Amount	Positions
1.	Deletes a Special Program Coordinator from the Community Development Program and was added to the City Manager's Office so they can work on homelessness initiatives	($11,295)	(0.10)

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$1,568,210	$1,751,552	$2,068,785	18.11%
Housing Community Development	752,381	1,268,824	866,148	-31.74%
Current Planning and Urban Design	940,992	1,044,250	928,317	-11.10%
Plan Development and Implementation	1,123,845	1,421,963	1,449,959	1.97%
Subdivision and Zoning*	0	860,794	1,119,186	30.02%
Total Operating Expenditures	**$4,385,428**	**$6,347,383**	**$6,432,395**	**1.34%**
Non-Operating Grants Expenditures				
Administration	$0	$27,855	$375,809	1249.16%
Community Development	34,459,827	54,631,317	53,515,177	-2.04%
Plan Development and Implementation	58,667	51,930	76,469	47.25%
Total Grant Expenditures	**$34,518,494**	**$54,711,102**	**$53,967,455**	**-1.36%**
Non-Operating Special Purpose Expenditures				
Arts & Cultural Affairs	$4,000	$292,309	$250,918	-14.16%
Community Development	66,840	222,746	258,295	15.96%
Mayor's Round Table	0	132,567	6,490	-95.10%
Other	146,675	929,090	2,817,437	203.25%
Total Special Purpose Expenditures	**$217,515**	**$1,576,712**	**$3,333,140**	**111.40%**
Department Total	**$39,121,437**	**$62,635,197**	**$63,732,990**	**1.75%**

*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	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$4,385,428	$6,347,383	$6,432,395	1.34%
Capital Improvement Projects Fund	146,675	928,412	2,817,437	203.47%
Grants Management Fund	34,518,494	54,711,102	53,967,455	-1.36%
Special Purpose Fund	70,840	648,300	515,703	-20.45%
Total All Funds	**$39,121,437**	**$62,635,197**	**$63,732,990**	**1.75%**

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POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	7.97	9.20	9.70	5.43%
Community Development	20.17	22.30	22.30	0.00%
Current Planning and Urban Design	10.00	10.00	8.50	-15.00%
Plan Development and Implementation	9.86	11.50	11.50	0.00%
Subdivision and Zoning *	0.00	7.00	9.00	28.57%
Department Total	**48.00**	**60.00**	**61.00**	**1.67%**

*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	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	28.93	38.70	39.80	2.84%
Grants Management Fund	19.07	21.30	21.20	-0.47%
Department Total	**48.00**	**60.00**	**61.00**	**1.67%**

PLANNING LINES OF BUSINESS

ADMINISTRATION

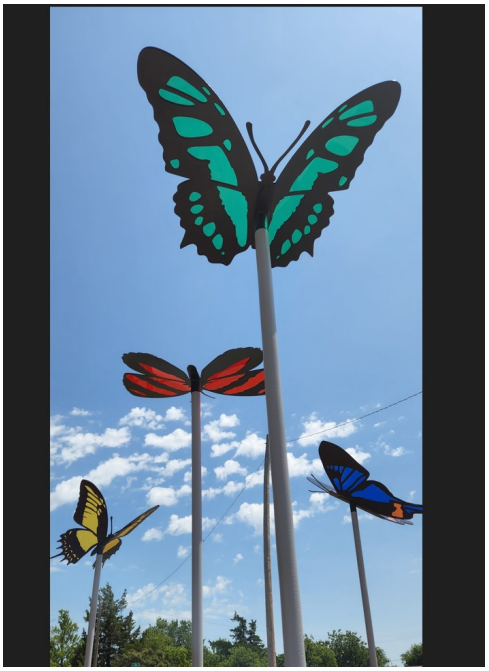
- **The Arts and Cultural Affairs Program** expands and improves the quality of the community's arts and cultural opportunities so the community can experience social, physical, educational and economic enrichment.

- **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 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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Arts & Cultural Affairs	2.47	$259,873	2.47	$553,675	2.50	$486,983
Executive Leadership	3.50	1,250,592	4.25	1,256,303	5.20	1,600,186
Office of Sustainability	2.00	208,419	2.00	233,883	2.00	608,014
Line of Business Total	**7.97**	**$1,718,884**	**8.72**	**$2,043,861**	**9.70**	**$2,695,183**



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 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 Homelessness Services Program** provides stable housing 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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Development	17.17	$28,140,808	19.40	$40,711,127	19.30	$39,214,024
Grant & Financial Management	0.00	0	0.00	27,855	0.00	329
Homelessness Services	3.00	7,138,241	2.90	15,544,327	3.00	15,432,086
Line of Business Total	**20.17**	**$35,279,049**	**22.30**	**$56,283,309**	**22.30**	**$54,646,439**

CURRENT PLANNING AND URBAN DESIGN

- **The Current Planning Program** implements the Comprehensive Plan by evaluating development proposals for conformance with the comprehensive plan 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 and other City Departments so everyone can experience a vibrant, attractive community through quality redevelopment and revitalization.

Current Planning and Urban Design Positions and Budget

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Current Planning	2.80	$258,773	2.80	$273,974	1.30	$136,507
Urban Design & Comm App	7.20	682,219	7.20	770,276	7.20	791,810
Line of Business Total	**10.00**	**$940,992**	**10.00**	**$1,044,250**	**8.50**	**$928,317**

PLAN DEVELOPMENT AND IMPLEMENTATION

- **The Comprehensive Planning Program** provides plans, studies, analyses 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, business owners 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 the public, policy makers, other City Departments, the development sector, and partner organizations so they can build a city that is multi-modal, connected, safe and accessible for everyone.

Plan Development and Implementation Positions and Budget

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Comprehensive Planning	2.38	$201,405	3.00	$1,265,852	3.00	$3,139,271
Neighborhood and Commercial District Revitalization	5.48	770,482	5.98	874,608	5.50	897,447
Transportation Planning	2.00	210,625	3.00	262,523	3.00	307,147
Line of Business Total	**9.86**	**$1,182,512**	**11.98**	**$2,402,983**	**11.50**	**$4,343,865**

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.

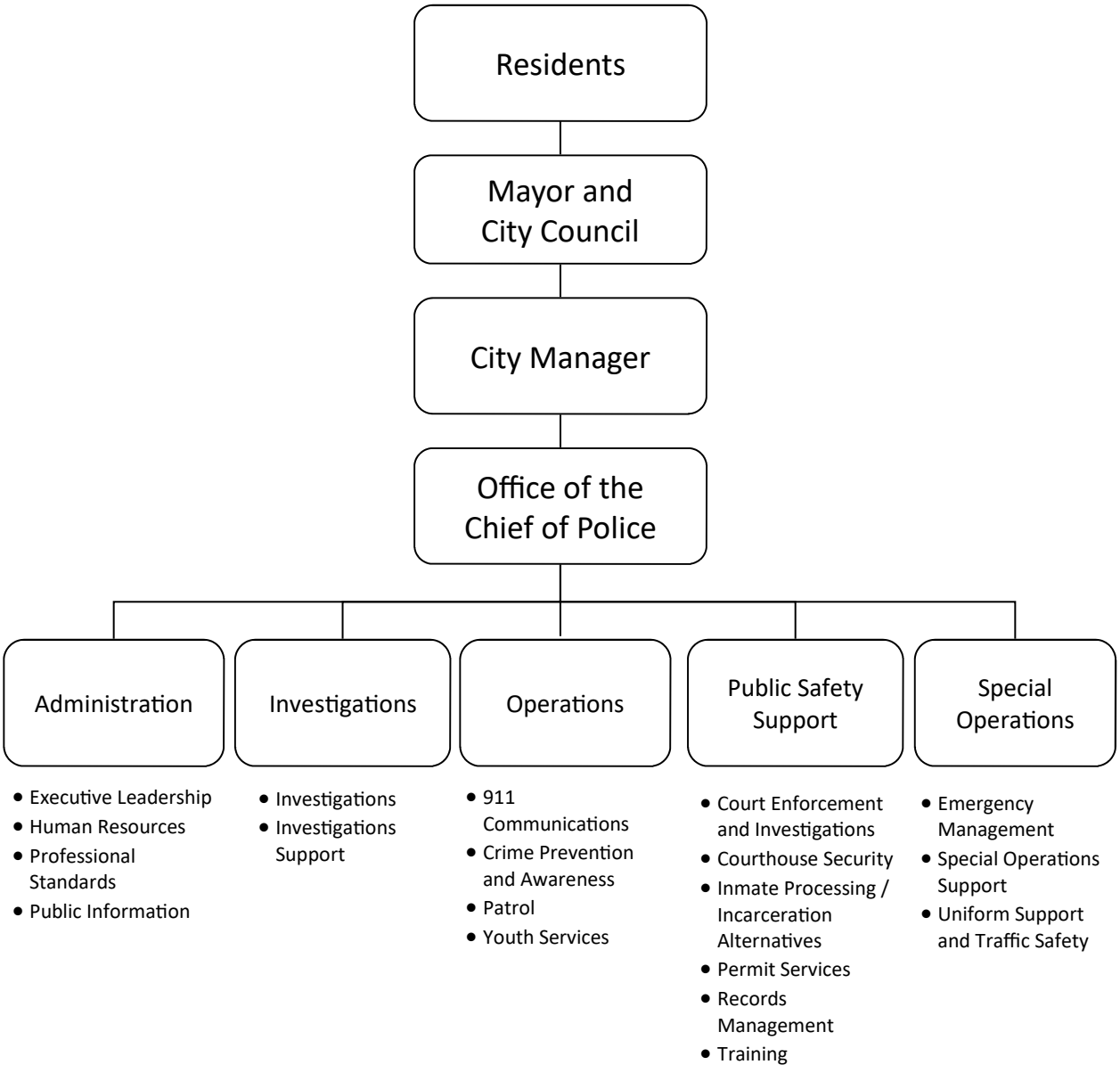
Subdivision and Zoning Positions and Budget

Program	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Subdivision and Zoning*	0.00	$0	7.00	$860,794	9.00	$1,119,186
Line of Business Total	**0.00**	**$0**	**7.00**	**$860,794**	**9.00**	**$1,119,186**

*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	$268,365,566	1,581

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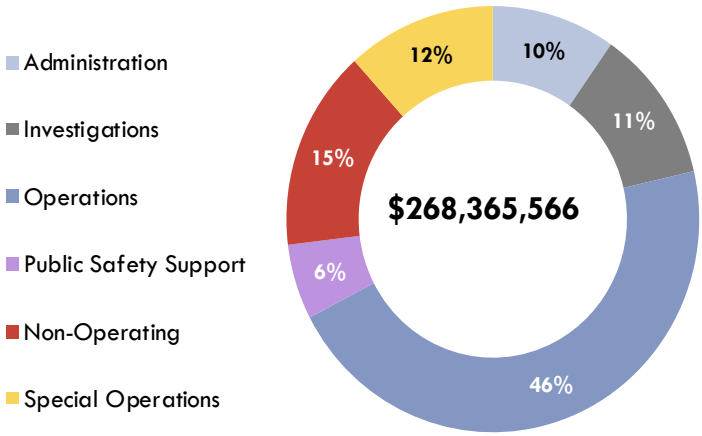
DEPARTMENT INTRODUCTION

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.

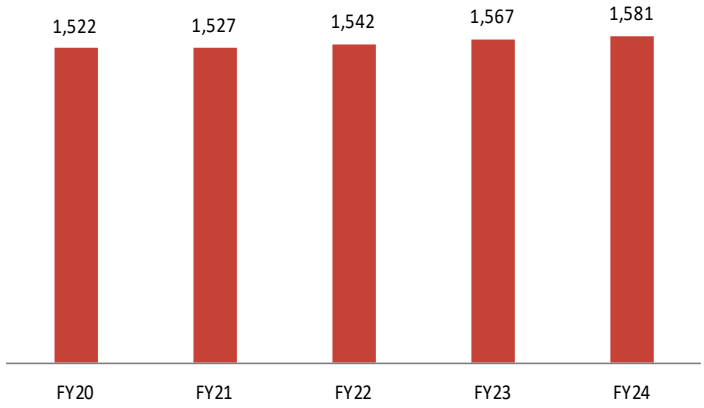
DEPARTMENT BUDGET



DEPARTMENT OVERVIEW

The Police Department has a total budget of $268,365,566, which is an increase of 2.64%. There are 1,581 positions authorized in the FY24 budget, an increase of 14 positions over the FY23 budget.

POSITION HISTORY



Department Facts

- In 2023, OCPD adopted and unveiled Louisiana State University's LASER (Law Enforcement Active Shooter Emergency Response) training. Various OCPD instructors were certified as LASER instructors and trained all OCPD sworn personnel to include police recruits.
- In FY 2023, the MAGNUSWorx Peak Performance and Wellness Application was purchased for Police Department employees. The application services employees wellness needs including mental health, physical fitness, and other domains of wellness.
- In FY 2023 the Leadership, Ethics, Accountability, and Development (L.E.A.D.) program held four-day schools designed to develop peer-to-peer and supervisory leadership skills through class discussion, instruction, group activities, and a class project.

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	$7,629,367	
2.	Adds funding for AXON Records Management System to assist with maintenance of tasers, cameras and other police related hardware	$850,000	
3.	Adds funding to the Real Time Information Center for FY24 operations to provide resources to department in assisting efforts to address and deter crime.	$594,000	
4.	Adds funding for Supplies, Equipment and Contingency from Police Sales Tax to provide the necessary budget for FY24 projected expenditures due to cost increases	$500,000	
5.	Adds funding for the Police Recruit Project funded by Police Sales Tax to provide the necessary funding for services, supplies and equipment for three classes per year	$375,156	
6.	Adds two Civilian Computer Forensic Investigative Specialists funded from the Police Sales Tax to perform the necessary functions to address technology focused investigations	$314,340	2.00
7.	Adds three Civilian DNA Forensic Scientists funded from the Police Sales Tax Fund due to increased workload and responsibilities	$272,334	3.00
8.	Adds two Civilian Administrative Specialists funded from the Police Sales Tax Fund to address current workload demands	$159,208	2.00
9.	Add two Civilian Digital Media positions to provide for social media and video production services	$153,230	2.00
10.	Adds two Civilian Community Relations Coordinators to provide critical services to victims in the aftermath of a crime	$136,992	2.00
11.	Adds a Civilian Financial Services Manager II funded from the Police Sales Tax Fund to provide support for purchasing, requisition and various financial management tasks	$100,966	1.00
12.	Adds a Civilian Crisis Intervention Team (CIT) Coordinator to address mental health related training needs	$82,774	1.00
13.	Adds a Civilian Senior Buyer funded from the Police Sales Tax Fund to enable the department to process purchase orders and payments in a timelier manner	$79,604	1.00
14.	Adds an Office Coordinator to assist with current workload in the Executive Leadership Program	$61,503	1.00
15.	Deletes a vacant Fleet Services Administrator from the Police Patrol Program	($112,750)	(1.00)
16.	Reduces expenditures in various funds based on revenue projections	($1,424,700)	

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$24,700,402	$24,547,445	$26,625,027	8.46%
Investigations	42,335,199	31,338,273	33,246,993	6.09%
Operations	111,726,081	124,846,970	130,396,037	4.44%
Public Safety Support	23,205,410	16,010,288	15,934,768	-0.47%
Special Operations*	0	28,608,250	30,781,765	7.60%
Total Operating Expenditures	**$201,967,092**	**$225,351,226**	**$236,984,590**	**5.16%**
Non-Operating Expenditures				
Administration	$137,504	$689,071	$373,401	-45.81%
Capital Expenditures	6,490,620	40,803,859	37,122,884	-9.02%
Investigations	2,511,074	457,718	128,982	-71.82%
Operations	105,392	286,350	114,107	-60.15%
Other Non-Operating	2,149,064	4,286,897	4,228,172	-1.37%
Public Safety Support	128,258	64,000	52,991	-17.20%
Special Operations*	0	3,447,606	2,596,019	-24.70%
Total Non-Operating Expenditures	**$11,521,912**	**$50,035,501**	**$44,616,556**	**-10.83%**
Total Department	**$213,489,003**	**$275,386,727**	**$281,601,146**	**2.26%**
Less Transfers to City Funds	($11,826,331)	($13,926,040)	($13,235,580)	-4.96%
Total Department	**$201,662,672**	**$261,460,687**	**$268,365,566**	**2.64%**

*Special Operations LOB added in FY23

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$153,042,864	$164,578,228	$172,847,772	5.02%
Asset Forfeiture Fund	2,882,227	4,936,113	3,261,989	-33.92%
Better Streets Safer City Use Tax Fund	4,381,103	9,931,207	1,240,012	-87.51%
Capital Improvements Projects Fund	1,521,966	10,456,810	4,729,947	-54.77%
City and Schs Capital Use Tax Fund	0	990,300	855,400	-13.62%
Court Admin and Training Fund	183,115	214,854	108,000	-49.73%
Emergency Management Fund	8,603,902	10,189,106	10,542,347	3.47%
Grants Management Fund	2,128,317	4,251,561	4,187,417	-1.51%
MAPS 3 Use Tax	91,319	1,624,093	1,409,441	-13.22%
MAPS 4 Use Tax	0	13,207,748	24,294,383	83.94%
Police Sales Tax Fund	40,633,443	54,791,891	57,909,324	5.69%
Police and Fire Equip Sales Tax Fund	0	170,848	170,848	0.00%
Special Purpose Fund	20,748	43,968	44,266	0.68%
Total Department	**$213,489,003**	**$275,386,727**	**$281,601,146**	**2.26%**
Less Interfund Transfers	($11,826,331)	($13,926,040)	($13,235,580)	-4.96%
Total All Funds	**$201,662,672**	**$261,460,687**	**$268,365,566**	**2.64%**

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POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	86.10	84.75	91.05	7.43%
Investigations	313.40	242.90	247.90	2.06%
Operations	950.80	906.40	907.10	0.08%
Public Safety Support	191.70	116.00	116.00	0.00%
Special Operations*	0.00	216.95	218.95	0.52%
Total Department	**1,542.00**	**1,567.00**	**1,581.00**	**0.89%**

*Special Operations LOB added in FY23

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	1,196.75	1,203.75	1,209.10	0.44%
Emergency Management Fund	81.25	86.25	86.25	0.00%
Grants Management Fund	0.00	3.00	2.65	-11.67%
Police Sales Tax Fund	263.00	273.00	282.00	2.86%
Asset Forfeiture Fund	1.00	1.00	1.00	0.00%
Total Department	**1,542.00**	**1,567.00**	**1,581.00**	**0.89%**

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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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	50.35	$19,245,371	52.10	$20,385,336	56.40	$22,074,997
Emergency Management*	4.10	802,254	0.00	0	0.00	0
Human Resources	13.75	1,769,729	14.75	1,623,755	14.75	1,718,681
Professional Standards	9.90	1,627,857	9.90	1,479,941	9.90	1,549,847
Public Information	8.00	1,255,191	8.00	1,058,413	10.00	1,281,502
Line of Business Total	**86.10**	**$24,700,402**	**84.75**	**$24,547,445**	**91.05**	**$26,625,027**

*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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Investigations	143.35	$20,638,661	143.35	$20,473,326	143.70	$21,585,102
Investigations Support	86.55	8,852,064	99.55	10,864,947	104.20	11,661,891
Special Investigations*	83.50	12,844,474	0.00	0	0.00	0
Line of Business Total	**313.40**	**$42,335,199**	**242.90**	**$31,338,273**	**247.90**	**$33,246,993**

*Moved to Special Operations in FY23

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
911 Communications*	0.00	$0	89.70	$14,537,573	89.70	$13,799,167
Court Enforcement and Investigations**	4.50	518,633	0.00	0	0.00	0
Courthouse Security**	4.50	501,564	0.00	0	0.00	0
Crime Prevention and Awareness	8.20	1,108,921	8.20	1,126,435	8.20	1,138,439
Patrol	773.65	89,061,037	773.65	103,795,492	774.35	109,945,051
Traffic Safety***	126.10	15,016,353	0.00	0	0.00	0
Youth Services	33.85	5,519,574	34.85	5,387,470	34.85	5,513,380
Line of Business Total	**950.80**	**$111,726,082**	**906.40**	**$124,846,970**	**907.10**	**$130,396,037**

* Moved from Public Safety Support in FY23 *** Moved to Special Operations in FY23

** Moved to Public Safety Support in FY23

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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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
911 Communications*	84.70	$11,214,453	0.00	$0	0.00	$0
Court Enforcement and Investigations**	0.00	3,898	4.50	631,361	4.50	654,152
Courthouse Security**	0.00	3,898	4.50	592,619	4.50	617,703
Inmate Processing / Incarceration Alternatives	12.45	1,801,806	12.45	2,695,694	12.45	2,619,740
Permit Services	4.15	660,446	4.15	997,088	4.15	932,908
Records Management	77.95	6,276,664	77.95	7,050,749	77.95	7,432,223
Training	12.45	3,244,245	12.45	4,042,777	12.45	3,678,042
Line of Business Total	**191.70**	**$23,205,410**	**116.00**	**$16,010,288**	**116.00**	**$15,934,768**

* 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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Emergency Management*	0.00	$0	5.35	$770,106	6.35	$904,089
Special Operations Support**	0.00	0	85.50	11,884,432	86.50	13,356,299
Uniform Support and Traffic Safety Program***	0.00	0	126.10	15,953,712	126.10	16,521,377
Line of Business Total	**0.00**	**$0**	**216.95**	**$28,608,250**	**218.95**	**$30,781,765**

*Moved from Administration in FY23

**Moved from Investigations in FY23

***Moved from Operations in FY23

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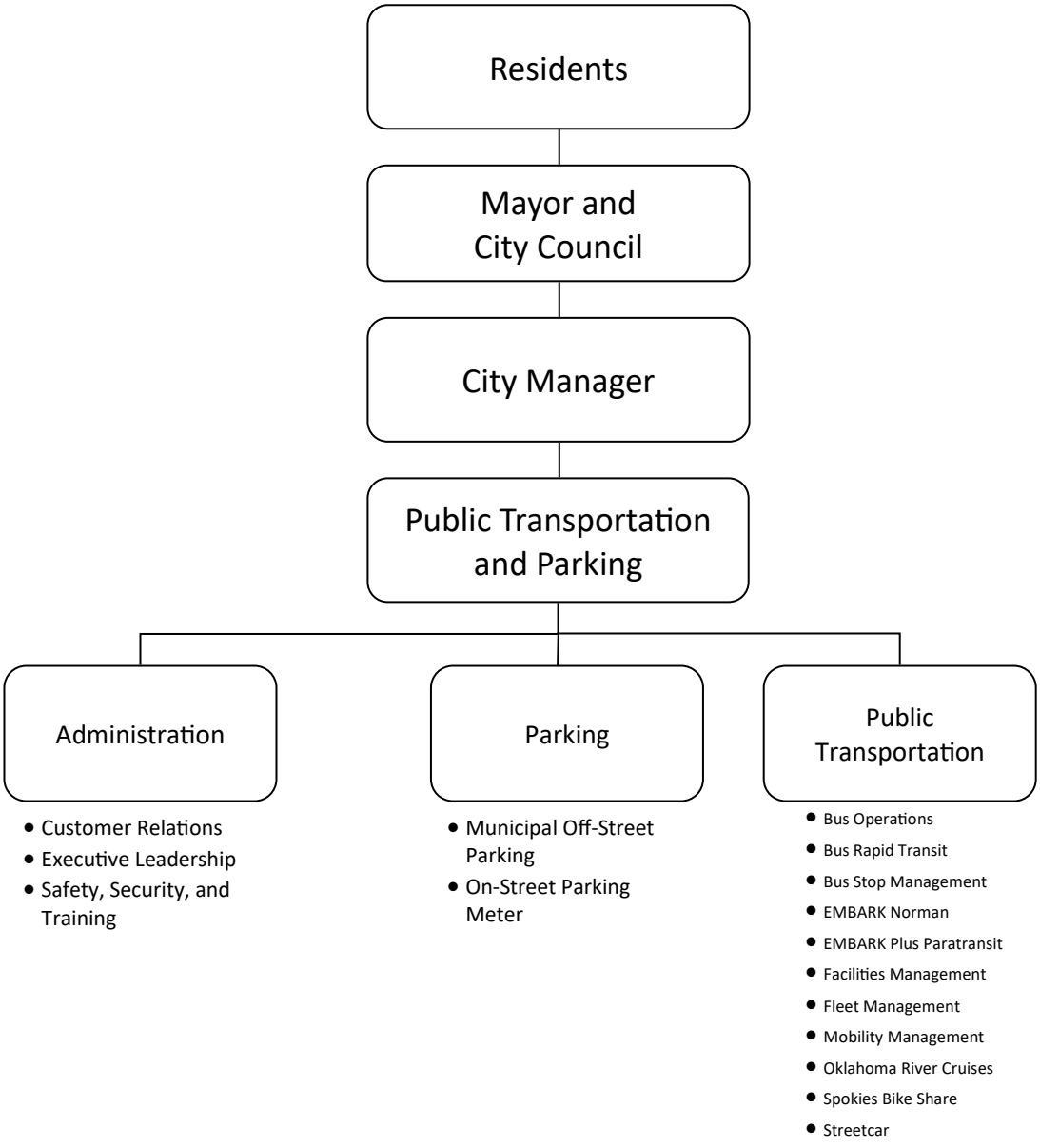
Public Transportation



Director	Budget	Positions
Jason Ferbrache	$44,283,313	50

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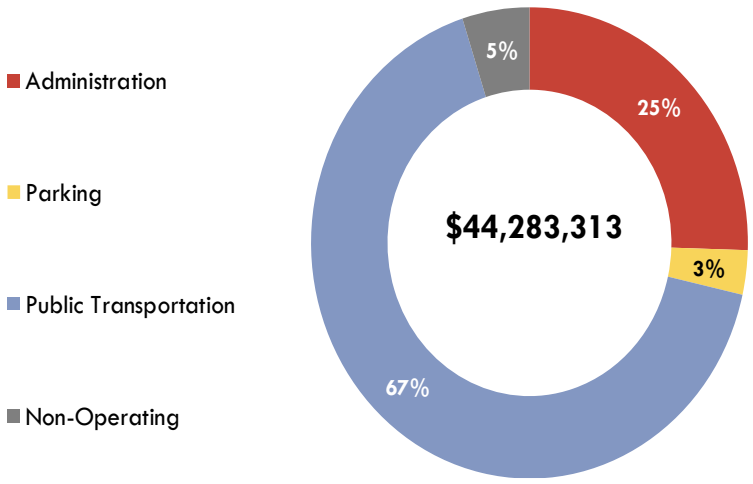
DEPARTMENT INTRODUCTION

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



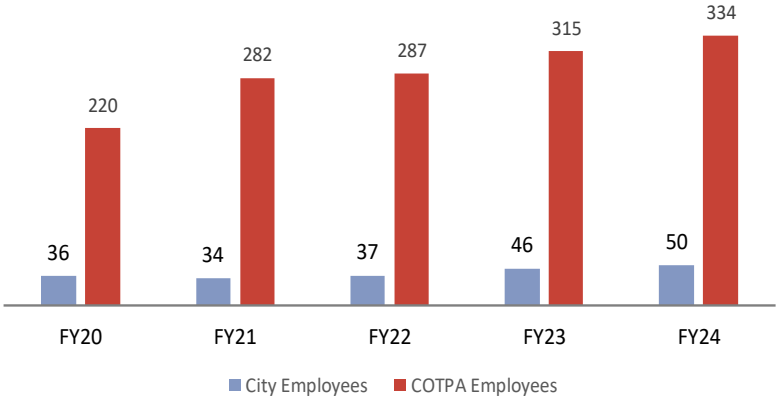
DEPARTMENT OVERVIEW

The Public Transportation and Parking Department has a total budget of $44,283,313, which is an increase of 39.49%. There are 50 City positions authorized in the FY24 budget, which is an increase of four positions from FY23.

Department Facts

- In FY22, over 2.6 million passenger trips were provided through the EMBARK family of transit services
- The City of Oklahoma City has 5,506 off-street parking spaces and 1,300 on-street parking spaces available
- In FY23, the OKC streetcar surpassed 1 million passenger trips since opening for service in December of 2018.
- In FY22, EMBARK completed the OKC Moves bus study, establishing a series of strategic, incremental improvements to the EMBARK bus system

POSITION HISTORY



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

MAJOR BUDGET CHANGES

Public Transportation & Parking Department Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$289,556	
2. Adds funding for the RAPID BRT Service to Bus Operations, including 16 COTPA employees	$2,000,000	
3. Adds funding to replace CARES Act funding for EMBARK	$1,900,000	
4. Adds funding for Streetcar operating costs	$506,241	
5. Adds funding for increased fuel costs	$452,087	
6. Adds funding for the Regional Transit Authority to complete regional transit system studies	$400,000	
7. Adds operational funding, 3 COTPA positions, and 1 City position to support bus stop cleaning at new MAPS 4 bus shelters	$366,663	1.00
8. Increases funding and adds one business development position to support marketing and community engagement efforts	$152,084	1.00
9. Adds one Municipal Accountant III to the Administration Division to support department financial management	$90,533	1.00
10. Adds funding to the Oklahoma River Cruises program to cover increased costs for contracted services	$36,500	
11. Adds one Transit Meter Technician to the On-Street Parking Division to support additional parking meters and transit ticket vending machines	$52,170	1.00

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$5,378,811	$6,502,532	$11,289,455	73.62%
Parking	765,117	1,371,907	1,347,974	-1.74%
Public Transportation	16,707,827	23,873,281	29,445,884	23.34%
Total Operating Expenditures	**$22,851,755**	**$31,747,720**	**$42,083,313**	**32.56%**
Non-Operating Expenditures				
Capital Expenditures	$0	$0	$2,200,000	N/A
Total Non-Operating Expenditures	**$0**	**$0**	**$2,200,000**	**N/A**
Department Total	**$22,851,755**	**$31,747,720**	**$44,283,313**	**39.49%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$21,852,578	$30,610,906	$38,723,253	26.50%
Cap. Improvement Projects Fund	0	0	2,200,000	N/A
Parking Fund	914,484	1,595,622	1,822,508	14.22%
Public Transportation Fund	3,283,507	4,446,128	5,004,696	12.56%
Department Total	**$26,050,569**	**$36,652,656**	**$47,750,457**	**30.28%**
Less Interfund Transfers	(3,198,814)	(4,904,936)	(3,467,144)	-29.31%
Total All Funds	**$22,851,755**	**$31,747,720**	**$44,283,313**	**39.49%**

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 FY23 was $54.2 million and the proposed FY24 budget is $61.5 million.

POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	26.93	28.62	34.49	20.51%
Parking	4.00	10.00	10.00	0.00%
Public Transportation	6.07	7.38	5.51	-25.34%
Department Total	**37.00**	**46.00**	**50.00**	**8.70%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Parking Fund	5.05	11.05	13.30	20.36%
Public Transportation Fund	31.95	34.95	36.70	5.01%
Department Total	**37.00**	**46.00**	**50.00**	**8.70%**

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 384, which includes 334 positions budgeted in COTPA and 50 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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	16.58	$3,695,635	18.58	$4,617,456	26.05	$9,493,668
Customer Relations	9.60	628,149	8.60	727,819	7.00	595,975
Safety, Security, and Training	0.75	1,055,027	1.44	1,157,257	1.44	1,199,812
Line of Business Total	**26.93**	**$5,378,811**	**28.62**	**$6,502,532**	**34.49**	**$11,289,455**

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

Program	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Municipal Off-Street Parking	1.35	$161,884	2.35	$256,669	1.60	$200,975
On-Street Parking Meter	2.65	603,233	7.65	1,115,238	8.40	1,146,999
Line of Business Total	**4.00**	**$765,117**	**10.00**	**$1,371,907**	**10.00**	**$1,347,974**

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, and 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 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.

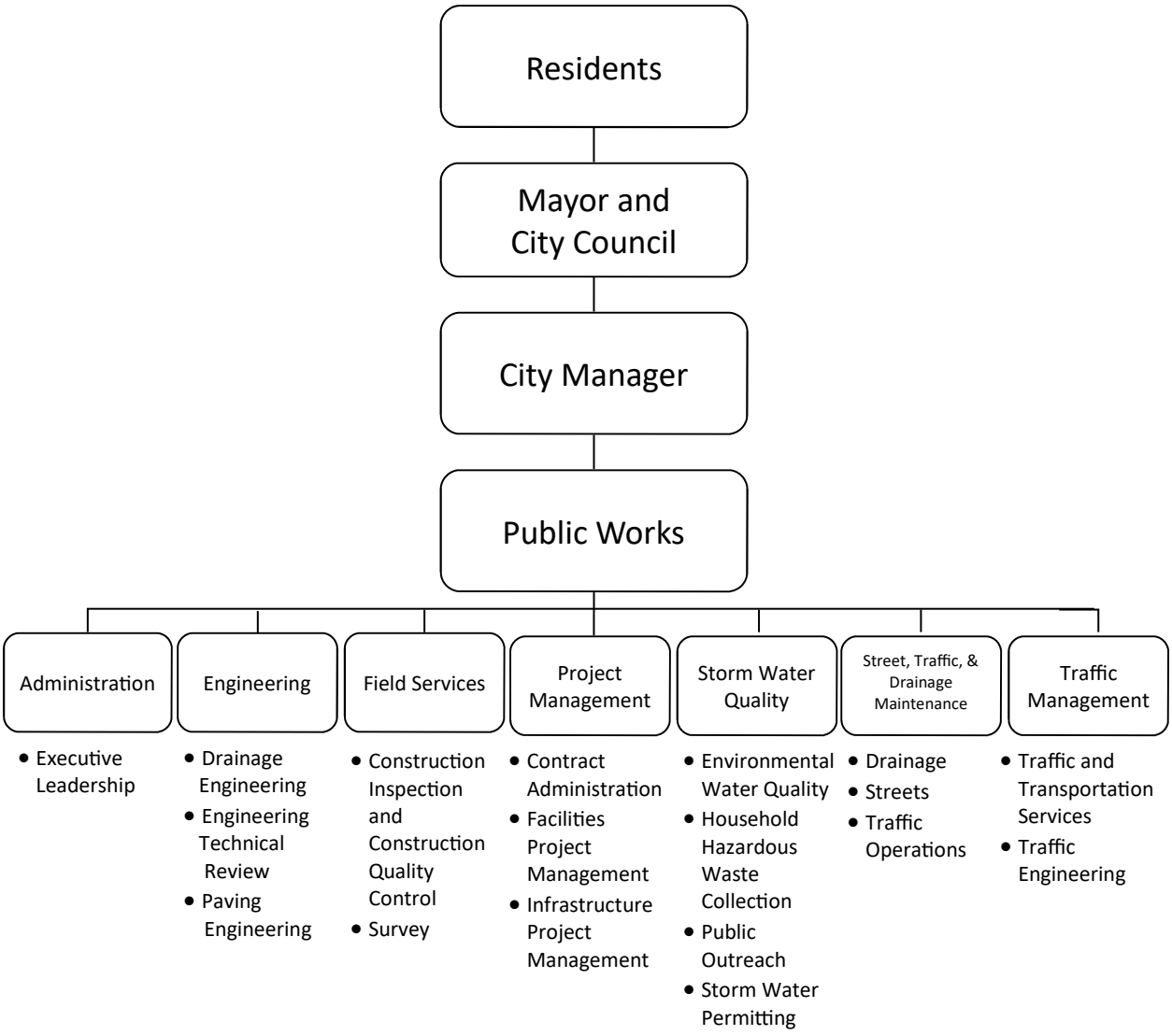
Public Transportation Positions and Budget

Program	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Bus Operations	0.47	$6,187,140	0.47	$9,035,119	0.00	$11,390,120
Bus Rapid Transit	0.00	0	0.00	2,000,000	0.00	3,996,798
Bus Stop Management	0.00	295,990	0.00	359,231	0.00	369,758
EMBARK Norman*	0.00	0	0.00	0	0.00	0
EMBARK Plus Paratransit	0.50	60,035	0.50	355,797	0.50	423,963
Facilities Management	0.40	975,016	0.40	1,075,835	0.40	1,099,090
Fleet Management	0.60	3,041,936	1.60	4,182,089	0.60	4,268,268
Mobility Management	0.50	257,624	0.50	277,281	0.50	282,741
Oklahoma River Cruises	0.00	722,520	0.00	763,125	0.00	718,160
Spokies Bike Share	1.00	147,990	1.00	147,990	1.00	183,623
Streetcar	2.60	5,019,576	2.91	5,676,814	2.51	6,713,363
Line of Business Total	**6.07**	**$16,707,827**	**7.38**	**$23,873,281**	**5.51**	**$29,445,884**

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

The City of
OKLAHOMA CITY

Public Works



Director	Budget	Positions
Eric J. Wenger, P.E.	$249,380,936	404

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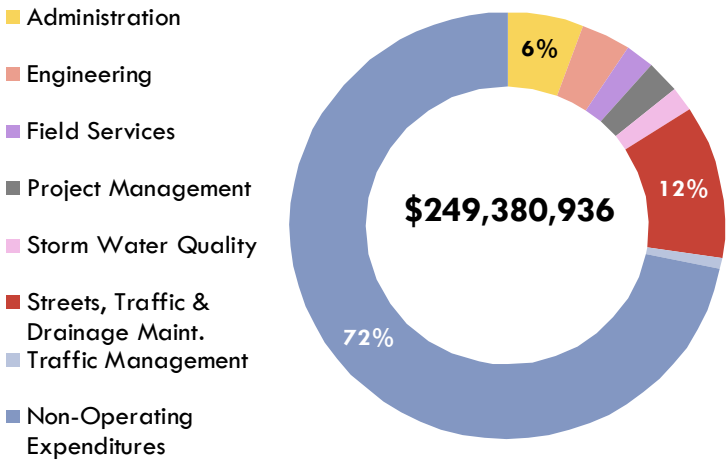
DEPARTMENT INTRODUCTION

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



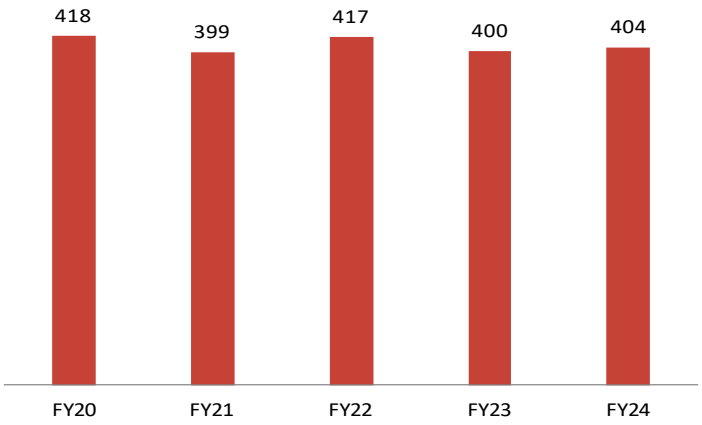
Department Facts

- The Streets, Traffic, and Drainage Maintenance Division maintains over 4,000 miles of public streets with 808 signalized intersections and over 96,000 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 $249,380,936, which is a decrease of 4.62%. There are 404 positions authorized in the FY24 budget, an increase of four positions. Among the most significant changes, is the $19,037,098 decrease in available revenue due to expiration of temporary sales tax—Better Streets Safer City.

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 personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$2,407,566	
2 Increases in costs associated with charges for services from other departments	$755,665	
3. Adds and deletes positions in various divisions of the department to address workload and improve operations	$249,584	1.00
4. Adds two positions in the Human Resource section to focus on employee relations, employee development and training, and onboarding	$147,652	2.00
5. Adds a position in the Administration Division to enhance and standardize department's written communications	$79,604	1.00

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$8,591,718	$9,849,456	$12,087,767	22.73%
Engineering	4,819,969	11,063,241	7,637,685	-30.96%
Field Services	4,453,666	4,480,971	4,659,300	3.98%
Project Management	3,765,704	4,837,205	5,064,150	4.69%
Storm Water Quality	3,109,575	3,848,174	3,951,978	2.70%
Streets, Traffic & Drainage Maint.	30,383,387	25,394,042	24,815,633	-2.28%
Traffic Management	2,209,518	1,686,870	1,705,890	1.13%
Total Operating Expenditures	**$57,333,537**	**$61,159,959**	**$59,922,403**	**-2.02%**
Capital Expenditures	$31,076,171	$35,044,232	$37,501,283	7.01%
Other Non-Operating Expenditures	7,680,680	165,253,610	151,957,250	-8.05%
Department Total	**$96,090,388**	**$261,457,801**	**$249,380,936**	**-4.62%**
Less Interfund Transfers	($7,265,000)	$0	$0	N/A
Department Total	**$88,825,388**	**$261,457,801**	**$249,380,936**	**-4.62%**

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	$41,023,323	$40,195,371	$37,333,942	-7.12%
Better Streets, Safer City Sales Tax Fund	24,091,733	102,157,287	83,120,189	-18.64%
Capital Improvement Projects Fund	4,120,127	23,146,212	25,370,508	9.61%
Grants Management Fund	4,265,617	201,510	201,510	0.00%
Impact Fee Fund	2,878,524	51,130,670	57,570,386	12.59%
Special Purpose Fund	536,539	11,764,143	11,065,165	-5.94%
Storm Water Drainage Utility Fund	19,174,525	32,862,505	34,719,136	5.65%
Street & Alley Fund	0	103	100	-2.91%
Total All Funding Sources	**$96,090,388**	**$261,457,801**	**$249,380,936**	**-4.62%**
Less Interfund Transfers	($7,265,000)	$0	$0	N/A
Grand Total All Funds	**$88,825,388**	**$261,457,801**	**$249,380,936**	**-4.62%**

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POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	24.00	24.00	28.95	20.63%
Engineering	28.00	32.00	32.00	0.00%
Field Services	48.00	49.00	49.00	0.00%
Project Management	36.00	37.00	37.00	0.00%
Storm Water Quality	30.00	31.00	32.05	3.39%
Streets, Traffic & Drainage Maint.	236.00	212.00	210.00	-0.94%
Traffic Management	15.00	15.00	15.00	0.00%
Department Total	**417.00**	**400.00**	**404.00**	**1.00%**

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
General Fund	269.55	248.80	251.20	0.96%
Storm Water Drainage Utility Fund	147.45	151.20	152.80	1.06%
Department Total	**417.00**	**400.00**	**404.00**	**1.00%**

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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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Executive Leadership	24.00	$8,591,718	24.00	$9,849,456	28.95	$12,087,767
Line of Business Total	**24.00**	**$8,591,718**	**24.00**	**$9,849,456**	**28.95**	**$12,087,767**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage Engineering	7.50	$849,655	8.50	$1,016,821	8.50	$986,570
Engineering Technical Review	10.25	921,425	11.25	1,090,552	11.25	1,097,155
Paving Engineering	10.25	3,048,889	12.25	8,955,868	12.25	5,553,960
Line of Business Total	**28.00**	**$4,819,969**	**32.00**	**$11,063,241**	**32.00**	**$7,637,685**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspection and Construction Quality Control	43.90	$4,125,556	44.90	$4,126,513	44.90	$4,273,424
Survey	4.10	328,110	4.10	354,458	4.10	385,876
Line of Business Total	**48.00**	**$4,453,666**	**49.00**	**$4,480,971**	**49.00**	**$4,659,300**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Contract Administration	7.00	$644,254	7.00	$752,873	7.00	$807,845
Facilities Project Management	13.00	1,577,175	14.00	2,474,312	13.00	2,402,936
Infrastructure Project Management	16.00	1,544,275	16.00	1,610,020	17.00	1,853,369
Line of Business Total	**36.00**	**$3,765,704**	**37.00**	**$4,837,205**	**37.00**	**$5,064,150**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Environmental Water Quality	6.20	$627,239	7.20	$930,300	7.20	$941,870
Household Hazardous Waste Collection	7.20	888,111	7.20	1,195,892	7.20	1,136,503
Public Outreach	1.00	93,892	1.00	115,872	1.00	111,944
Storm Water Permitting	15.60	1,500,333	15.60	1,606,110	16.65	1,761,661
Line of Business Total	**30.00**	**$3,109,575**	**31.00**	**$3,848,174**	**32.05**	**$3,951,978**

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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage	93.15	$7,971,126	92.15	$9,765,551	92.90	$9,754,637
Streets	104.50	18,363,197	81.50	11,307,773	79.20	10,745,161
Traffic Operations	38.35	4,049,064	38.35	4,320,718	37.90	4,315,835
Line of Business Total	**236.00**	**$30,383,387**	**212.00**	**$25,394,042**	**210.00**	**$24,815,633**

TRAFFIC MANAGEMENT

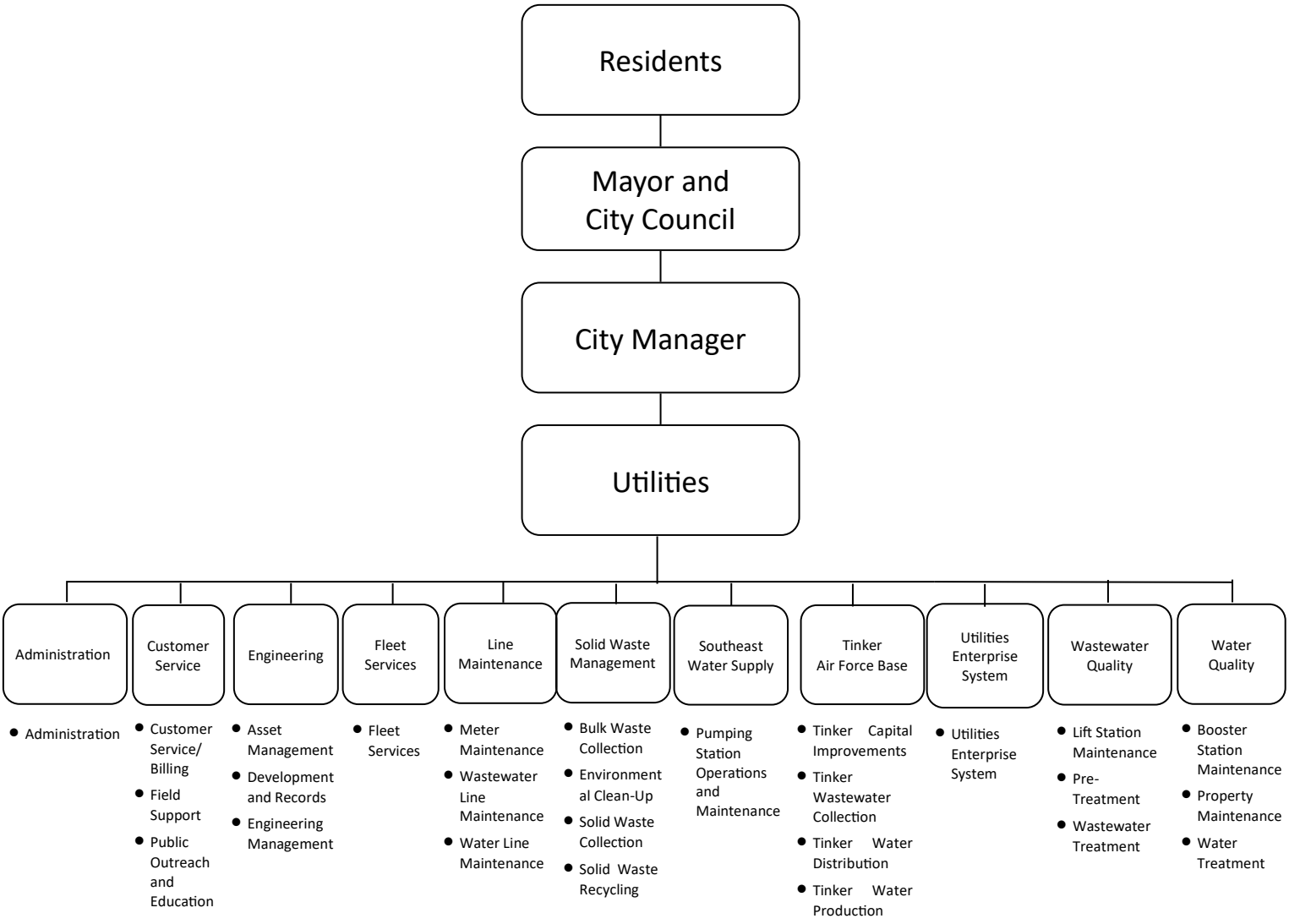
- **The Traffic and Transportation Services Program** provides work zone permits, work zone inspections and traffic safety recommendations to the development community so they can safely operate in the right of way.

- **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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Traffic and Transportation	5.65	$1,182,253	5.65	$778,155	5.65	$786,070
Traffic Engineering	9.35	1,027,265	9.35	908,715	9.35	919,820
Line of Business Total	**15.00**	**$2,209,518**	**15.00**	**$1,686,870**	**15.00**	**$1,705,890**

Utilities



Director	Budget	Positions
Chris Browning	$108,825,141	825

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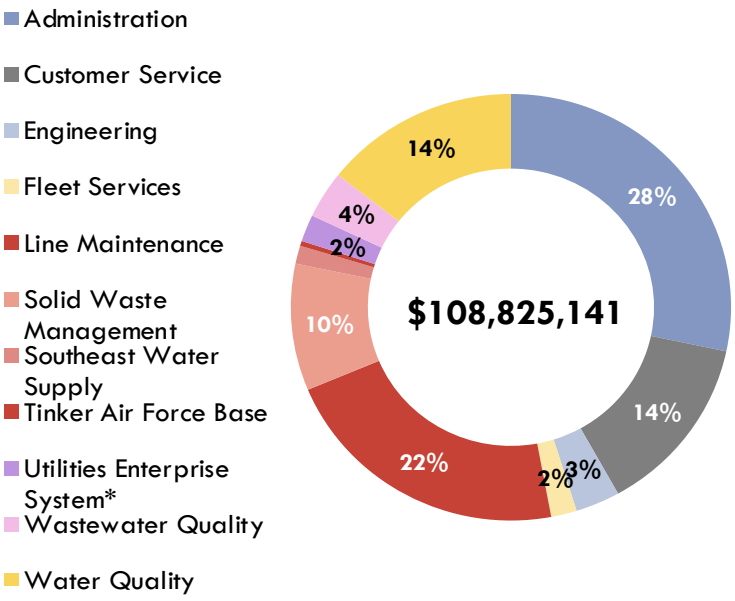
DEPARTMENT INTRODUCTION

MISSION STATEMENT

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

DEPARTMENT BUDGET



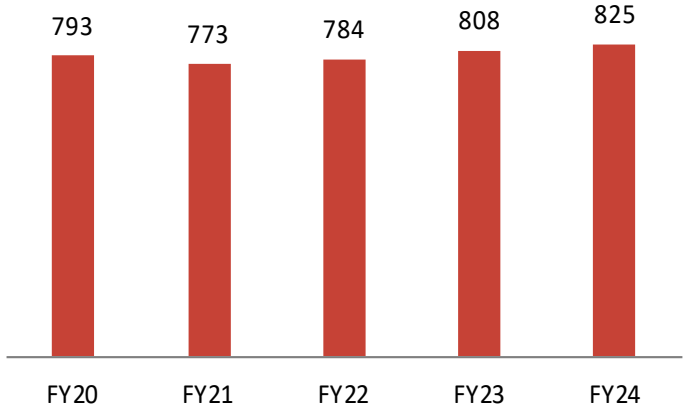
Department Facts

- The Utilities Department operates on rate-payer funds, that is money received when utility bills are paid.
- The Utilities Department serves 1.4 million people.
- Pumped 35.6 billion gallons of water and treated 22.2 billion gallons of wastewater.
- Sold 2.4 billion gallons of reuse water.
- Recycling program diverted 16,703 tons of waste from landfills in FY22.

DEPARTMENT OVERVIEW

The Utilities Department has a total budget of $108,825,141, which is an decrease of 16.22%. There are 825 positions authorized in the FY24 budget, an increase of 17 positions over the FY23 budget.

POSITION HISTORY



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

MAJOR BUDGET CHANGES

	Utilities Department Major Budget Changes	Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	$2,193,779	
2.	Decreases the electricity and chemical budgets and centralizes them in the Trust to allow the Trust to respond quickly to changes	($16,654,141)	
3.	Decreases salary reserve due to the amount of salary savings the department has from the amount of vacancies they have	($2,960,428)	
4.	Decreases the Fleet Services city budget and moves the funding to centralize the budget in the Trust	($627,550)	
5.	Increases funding to the services and supplies budget due to price increases due to inflation	$1,053,500	
6.	Increases funding to comply with the Utilities' Uniform and Safety Boot Provision Procedures and to ensure equity among all	$417,690	
7.	Adds three Plant Operator III's to the Water Treatment Program to help with daily water treatment processes and flow management	$221,478	3.0
8.	Adds two Water Service Technicians and one Database Technician to the Water Line Maintenance Program to help with line locating	$175,089	3.0
9.	Adds two Collection/Distribution Crew Supervisors to the Meter Maintenance Program to help with the Automated Meter Reading implementation	$142,210	2.0
10.	Adds two Environmental Technicians to the Wastewater Pretreatment Program to help with the enforcement tasks from	$136,992	2.0
11.	Adds a Civil Engineer IV to the Tinker Water Distribution Program to help manage the Military Construction Program at the Tinker Air Force Base	$114,233	1.0
12.	Adds a System Analyst I to the Administration Program to help manage and support the Utilities Learning Management System	$89,499	1.0
13.	Adds an Engineering Assistant II to the Development and Records Program to help meet the increase residential plan reviews	$82,774	1.0
14.	Adds an Engineering Assistant II to the Engineering Management Program to help with the increase in administrative workload	$82,774	1.0
15.	Adds an Administrative Specialist to the Utilities Enterprise Program to help with annual technology operating and capital	$79,604	1.0
16.	Adds an Administrative Coordinator to the Administration Program to help with human resources administrative tasks	$68,496	1.0
17.	Adds a Administrative Coordinator to the Administration Program to help with the increase in accounts payable activity	$68,496	1.0

EXPENDITURES

Summary of Expenditures by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Operating Expenditures				
Administration	$22,163,371	$25,528,656	$30,816,081	20.71%
Customer Service	11,305,307	14,235,431	14,795,012	3.93%
Engineering	2,572,086	3,183,828	3,553,742	11.62%
Fleet Services	2,322,190	2,653,582	2,054,662	-22.57%
Line Maintenance	20,187,534	22,606,627	23,523,731	4.06%
Solid Waste Management	8,659,221	9,857,511	10,448,247	5.99%
Southeast Water Supply	764,578	1,317,069	1,491,541	13.25%
Tinker Air Force Base	96,392	269,718	411,016	52.39%
Utilities Enterprise System*	0	1,962,221	2,217,419	13.01%
Wastewater Quality	2,916,062	3,729,027	3,894,570	4.44%
Water Quality	28,357,087	44,545,861	15,619,120	-64.94%
Total Operating Expenditure	**$99,343,828**	**$129,889,531**	**$108,825,141**	**-16.22%**
Department Total	**$99,343,828**	**$129,889,531**	**$108,825,141**	**-16.22%**

*Added during the FY23 budget development process

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Utilities - Solid Waste Fund	$11,064,811	$11,692,733	$13,524,165	15.66%
Utilities - Wastewater Fund	29,180,615	33,292,208	37,168,932	11.64%
Utilities - Water Fund	59,098,402	84,904,590	58,132,044	-31.53%
Total All Funds	**$99,343,828**	**$129,889,531**	**$108,825,141**	**-16.22%**

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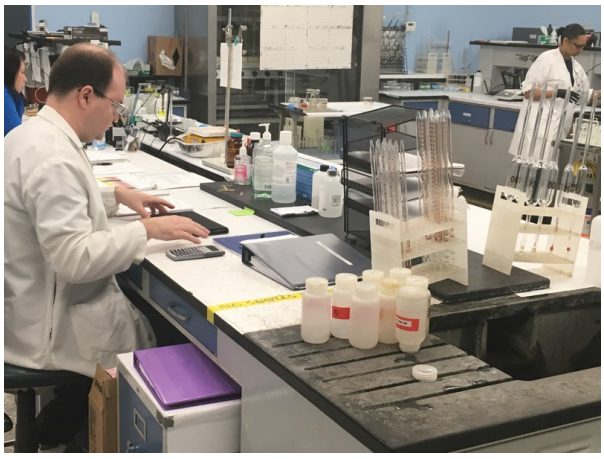
POSITIONS

Summary of Positions by Purpose	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Administration	70.00	56.00	59.00	5.36%
Customer Service	158.00	170.00	170.00	0.00%
Engineering	27.00	28.00	30.00	7.14%
Fleet Services	22.00	22.00	22.00	0.00%
Line Maintenance	226.00	226.00	231.00	2.21%
Solid Waste Management	107.00	110.00	110.00	0.00%
Southeast Water Supply	9.00	9.00	9.00	0.00%
Tinker Air Force Base	3.00	3.00	4.00	33.33%
Utilities Enterprise System*	0.00	19.00	20.00	5.26%
Wastewater Quality	30.50	32.50	34.50	6.15%
Water Quality	131.50	132.50	135.50	2.26%
Department Total	**784.00**	**808.00**	**825.00**	**2.10%**

*Added during the FY23 budget development process

Summary of Positions by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Utilities - Solid Waste Fund	107.00	110.42	110.00	-0.38%
Utilities - Wastewater Fund	266.95	277.66	286.00	3.00%
Utilities - Water Fund	410.05	419.92	429.00	2.16%
Department Total	**784.00**	**808.00**	**825.00**	**2.10%**



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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Administration	70.00	$22,163,371	56.00	$25,528,656	59.00	$30,816,081
Line of Business Total	**70.00**	**$22,163,371**	**56.00**	**$25,528,656**	**59.00**	**$30,816,081**

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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Customer Service/Billing	85.52	$5,905,538	90.02	$7,661,991	90.02	$7,931,421
Field Support	72.48	5,394,765	74.98	6,047,389	74.98	6,345,800
Public Outreach and Education*	0.00	5,004	5.00	526,051	5.00	517,791
Line of Business Total	**158.00**	**$11,305,307**	**170.00**	**$14,235,431**	**170.00**	**$14,795,012**

*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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Asset Management*	0.00	$2,990	4.00	$473,248	4.00	$504,002
Development and Records**	0.00	8,354	12.50	1,079,528	13.50	1,299,206
Engineering Management	13.50	1,422,176	11.50	1,631,052	12.50	1,750,534
Infrastructure Records	0.00	64,853	0.00	0	0.00	0
Private Development	13.50	1,073,713	0.00	0	0.00	0
Line of Business Total	**27.00**	**$2,572,086**	**28.00**	**$3,183,828**	**30.00**	**$3,553,742**

*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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Fleet Services	22.00	$2,322,190	22.00	$2,653,582	22.00	$2,054,662
Line of Business Total	**22.00**	**$2,322,190**	**22.00**	**$2,653,582**	**22.00**	**$2,054,662**

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	FY22 Adopted Positions	FY22 Actual Expenses	FY23 Adopted Positions	FY23 Adopted Budget	FY24 Adopted Positions	FY24 Adopted Budget
Meter Maintenance	31.00	$1,858,753	31.00	$2,682,110	33.00	$2,915,062
Wastewater Line Maintenance	89.00	9,093,784	89.00	9,638,210	90.50	9,976,078
Water Line Maintenance	106.00	9,234,997	106.00	10,286,307	107.50	10,632,591
Line of Business Total	**226.00**	**$20,187,534**	**226.00**	**$22,606,627**	**231.00**	**$23,523,731**

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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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bulk Waste Collection	30.50	$2,088,908	32.75	$2,361,230	32.75	$2,365,238
Environmental Clean-Up	8.50	584,244	8.75	664,016	8.75	673,811
Solid Waste Collection	68.00	5,986,069	68.25	6,806,893	68.25	7,382,905
Solid Waste Recycling*	0.00	0	0.25	25,372	0.25	26,293
Line of Business Total	**107.00**	**$8,659,221**	**110.00**	**$9,857,511**	**110.00**	**$10,448,247**

*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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Pumping Station Operations and Maintenance	9.00	$764,578	9.00	$1,317,069	9.00	$1,491,541
Line of Business Total	**9.00**	**$764,578**	**9.00**	**$1,317,069**	**9.00**	**$1,491,541**

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

	FY22		FY23		FY24	
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	3.00	96,392	3.00	269,718	4.00	411,016
Tinker Water Production*	0.00	0	0.00	0	0.00	0
Line of Business Total	**3.00**	**$96,392**	**3.00**	**$269,718**	**4.00**	**$411,016**

*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

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Utilities Enterprise System*	0.00	$0	19.00	$1,962,221	20.00	$2,217,419
Line of Business Total	**0.00**	**$0**	**19.00**	**$1,962,221**	**20.00**	**$2,217,419**

*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 waste into the sanitary sewer system in accordance with Environmental Protection Agency (EPA) regulations.

- **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 benefit from public and environmental health protection in accordance with EPA regulations.

Wastewater Quality Positions and Budget

	FY22		FY23		FY24	
Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Lift Station Maintenance	15.50	$1,492,934	15.50	$1,804,464	15.50	$1,656,519
Pre-treatment	12.00	1,112,297	14.00	1,490,724	16.00	1,715,574
Wastewater Treatment	3.00	310,831	3.00	433,839	3.00	522,477
Line of Business Total	**30.50**	**$2,916,062**	**32.50**	**$3,729,027**	**34.50**	**$3,894,570**

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 water 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.

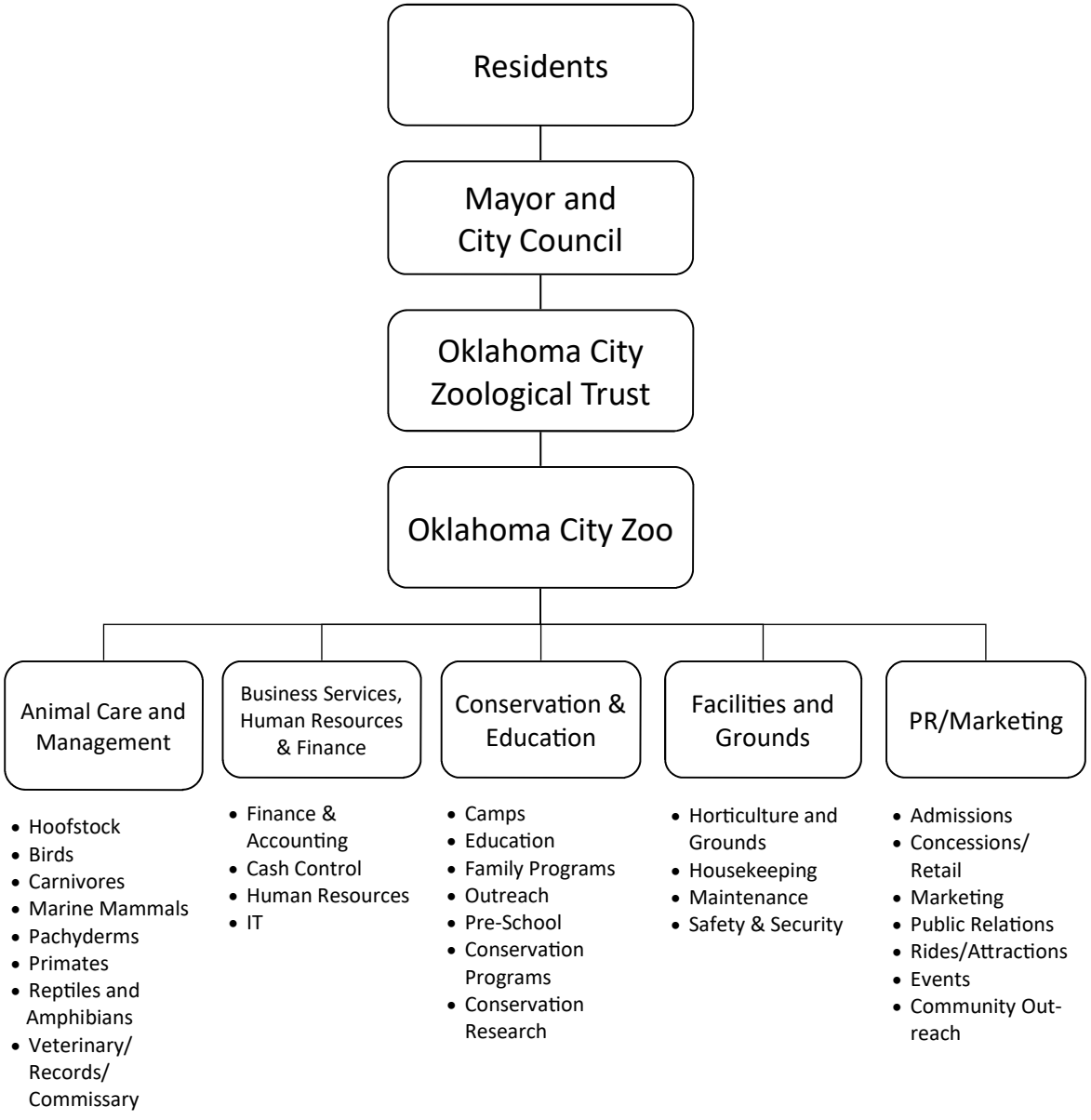
Water Quality Positions and Budget

	FY22		FY23		FY24	
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	4,162,499	43.00	4,442,082	43.00	4,547,503
Water Treatment	89.50	24,194,589	89.50	40,103,779	92.50	11,071,617
Line of Business Total	**131.50**	**$28,357,087**	**132.50**	**$44,545,861**	**135.50**	**$15,619,120**

*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	$19,087,397

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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 to inspire conservation action. In 2022, the Zoo connected guests to its animals, expert caretakers and conservation initiatives through events such as Brick-Live, Sip and Stroll, SAFARI LIGHTS and more. More than 167,000 visitors, 3 and up, received free or discounted admission in 2022 through one of many programs and partnerships designed to make the Zoo as accessible as possible for all Oklahomans
- Construction continues for Expedition Africa, the Zoo's latest and largest habitat expansion project to date. Slated to open in spring 2023, the new 13-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

EXPENDITURES

Summary of Expenditures by Funding Source	FY22 Actual	FY23 Adopted Budget	FY24 Adopted Budget	Percent Change
Zoo Sales Tax Fund	$16,789,381	$16,757,366	$19,087,397	13.90%
Fund Total	**$16,789,381**	**$16,757,366**	**$19,087,397**	**13.90%**

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

OVERVIEW OF FUND SUMMARIES

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

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

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

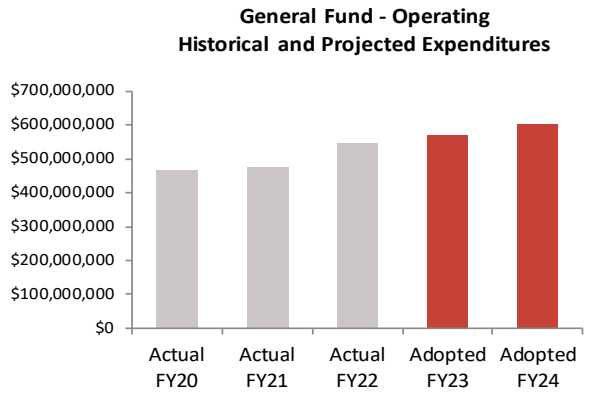
Special Revenue Funds account for proceeds of specific revenue sources that are restricted by law to expenditures for specified purposes.

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

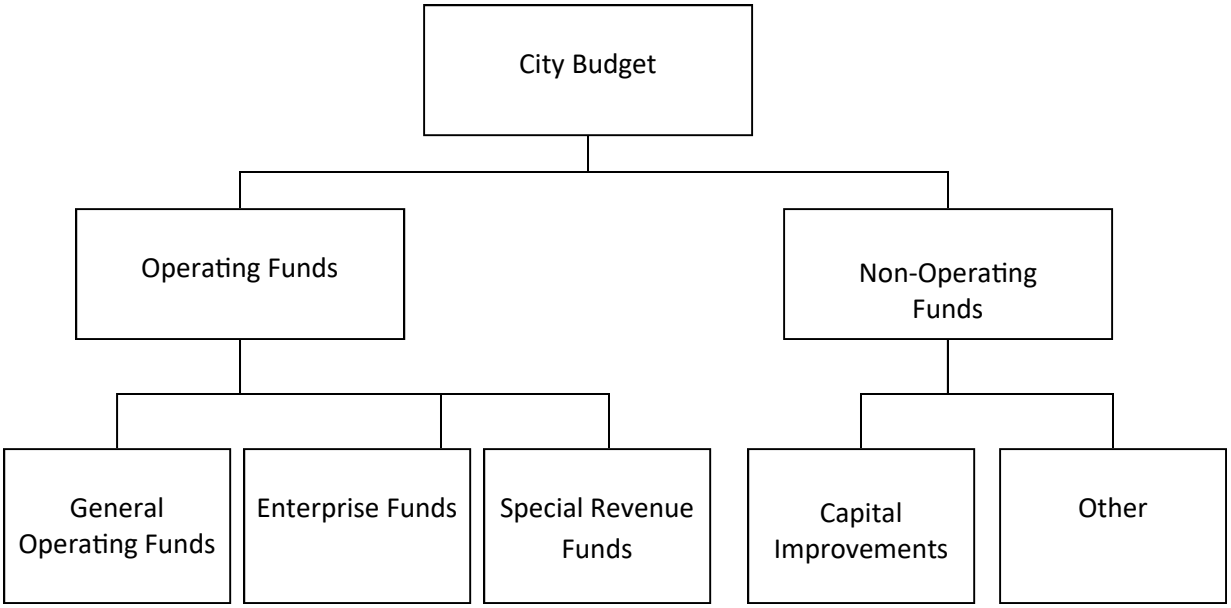
In the Non-Operating Funds, we have developed only two categories: Capital and Other. The Capital Funds are almost all special revenue funds dedicated to specific capital projects. The Other Funds category includes several funds with rather unique characteristics.

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

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



BUDGET AND FUND STRUCTURE



- General Fund
- Internal Service Funds

- Airports Fund
- 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
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	$2,711,440	$22,625,184	$25,336,624	$0	($2,711,440)	-100.00%	(e)
Asset Forfeiture Fund	2,227,847	2,190,689	3,261,989	1,156,547	(1,071,300)	-48.09%	(b)
Better Streets Safer City Sales Tax Fund	101,399,369	300,000	83,120,189	18,579,180	(82,820,189)	-81.68%	(d)
Better Streets Safer City Use Tax Fund	12,445,510	89,555	2,281,115	10,253,950	(2,191,560)	-17.61%	(d)
Capital Improvement Projects Fund	144,443,251	9,700,844	152,144,095	2,000,000	(142,443,251)	-98.62%	(b)
City and Sch Cap Proj Use Tax Fund	2,564,940	174,360	2,739,300	0	(2,564,940)	-100.00%	(d)
Court Administration and Training Fund	86,844	107,290	127,000	67,134	(19,710)	-22.70%	(c)
Debt Service Fund	116,804,399	131,729,086	120,053,517	128,479,968	11,675,569	10.00%	(c)
Emergency Management Fund	1,062,043	10,342,347	10,542,347	862,043	(200,000)	-18.83%	(c)
Fire Sales Tax Fund	20,921,187	55,172,404	56,638,474	19,455,117	(1,466,070)	-7.01%	(c)
General Fund	164,078,528	750,105,414	750,105,414	164,078,528	0	0.00%	(a)
Grants Management Fund	N/A	108,356,382	108,356,382	N/A	N/A	N/A	(g)
Hotel/Motel Tax Fund	9,840,582	26,796,324	32,260,412	4,376,494	(5,464,088)	-55.53%	(c)
Impact Fee Fund	49,848,807	7,721,579	57,570,386	0	(49,848,807)	-100.00%	(b)
Internal Service Fund	11,947,466	78,765,158	83,716,512	6,996,112	(4,951,354)	-41.44%	(a)
Medical Services Program Fund	11,179,165	14,106,352	14,106,352	11,179,165	0	0.00%	(c)
Metropolitan Area Projects Tax Fund	625,206	15,687	328,290	312,603	(312,603)	-50.00%	(d)
MAPS Operations Fund	4,377,616	9,875	4,387,491	0	(4,377,616)	-100.00%	(b)
MAPS 3 Sales Tax Fund	79,785,374	755,342	45,747,733	34,792,983	(44,992,391)	-56.39%	(d,f)
MAPS 3 Use Tax Fund	3,884,589	66,886	3,951,475	0	(3,884,589)	-100.00%	(d,f)
MAPS 4 Program Fund	79,565,095	145,775,659	225,340,754	0	(79,565,095)	-100.00%	(d,f)
MAPS 4 Use Tax Fund	61,486,769	34,170,301	95,374,336	282,734	(61,204,035)	-99.54%	(d,f)
OCMAPS Sales Tax Fund	81,285	0	81,285	0	(81,285)	-100.00%	(d)
OKC Imprv & Spcl Srvcs Assess Dist Fund	0	6,045,519	6,045,519	0	0	N/A	(c)
Oklahoma City TIF Fund	550,000	5,250,000	5,800,000	0	(550,000)	-100.00%	(c)
Police and Fire Cap Equip Sales Tax Fund	3,025,594	30,698	1,543,495	1,512,797	(1,512,797)	-50.00%	(d)
Police Sales Tax Fund	29,704,166	55,497,786	57,909,324	27,292,628	(2,411,538)	-8.12%	(c)
Special Assessment Districts Fund	0	1,997,000	1,997,000	0	0	N/A	(c)
Special Purpose Fund	21,345,757	5,489,698	26,835,455	0	(21,345,757)	-100.00%	(c)
Sports Facilities Sales Tax Fund	23,779	381	24,160	0	(23,779)	-100.00%	(d)
Sports Facilities Use Tax Fund	3,729	64	3,793	0	(3,729)	-100.00%	(d)
Stormwater Drainage Utility Fund	38,663,396	22,350,712	34,719,136	26,294,972	(12,368,424)	-31.99%	(f)
Street and Alley Fund	100	0	100	0	(100)	-100.00%	(b)
Transportation and Parking Fund	0	6,827,204	6,827,204	0	0	N/A	(e)
Utilities Fund	6,141,450	107,625,141	108,825,141	4,941,450	(1,200,000)	-19.54%	(e)
Zoo Sales Tax Fund	0	19,087,397	19,087,397	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

(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													●								
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																					●

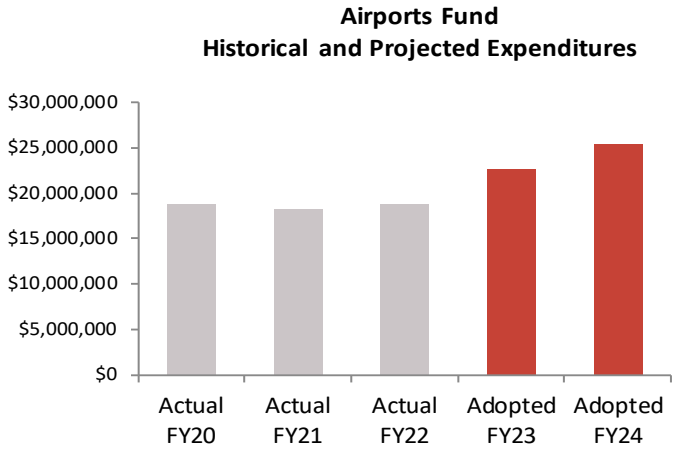
AIRPORTS FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Transfer from Airport Trust	$19,371,623	$19,950,711	$22,536,007
Interest	23,016	19,177	64,743
Other	73,440	73,340	24,434
Fund Balance	0	2,685,899	2,711,440
Total Revenues	**$19,468,079**	**$22,729,127**	**$25,336,624**
Expenditures - Airports			
Personal Services	$11,971,221	$13,752,361	$15,700,251
Other Services & Charges	6,291,936	7,449,990	8,684,441
Supplies	470,845	802,789	701,932
Capital Outlay	0	723,987	250,000
Transfers	0	0	0
Total Expenditures	**$18,734,002**	**$22,729,127**	**$25,336,624**
Use of Fund Balance			
Beginning Fund Balance	$1,710,188	$2,444,264	$2,711,440
Additions/(Reductions) to Fund Balance	734,077	267,176 *	(2,711,440) **
Ending Fund Balance	**$2,444,264**	**$2,711,440** *	**$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

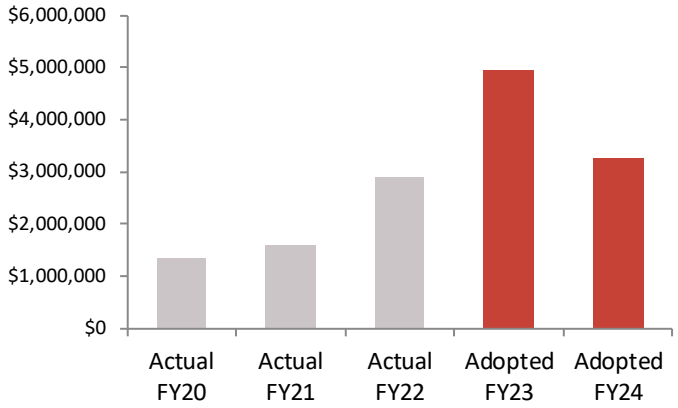
	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Asset Seizure Revenues	$1,836,195	$4,125,159	$2,125,387
Other Revenue	32,954	34,320	26,880
Service Charges	25,997	9,678	0
Interest	23,380	22,994	38,422
Transfers	0	0	0
Fund Balance	0	743,962	1,071,300
Total Revenues	**$1,918,526**	**$4,936,113**	**$3,261,989**
Expenditures - Police			
Personal Services	$188,682	$160,713	$185,351
Other Services & Charges	1,459,493	3,575,519	2,005,031
Supplies	1,069,908	929,881	801,607
Capital Outlay	94,145	200,000	200,000
Transfers	70,000	70,000	70,000
Total Expenditures	**$2,882,227**	**$4,936,113**	**$3,261,989**
Use of Fund Balance			
Beginning Fund Balance	$2,545,695	$1,581,993	$2,227,847
Additions/(Reductions) to Fund Balance	(963,701)	645,854 *	(1,071,300) **
Ending Fund Balance	**$1,581,993**	**$2,227,847** *	**$1,156,547** **

* 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

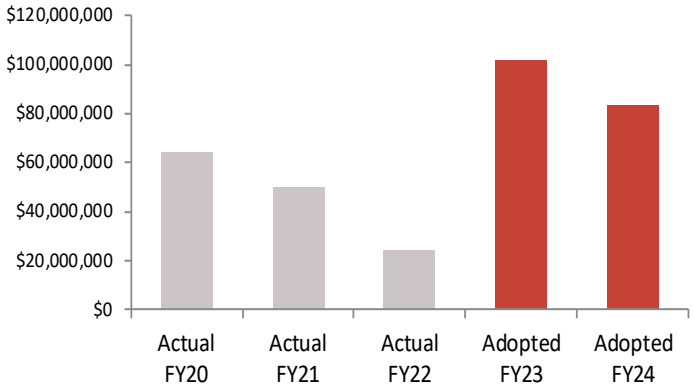
	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Capital Improvements Sales Tax	$249,649	$338,716	$0
Interest	938,131	419,202	300,000
Other	0	0	0
Fund Balance	0	101,399,369	82,820,189
Total Revenues	**$1,187,779**	**$102,157,287**	**$83,120,189**
Expenditures			
Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	21,973,727	70,590,000	49,661,096
Supplies	0	1,078,323	172,658
Capital Outlay	2,118,006	30,488,964	33,286,435
Transfers	0	0	0
Total Expenditures	**$24,091,733**	**$102,157,287**	**$83,120,189**
Use of Fund Balance			
Beginning Fund Balance	$114,813,926	$91,909,972	$101,399,369
Additions/(Reductions) to Fund Balance	(22,903,954)	9,489,397 *	(82,820,189) **
Ending Fund Balance	**$91,909,972**	**$101,399,369** *	**$18,579,180** **

* 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 FY22	Adopted FY23	Adopted FY24
Revenues			
Capital Improvement Use Tax	($20,062)	$15,692	$0
Interest	122,704	54,089	89,555
Other	1,304	0	0
Fund Balance	0	12,445,510	2,191,560
Total Revenues	**$103,945**	**$12,515,291**	**$2,281,115**
Expenditures			
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	(1,829)	102,973	21,222
Supplies	585,464	479,337	118,923
Capital Outlay	675,444	1,453,803	761,528
Transfers	0	0	0
Department Total	**$1,259,079**	**$2,036,113**	**$901,673**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	2,150,761	265,959	49,876
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$2,150,761**	**$265,959**	**$49,876**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	282,012	0
Capital Outlay	0	0	89,554
Transfers	0	0	0
Department Total	**$0**	**$282,012**	**$89,554**

	Actual FY22	Adopted FY23	Adopted FY24
Police			
Personal Services	$0	$0	$0
Other Services & Charges	239,412	282,149	335,451
Supplies	3,750,887	9,258,253	904,561
Capital Outlay	390,804	390,805	0
Transfers	0	0	0
Department Total	**$4,381,103**	**$9,931,207**	**$1,240,012**
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	237,583	385,122	356,673
Supplies	6,487,112	10,285,561	1,073,360
Capital Outlay	1,066,248	1,844,608	851,082
Transfers	0	0	0
Department Total	**$7,790,943**	**$12,515,291**	**$2,281,115**
Use of Fund Balance			
Beginning Fund Balance	$17,435,697	$9,748,699	$12,445,510
Additions/(Reductions) to Fund Balance	(7,686,998)	2,696,811 *	(2,191,560) **
Ending Fund Balance	**$9,748,699**	**$12,445,510** *	**$10,253,950** **

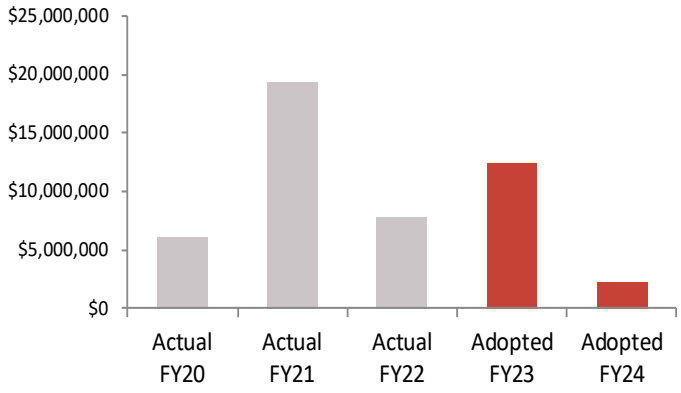
* Estimated.

** 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 FY22	Adopted FY23	Adopted FY24
Revenues			
Interest	$778,912	$615,510	$1,694,470
Other	109,572	300,000	1,756,374
Reimbursements	0	0	0
Service Charges	0	0	0
Transfers	54,328,359	50,991,679	6,250,000
Fund Balance	0	82,810,320	142,443,251
Total Revenues	**$55,216,843**	**$134,717,509**	**$152,144,095**
Expenditures			
City Clerk			
Personal Services	$0	$0	$0
Other Services & Charges	0	100,000	366,258
Supplies	8,576	60,000	53,345
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$8,576**	**$160,000**	**$419,603**
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	71,936	1,154,518	776,211
Supplies	0	778,883	645,066
Capital Outlay	1,258,400	240,188	8,423,898
Transfers	700,000	0	0
Department Total	**$2,030,336**	**$2,173,589**	**$9,845,175**
Development Services			
Personal Services	$0	$0	$0
Other Services & Charges	106,261	120,295	27,067
Supplies	3,868	4,464	4,464
Capital Outlay	10,800	240,025	298,826
Transfers	0	0	0
Department Total	**$120,929**	**$364,784**	**$330,357**
Finance			
Personal Services	$0	$0	$0
Other Services & Charges	156,900	217,172	201,879
Supplies	28,137	72,075	48,830
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$185,037**	**$289,247**	**$250,709**

	Actual FY22	Adopted FY23	Adopted FY24
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	1,300,000	24,286
Capital Outlay	0	2,400,000	3,675,714
Transfers	0	0	0
Department Total	**$0**	**$3,700,000**	**$3,700,000**
General Services			
Personal Services	$0	$0	$0
Other Services & Charges	514,561	2,701,581	2,044,982
Supplies	1,336,669	15,077,795	20,498,512
Capital Outlay	1,535,268	5,185,473	12,162,922
Transfers	0	0	0
Department Total	**$3,386,498**	**$22,964,849**	**$34,706,416**
Human Resources			
Personal Services	$0	$0	$0
Other Services & Charges	336,696	105,029	32,453
Supplies	44,844	36,415	33,098
Capital Outlay	0	134,400	134,400
Transfers	0	0	0
Department Total	**$381,540**	**$275,844**	**$199,951**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	169,186	1,655,620	1,780,340
Supplies	224,314	299,878	1,187,370
Capital Outlay	18,000	1,516,568	381,437
Transfers	0	102,073	102,073
Department Total	**$411,500**	**$3,574,139**	**$3,451,220**
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	13,237	200,000	13,251
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	1,640	1,653
Department Total	**$13,237**	**$201,640**	**$14,904**

	Actual FY22	Adopted FY23	Adopted FY24
Municipal Counselor's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	105,000	240,000
Supplies	0	53,459	177,675
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$158,459**	**$417,675**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	382,555	3,467,850	3,437,645
Supplies	0	50,435	840
Capital Outlay	0	41,942,906	35,860,987
Transfers	1,721,949	3,425,586	3,405,453
Department Total	**$2,104,504**	**$48,886,777**	**$42,704,925**
Parks and Recreation			
Personal Services	$0	$0	$0
Other Services & Charges	4,096,511	3,051,878	1,637,832
Supplies	318,315	247,871	414,358
Capital Outlay	902,242	13,796,498	18,922,578
Transfers	0	330,000	0
Department Total	**$5,317,069**	**$17,426,247**	**$20,974,768**
Planning			
Personal Services	$0	$0	$0
Other Services & Charges	146,675	806,512	695,537
Supplies	0	121,900	121,900
Capital Outlay	0	0	2,000,000
Transfers	0	0	0
Department Total	**$146,675**	**$928,412**	**$2,817,437**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	0	315,233	824,320
Supplies	968,317	6,740,307	455,439
Capital Outlay	553,649	3,401,270	3,450,188
Transfers	0	0	0
Department Total	**$1,521,966**	**$10,456,810**	**$4,729,947**
Public Transportation and Parking			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	2,200,000
Transfers	0	0	0
Department Total	**$0**	**$0**	**$2,200,000**

	Actual FY22	Adopted FY23	Adopted FY24
Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	1,788,623	10,715,152	8,565,407
Supplies	285,841	348,827	6,226,782
Capital Outlay	2,045,663	12,082,233	10,578,319
Transfers	0	0	0
Department Total	**$4,120,128**	**$23,146,212**	**$25,370,508**
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	7,783,141	24,715,840	20,643,182
Supplies	3,218,881	25,202,809	29,902,465
Capital Outlay	6,324,023	80,939,561	98,089,269
Transfers	2,421,949	3,859,299	3,509,179
Total Expenditures	**$19,747,994**	**$134,717,509**	**$152,144,095**
Use of Fund Balance			
Beginning Fund Balance	$84,666,529	$120,135,378	$144,443,251
Additions/(Reductions) to Fund Balance	35,468,849	24,307,873 *	(142,443,251) **
Ending Fund Balance	**$120,135,378**	**$144,443,251** *	**$2,000,000** **

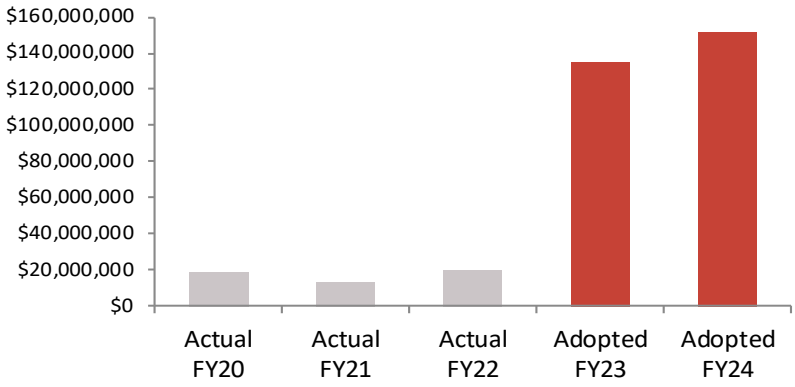
* Estimated.

** Assumes budgeted revenues and expenditures.

NOTES:

(a) Capital projects are lengthy in nature and difficult to predict completion. For this reason, the budget is based on the assumption that the outstanding encumbrances used as of February 2021 will remain to the end of the fiscal year. If encumbrances are actually expended by the end of the year, the budget will be overstated. Purchases and encumbrances in the budget year are made on a cash basis.

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 FY22	Adopted FY23	Adopted FY24
Revenues			
Use Tax	$0	$0	$0
Interest	22,505	8,926	50,461
Other	207,519	100,000	123,899
Transfers	0	0	0
Fund Balance	0	2,464,005	2,564,940
Total Revenues	**$230,024**	**$2,572,931**	**$2,739,300**
Expenditures			
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	118,626	0
Department Total	**$0**	**$118,626**	**$0**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	169,775	495,005	2,288
Capital Outlay	0	0	0
Department Total	**$169,775**	**$495,005**	**$2,288**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	969,000	1,881,612
Total Expenditures	**$0**	**$969,000**	**$1,881,612**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	0	990,300	336,112
Supplies	0	0	519,288
Capital Outlay	0	0	0
Department Total	**$0**	**$990,300**	**$855,400**

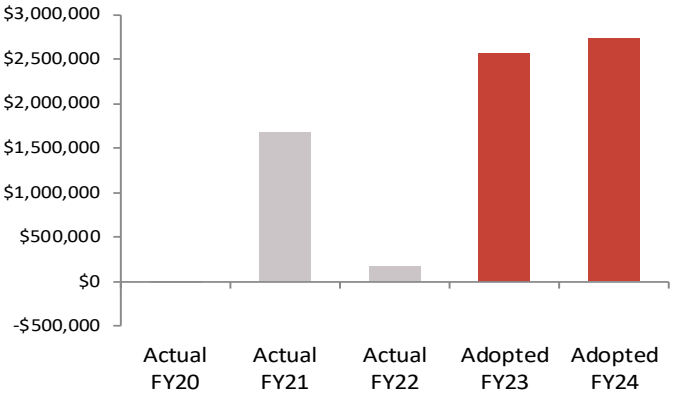
	Actual FY22	Adopted FY23	Adopted FY24
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	0	990,300	336,112
Supplies	169,775	495,005	521,576
Capital Outlay	0	1,087,626	1,881,612
Total Expenditures	**$169,775**	**$2,572,931**	**$2,739,300**
Use of Fund Balance			
Beginning Fund Balance	$2,507,378	$2,567,626	$2,564,940
Additions/(Reductions) to Fund Balance	60,248	(2,686) *	(2,564,940) **
Ending Fund Balance	**$2,567,626**	**$2,564,940** *	**$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



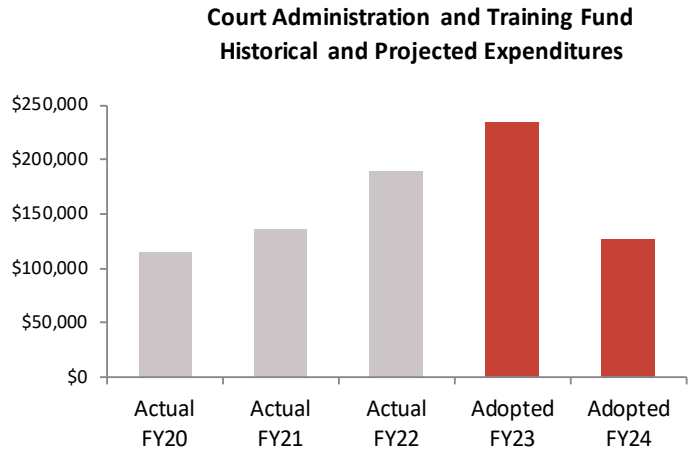
COURT ADMINISTRATION AND TRAINING FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Fees	$137,307	$150,332	$105,240
Fines	61	225	237
Interest	1,342	1,349	1,813
Fund Balance	0	81,948	19,710
Total Revenues	**$138,710**	**$233,854**	**$127,000**
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	6,649	12,000	12,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$6,649**	**$12,000**	**$12,000**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	179,306	159,629	105,000
Supplies	3,809	55,225	3,000
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$183,115**	**$214,854**	**$108,000**

	Actual FY22	Adopted FY23	Adopted FY24
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	185,955	178,629	124,000
Supplies	3,809	55,225	3,000
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$189,764**	**$233,854**	**$127,000**
Use of Fund Balance			
Beginning Fund Balance	$143,452	$92,398	$86,844
Additions/(Reductions) to Fund Balance	(51,054)	(5,554) *	(19,710) **
Ending Fund Balance	**$92,398**	**$86,844** *	**$67,134** **

* Estimated.

** Assumes budgeted revenues and 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..

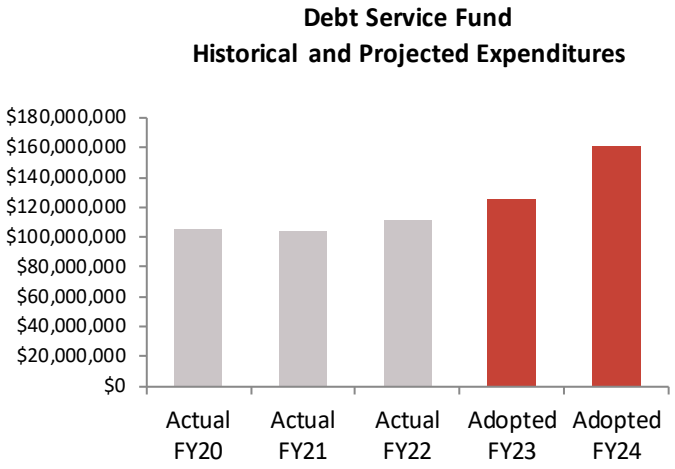
DEBT SERVICE FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Ad Valorem (Property Tax)	$101,874,717	$83,600,579	$121,229,086
Interest	2,084,882	2,000,000	1,500,000
Other	10,203,120	10,000,000	9,000,000
Fund Balance	0	30,284,116	28,849,130
Total Revenues	**$114,162,719**	**$125,884,695**	**$160,578,216**
Expenditures - Non-Departmental			
Judgments	$4,242,104	$4,800,000	$5,648,512
Judgment Interest	199,084	275,000	454,724
Fiscal Agency Fees	496,708	555,000	350,000
Bond Retirement	70,955,000	75,905,000	79,660,000
Interest on Bonds	35,031,900	32,585,719	33,940,281
Reserve For Future Debt Service Payments	0	11,763,976	40,524,699
Total Expenditures	**$110,924,796**	**$125,884,695**	**$160,578,216**
Use of Fund Balance			
Beginning Fund Balance	$132,086,616	$135,324,539	$116,804,399
Additions/(Reductions) to Fund Balance	3,237,923	(18,520,140) *	11,675,569 **
Ending Fund Balance	**$135,324,539**	**$116,804,399** *	**$128,479,968** **

* 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.

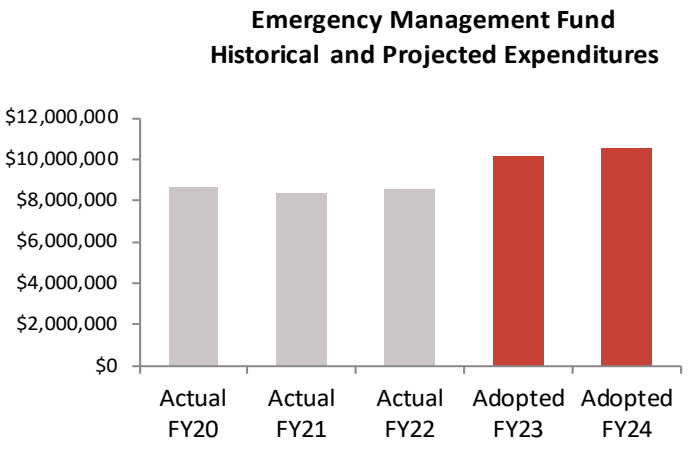
EMERGENCY MANAGEMENT FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Tariffs	$6,200,901	$6,393,731	$7,211,710
Interest	9,318	10,442	34,783
Transfers	2,300,000	3,584,933	3,095,854
Other	0	0	0
Fund Balance	0	200,000	200,000
Total Revenues	**$8,510,219**	**$10,189,106**	**$10,542,347**
Expenditures - Police			
Personal Services	$6,100,526	$7,639,134	$7,869,461
Other Services & Charges	2,501,060	2,542,903	2,665,817
Supplies	2,316	7,069	7,069
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$8,603,902**	**$10,189,106**	**$10,542,347**
Use of Fund Balance			
Beginning Fund Balance	$857,347	$763,664	$1,062,043
Additions/(Reductions) to Fund Balance	(93,683)	298,379 *	(200,000) **
Ending Fund Balance	**$763,664**	**$1,062,043** *	**$862,043** **

* Estimated.

** Assumes budgeted revenues and expenditures.

The Emergency Management Fund was established in FY90 to fund operations for the 911 emergency telephone and dispatch system, and the disaster preparedness and warning programs. The budget combines a subsidy from the General Fund, projected revenues from a charge to households and businesses accessing the system through their community or cell phone service, and fund balance and interest earned by the fund.



FIRE SALES TAX FUND (FIRE FIGHTING AND FIRE RESCUE

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Special Sales Tax	$50,368,143	$49,283,429	$54,665,872
Interest	170,606	144,261	490,694
Other	17,679	15,495	15,838
Service Charges	251,499	0	0
Fund Balance	0	1,749,421	1,466,070
Total Revenues	**$50,807,926**	**$51,192,606**	**$56,638,474**
Expenditures - Fire			
Personal Services	$38,309,042	$40,257,214	$41,447,447
Other Services & Charges	2,152,152	4,810,374	7,926,027
Supplies	3,569,895	4,078,705	4,265,000
Capital Outlay	1,278,461	2,046,313	3,000,000
Transfers	0	0	0
Total Expenditures	**$45,309,550**	**$51,192,606**	**$56,638,474**
Use of Fund Balance			
Beginning Fund Balance	$14,467,269	$19,965,645	$20,921,187
Additions/(Reductions) to Fund Balance	5,498,376	955,542 *	(1,466,070) **
Ending Fund Balance	**$19,965,645**	**$20,921,187** *	**$19,455,117** **

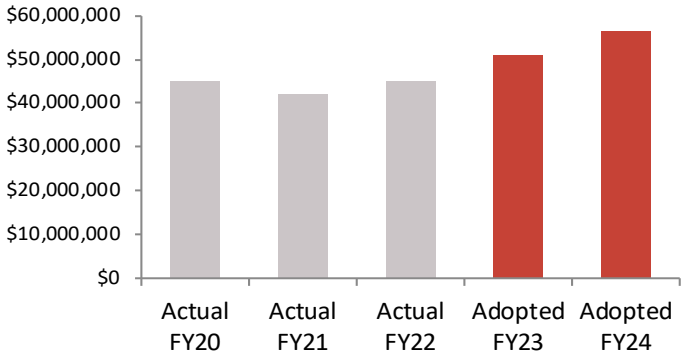
* Estimated.

** 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 FY22	Adopted FY23	Adopted FY24
Revenues - Operating			
Taxes	$402,855,231	$402,373,118	$441,191,945
Franchise Fees	45,536,667	45,985,654	55,368,664
Licenses & Permits	16,199,568	15,973,557	14,827,137
Service Charges	63,349,099	69,718,627	70,242,233
Fines	14,459,359	14,671,003	11,987,183
Transfers	128,099	68,762	63,522
Other Revenue	6,269,817	21,643,792	10,649,071
Total Revenues - Operating	**$548,797,839**	**$570,434,513**	**$604,329,755**
Revenues - Non-Operating			
Taxes	**$133,749,981**	**$132,062,015**	**$145,775,659**
Total Revenues - Non-Operating	**$133,749,981**	**$132,062,015**	**$145,775,659**
Total Revenues	**$682,547,821**	**$702,496,528**	**$750,105,414**
Expenditures - Operating			
City Auditor's Office			
Personal Services	$1,399,275	$1,280,690	$1,340,864
Other Services & Charges	45,201	155,618	168,100
Supplies	3,358	9,756	7,690
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,447,834**	**$1,446,064**	**$1,516,654**
City Clerk			
Personal Services	$819,984	$970,116	$1,021,430
Other Services & Charges	290,485	312,515	334,638
Supplies	10,543	5,052	5,052
Capital Outlay	0	0	0
Transfers	26,627	0	0
Department Total	**$1,147,639**	**$1,287,683**	**$1,361,120**
City Manager's Office			
Personal Services	$3,105,008	$3,544,016	$4,189,541
Other Services & Charges	373,114	513,210	709,379
Supplies	48,505	35,115	49,275
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$3,526,628**	**$4,092,341**	**$4,948,195**

	Actual FY22	Adopted FY23	Adopted FY24
Development Services			
Personal Services	$16,248,836	$15,842,717	$16,609,958
Other Services & Charges	3,021,946	3,146,253	3,527,842
Supplies	725,308	689,229	697,535
Capital Outlay	0	0	0
Transfers	217,825	22,319	122,319
Department Total	**$20,213,915**	**$19,700,518**	**$20,957,654**
Finance			
Personal Services	$7,235,203	$7,887,576	$8,513,961
Other Services & Charges	1,487,511	1,807,609	1,802,556
Supplies	142,740	120,204	115,760
Capital Outlay	843	0	0
Transfers	0	0	0
Department Total	**$8,866,298**	**$9,815,389**	**$10,432,277**
Fire			
Personal Services	$109,820,289	$108,461,149	$113,049,389
Other Services & Charges	7,613,251	8,671,350	10,548,896
Supplies	1,872,483	1,491,759	1,621,921
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$119,306,023**	**$118,624,258**	**$125,220,206**
General Services			
Personal Services	$3,486,058	$4,301,129	$4,458,176
Other Services & Charges	1,222,119	1,521,904	1,678,250
Supplies	134,113	235,127	154,554
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$4,842,290**	**$6,058,160**	**$6,290,980**
Human Resources			
Personal Services	$3,350,035	$3,667,060	$4,035,106
Other Services & Charges	694,417	857,467	1,106,424
Supplies	44,981	63,742	60,872
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$4,089,433**	**$4,588,269**	**$5,202,402**

	Actual FY22	Adopted FY23	Adopted FY24
Juvenile Justice - Municipal Court			
Personal Services	$823,836	$944,551	$987,416
Other Services & Charges	103,241	114,958	117,958
Supplies	2,353	2,631	2,631
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$929,431**	**$1,062,140**	**$1,108,005**
Juvenile Justice - Municipal Counselor			
Personal Services	$3,250	$0	$0
Other Services & Charges	0	0	0
Supplies	1,598	2,782	2,782
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$4,848**	**$2,782**	**$2,782**
Mayor and Council			
Personal Services	$1,019,714	$1,106,810	$1,138,404
Other Services & Charges	114,907	163,893	167,149
Supplies	20,709	10,420	10,420
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,155,330**	**$1,281,123**	**$1,315,973**
Municipal Court			
Personal Services	$4,074,219	$4,645,410	$4,703,978
Other Services & Charges	2,744,891	3,067,644	3,469,804
Supplies	87,547	199,934	194,772
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$6,906,657**	**$7,912,988**	**$8,368,554**
Municipal Counselor's Office			
Personal Services	$7,532,184	$7,590,505	$8,256,746
Other Services & Charges	647,692	619,750	899,137
Supplies	116,395	119,053	119,053
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$8,296,271**	**$8,329,308**	**$9,274,936**

	Actual FY22	Adopted FY23	Adopted FY24
Non-Departmental			
Personal Services	$17,947,197	$42,943,840	$42,500,337
Other Services & Charges	16,753,765	32,817,510	43,862,396
Supplies	12,510	27,500	27,500
Capital Outlay	0	0	0
Debt Service	0	10,000	10,000
Transfers	68,873,437	32,292,820	23,678,565
Department Total	**$103,586,908**	**$108,091,670**	**$110,078,798**
Parks and Recreation			
Personal Services	$13,196,420	$16,054,202	$17,000,969
Other Services & Charges	13,230,056	16,551,836	22,405,168
Supplies	2,125,837	2,493,539	2,228,949
Capital Outlay	76,107	74,084	0
Transfers	1,725,992	1,236,271	1,278,771
Department Total	**$30,354,413**	**$36,409,932**	**$42,913,857**
Planning			
Personal Services	$3,053,652	$4,514,439	$4,564,707
Other Services & Charges	1,309,836	1,767,378	1,826,156
Supplies	21,940	65,566	41,532
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$4,385,428**	**$6,347,383**	**$6,432,395**
Police			
Personal Services	$130,681,606	$138,565,421	$145,651,912
Other Services & Charges	18,793,178	20,476,538	21,661,951
Supplies	1,068,081	985,789	1,118,055
Capital Outlay	0	0	850,000
Transfers	2,500,000	4,550,480	3,565,854
Department Total	**$153,042,864**	**$164,578,228**	**$172,847,772**
Public Transportation and Parking			
Other Services & Charges	$21,183,821	$29,496,480	$37,576,254
Transfers	668,757	1,114,426	1,146,999
Department Total	**$21,852,578**	**$30,610,906**	**$38,723,253**
Public Works			
Personal Services	$21,798,033	$21,727,204	$22,826,177
Other Services & Charges	8,385,254	13,845,325	10,708,829
Supplies	3,575,036	4,622,842	3,798,936
Capital Outlay	0	0	0
Transfers	7,265,000	0	0
Department Total	**$41,023,323**	**$40,195,371**	**$37,333,942**

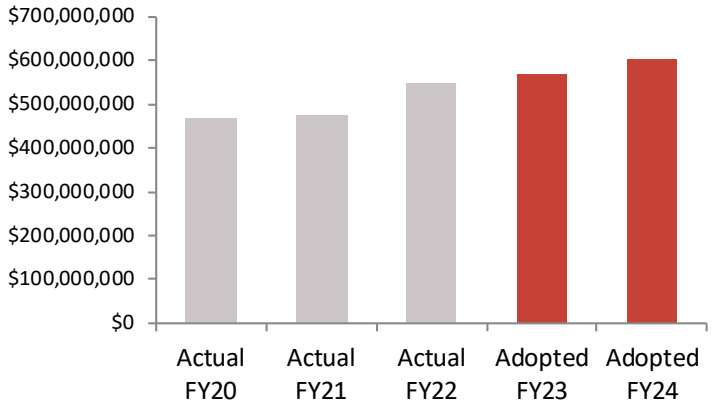
	Actual FY22	Adopted FY23	Adopted FY24
All Departments - Operating			
Personal Services	$345,594,799	$384,046,835	$400,849,071
Other Services & Charges	98,014,685	135,907,238	162,570,887
Supplies	10,014,039	11,180,040	10,257,289
Capital Outlay	76,950	74,084	850,000
Debt Service	0	10,000	10,000
Transfers	81,277,638	39,216,316	29,792,508
Total Operating Expenditures	**$534,978,111**	**$570,434,513**	**$604,329,755**
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	133,755,305	132,062,015	145,775,659
Department Total	**$133,755,305**	**$132,062,015**	**$145,775,659**
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	133,755,305	132,062,015	145,775,659
Total Operating Expenditures	**$133,755,305**	**$132,062,015**	**$145,775,659**
Total All Departments Operating and Non-Operating			
Personal Services	$345,594,799	$384,046,835	$400,849,071
Other Services & Charges	98,014,685	135,907,238	162,570,887
Supplies	10,014,039	11,180,040	10,257,289
Capital Outlay	76,950	74,084	850,000
Debt Service	0	10,000	10,000
Transfers	215,032,943	171,278,331	175,568,167
Total General Fund Expenditures	**$668,733,416**	**$702,496,528**	**$750,105,414**
Use of Fund Balance			
Beginning Fund Balance	$121,351,122	$135,170,851	$164,078,528
Additions/(Reductions) to Fund Balance	13,819,729	28,907,677 *	0 **
Ending Fund Balance	**$135,170,851**	**$164,078,528** *	**$164,078,528** **

* Estimated.

** Assumes budgeted revenues and expenditures.

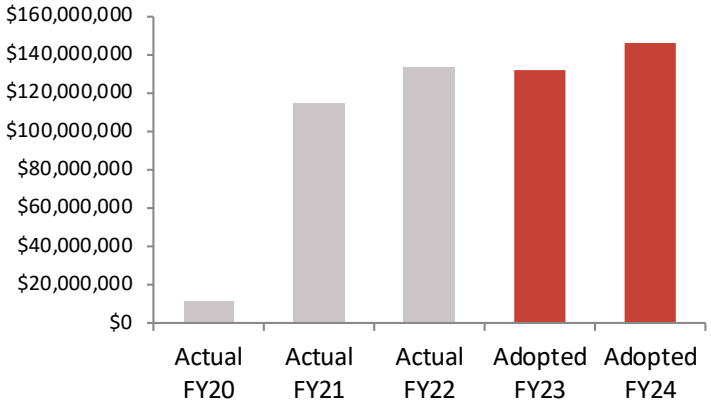
The General Fund is used to account for all funds received and disbursed for general municipal government purposes including all assets, liabilities, reserves, fund balances, revenues and expenditures that are not accounted for in any other fund.

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 FY22	Adopted FY23	Adopted FY24
Revenues			
Department of Energy	$0	$0	$0
Department of Homeland Security	7,047,330	0	0
Department of Housing and Urban Development	20,106,386	52,694,432	48,631,089
Department of Interior	58,667	51,930	76,469
Department of Justice	1,322,251	2,763,862	2,693,979
Department of Transportation	356,267	983,644	1,079,502
Department of the Treasury	83,022	58,000,000	50,000,000
Environmental Protection Agency	614,205	1,487,793	4,831,392
Federal Emergency Management Agency	0	0	0
Federal Railroad Administration	(0)	0	0
Other - Misc Grants, Loan Repayments, Etc.	12,956,043	25,000	0
State and Local Grants	540,255	1,182,512	1,043,951
Total Revenues [(a)]	**$43,084,426**	**$117,189,173**	**$108,356,382**

	Actual FY22	Adopted FY23	Adopted FY24
Expenditures			
Development Services			
Personal Services	$36,684	$25,000	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$36,684**	**$25,000**	**$0**
Fire			
Personal Services	$118,680	$0	$0
Other Services & Charges	0	0	0
Supplies	46,569	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$165,249**	**$0**	**$0**
Non-Departmental			
Personal Services	$8,912,955	$0	$0
Other Services & Charges	35,157,144	58,000,000	50,000,000
Supplies	594,001	0	0
Capital Outlay	1,277,744	0	0
Transfers	0	0	0
Department Total	**$45,941,843**	**$58,000,000**	**$50,000,000**
Parks and Recreation			
Personal Services	$677,862	$0	$0
Other Services & Charges	1,512,789	0	0
Supplies	475,532	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$2,666,184**	**$0**	**$0**

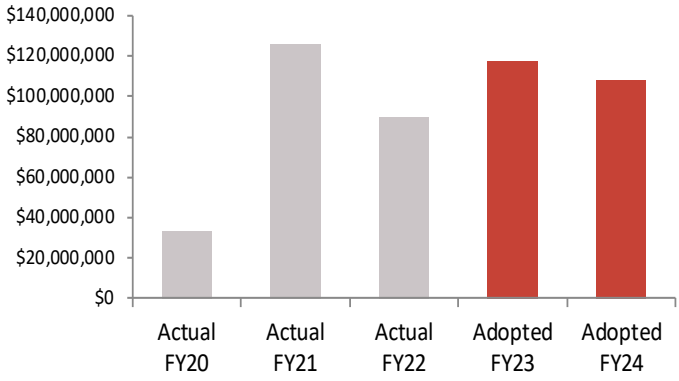
	Actual FY22	Adopted FY23	Adopted FY24
Planning			
Personal Services	$1,799,459	$4,877,110	$6,019,130
Other Services & Charges	31,758,738	49,796,372	47,912,375
Supplies	11,776	37,620	35,950
Capital Outlay	0	0	0
Transfers	948,521	0	0
Department Total	**$34,518,494**	**$54,711,102**	**$53,967,455**
Police			
Personal Services	$1,131,253	$2,561,512	$2,549,746
Other Services & Charges	400,349	1,269,215	1,224,385
Supplies	473,433	116,372	413,286
Capital Outlay	123,282	304,462	0
Transfers	0	0	0
Department Total	**$2,128,317**	**$4,251,561**	**$4,187,417**
Public Works			
Personal Services	$381,451	$201,510	$201,510
Other Services & Charges	3,604,597	0	0
Supplies	124,394	0	0
Capital Outlay	155,175	0	0
Transfers	0	0	0
Department Total	**$4,265,617**	**$201,510**	**$201,510**
All Departments			
Personal Services	$13,058,344	$7,665,132	$8,770,386
Other Services & Charges	72,433,617	109,065,587	99,136,760
Supplies	1,725,705	153,992	449,236
Capital Outlay	1,556,201	304,462	0
Transfers	948,521	0	0
Total Expenditures	**$89,722,388**	**$117,189,173**	**$108,356,382**

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

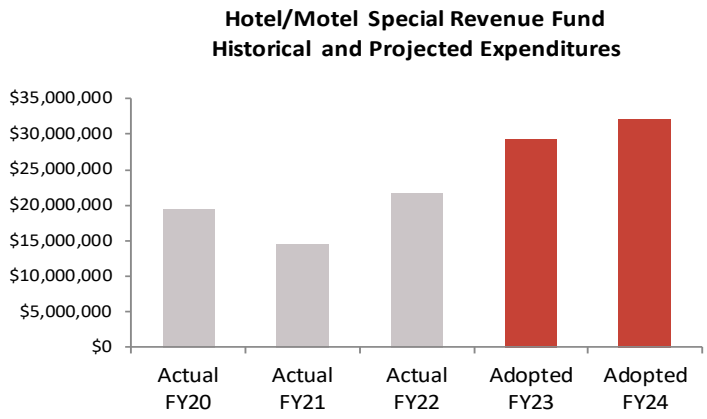


HOTEL/MOTEL TAX SPECIAL REVENUE FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Hotel/Motel Tax	$16,683,983	$17,106,042	$17,075,485
Interest	67,766	41,334	167,068
Other	250,000	250,000	500,000
Transfers	8,340,408	9,157,471	9,053,771
Fund Balance	0	2,755,625	5,464,088
Total Revenues	**$25,342,157**	**$29,310,472**	**$32,260,412**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	6,872,389	8,740,223	8,812,637
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	14,806,916	20,570,249	23,447,775
Total Expenditures	**$21,679,305**	**$29,310,472**	**$32,260,412**
Use of Fund Balance			
Beginning Fund Balance	$5,927,942	$9,590,793	$9,840,582
Additions/(Reductions) to Fund Balance	3,662,852	249,789 *	(5,464,088) **
Ending Fund Balance	**$9,590,793**	**$9,840,582** *	**$4,376,494** **

* Estimated.

** Assumes budgeted revenues and expenditures.



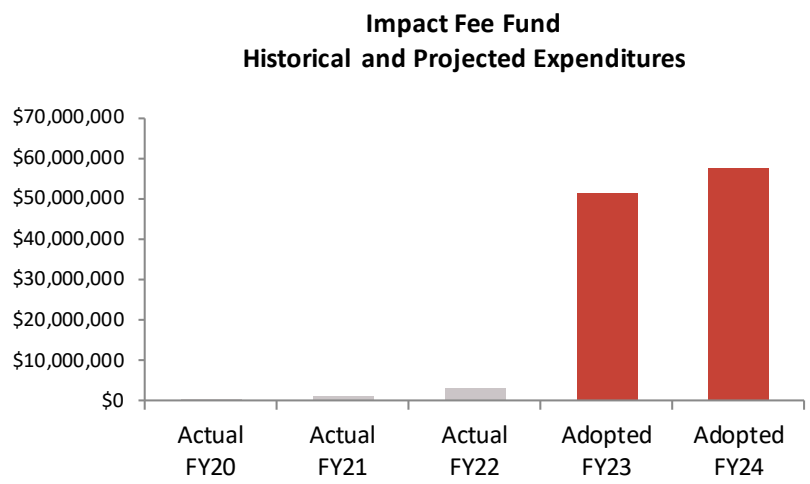
On December 14, 2004, the Oklahoma City voters approved a 5.5% hotel occupancy tax. The tax rate went into effect on January 1, 2005 and Ordinance No. 22,538 provides for three specific uses. Four-elevenths or 2% is dedicated to encouraging, promoting, and fostering convention and tourism development 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 FY22	Adopted FY23	Adopted FY24
Revenues			
Impact Fees	$12,986,334	$9,804,725	$7,283,717
Interest	367,020	451,239	437,862
Fund Balance	0	40,874,706	49,848,807
Total Revenues	**$13,353,354**	**$51,130,670**	**$57,570,386**
Expenditures - Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	1,439,872	22,179,188	20,825,578
Supplies	0	0	0
Capital Outlay	1,438,651	28,951,482	36,744,808
Transfers	0	0	0
Department Total	**$2,878,524**	**$51,130,670**	**$57,570,386**
Use of Fund Balance			
Beginning Fund Balance	$34,877,585	$45,352,415	$49,848,807
Additions/(Reductions) to Fund Balance	10,474,830	4,496,392 *	(49,848,807) **
Ending Fund Balance	**$45,352,415**	**$49,848,807** *	**$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.

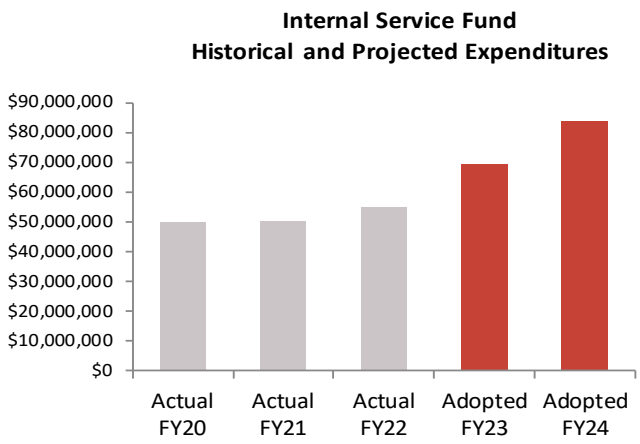
INTERNAL SERVICE FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Interest	$152,196	$64,180	$88,684
Information Technology Chargebacks	31,164,015	34,488,860	38,901,480
Risk Management Chargebacks	15,487,735	19,796,799	26,749,141
Print Shop Chargebacks	825,516	992,377	1,076,901
Fleet Services Chargebacks	9,465,626	10,431,978	11,360,152
Licenses, Permits and Fees	0	0	0
Other	459,923	433,110	273,387
Services	614	0	0
Transfers	642,414	100,000	315,413
Fund Balance	0	2,869,518	4,951,354
Total Revenues	**$58,198,039**	**$69,176,822**	**$83,716,512**
Expenditures			
City Manager's Office - Print Shop			
Personal Services	$241,222	$263,714	$358,910
Other Services & Charges	467,931	598,482	613,772
Supplies	114,591	261,768	172,700
Capital Outlay	0	132,200	30,700
Transfers	0	0	0
Department Total	**$823,744**	**$1,256,164**	**$1,176,082**
Finance - Risk Management			
Personal Services	$1,051,372	$1,277,657	$1,313,252
Other Services & Charges	652,664	828,083	961,169
Supplies	19,983	24,629	24,629
Capital Outlay	0	0	0
Transfers	13,853,653	17,760,326	24,600,315
Department Total	**$15,577,672**	**$19,890,695**	**$26,899,365**
General Services - Fleet Services			
Personal Services	$2,640,326	$2,984,387	$3,287,508
Other Services & Charges	915,729	1,268,987	1,395,072
Supplies	5,954,700	6,450,681	7,127,572
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$9,510,755**	**$10,704,055**	**$11,810,152**
Information Technology			
Personal Services	$12,929,652	$14,585,370	$16,754,708
Other Services & Charges	5,272,579	8,843,800	9,657,606
Supplies	667,418	2,885,231	4,112,448
Capital Outlay	0	157,649	327,276
Transfers	10,094,318	10,853,858	12,978,875
Department Total	**$28,963,967**	**$37,325,908**	**$43,830,913**

	Actual FY22	Adopted FY23	Adopted FY24
All Departments			
Personal Services	$16,862,573	$19,111,128	$21,714,378
Other Services & Charges	7,308,902	11,539,352	12,627,619
Supplies	6,756,692	9,622,309	11,437,349
Capital Outlay	0	289,849	357,976
Transfers	23,947,971	28,614,184	37,579,190
Total Expenditures	**$54,876,138**	**$69,176,822**	**$83,716,512**
Use of Fund Balance			
Beginning Fund Balance	$8,079,502	$11,401,403	$11,947,466
Additions/(Reductions) to Fund Balance	3,321,901	546,063 *	(4,951,354) **
Ending Fund Balance	**$11,401,403**	**$11,947,466** *	**$6,996,112** **

* 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).

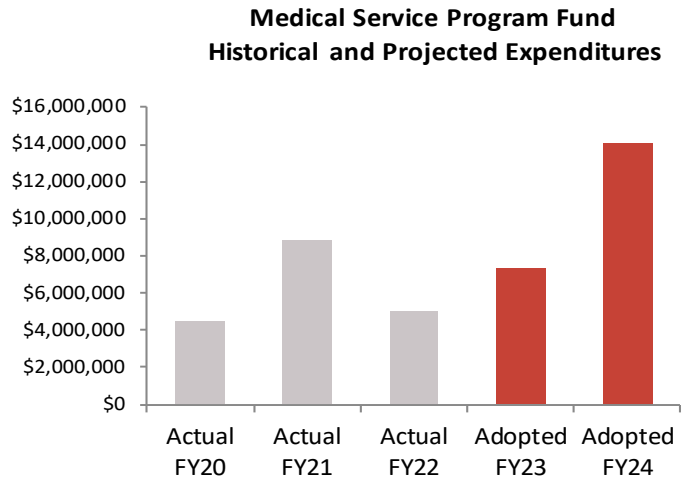
MEDICAL SERVICE PROGRAM FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Medical Service Program Fee	$7,094,410	$7,264,344	$14,027,544
Interest	94,816	78,808	78,808
Other	0	0	0
Fund Balance	0	0	0
Total Revenues	**$7,189,226**	**$7,343,152**	**$14,106,352**
Expenditures - Fire			
Personal Services	$0	$0	$3,350,128
Other Services & Charges	0	0	342,952
Supplies	0	0	570,120
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$0**	**$0**	**$4,263,200**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	4,981,393	7,343,152	9,843,152
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$4,981,393**	**$7,343,152**	**$9,843,152**
All Departments			
Personal Services	$0	$0	$3,350,128
Other Services & Charges	4,981,393	7,343,152	10,186,104
Supplies	0	0	570,120
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$4,981,393**	**$7,343,152**	**$14,106,352**
Use of Fund Balance			
Beginning Fund Balance	$9,009,638	$11,217,471	$11,179,165
Additions/(Reductions) to Fund Balance	2,207,833	(38,306) *	0 **
Ending Fund Balance	**$11,217,471**	**$11,179,165** *	**$11,179,165** **

* Estimated.

** Assumes budgeted revenues and expenditures.

MEDICAL SERVICE PROGRAM FUND



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 for medical transport services, as well as, the administrative costs of the Utilities Department for operating the billing and customer service aspects of the program.

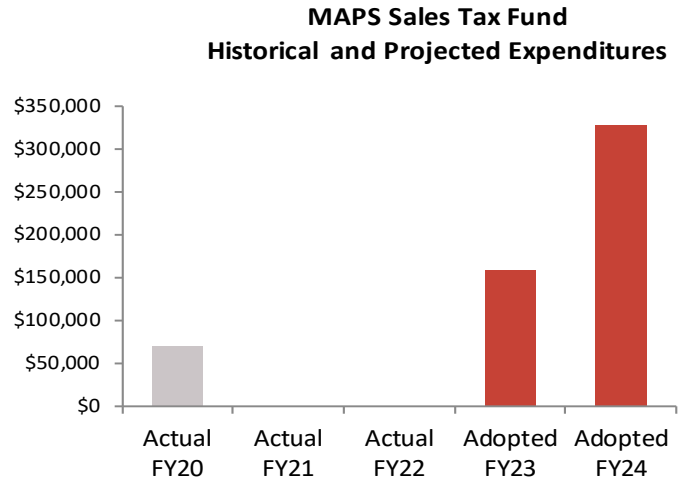
METROPOLITAN AREA PROJECTS (MAPS) SALES TAX

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Sales Tax	$0	$0	$0
Interest	178	43	15,687
Other	3	6	0
Fund Balance	0	159,859	312,603
Total Revenues	**$181**	**$159,908**	**$328,290**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	154,308	20,221
Supplies	0	0	0
Capital Outlay	0	5,600	5,600
Transfers	0	0	0
Total Expenditures	**$0**	**$159,908**	**$25,821**
Expenditures - Parks and Recreation			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	302,469
Transfers	0	0	0
Total Expenditures	**$0**	**$0**	**$302,469**
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	0	154,308	20,221
Supplies	0	0	0
Capital Outlay	0	5,600	308,069
Debt Service	0	0	0
Transfers	**$0**	**$159,908**	**$328,290**
Use of Fund Balance			
Beginning Fund Balance	$160,009	$160,009	$625,206
Additions/(Reductions) to Fund Balance	0	465,197 *	(312,603) **
Ending Fund Balance	**$160,009**	**$625,206** *	**$312,603** **

* Estimated.

** Assumes budgeted revenues and expenditures.

METROPOLITAN AREA PROJECTS (MAPS) SALES TAX



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.

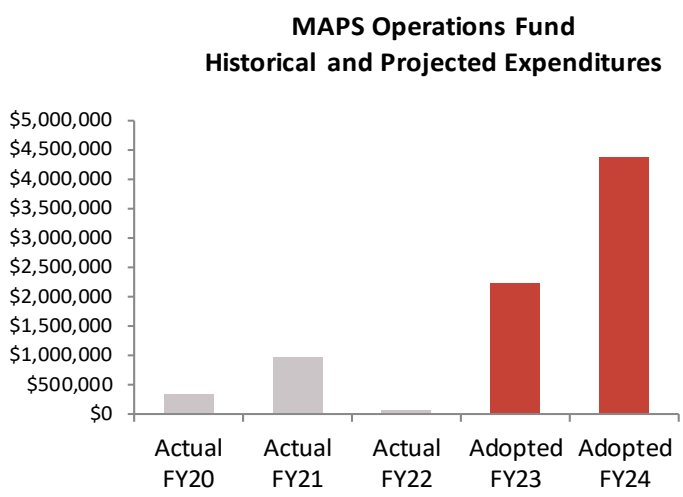
The ordinance established a limited purpose tax fund to be expended only for specified projects, including improvements to the North Canadian River; a metropolitan learning center; a baseball park; improvement of the Myriad Convention Center; improvement of the Civic Center Music Hall; improvement of 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 FY22	Adopted FY23	Adopted FY24
Revenues			
Use Tax	$0	$0	$0
Interest	36,756	31,528	9,875
Other	0	0	0
Transfers	0	0	0
Fund Balance	0	2,204,588	4,377,616
Total Revenues	**$36,756**	**$2,236,116**	**$4,387,491**
Expenditures			
Parks and Recreation			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	731,600
Transfers	0	0	0
Department Total	**$0**	**$0**	**$731,600**
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	27,712	27,713
Supplies	77,331	707,706	419,050
Capital Outlay	0	1,500,698	3,209,128
Transfers	0	0	0
Department Total	**$77,331**	**$2,236,116**	**$3,655,891**
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	0	27,712	27,713
Supplies	77,331	707,706	419,050
Capital Outlay	0	1,500,698	3,940,728
Transfers	0	0	0
Total Expenditures	**$77,331**	**$2,236,116**	**$4,387,491**
Use of Fund Balance			
Beginning Fund Balance	$4,080,673	$4,040,098	$4,377,616
Additions/(Reductions) to Fund Balance	(40,575)	337,518 *	(4,377,616) **
Ending Fund Balance	**$4,040,098**	**$4,377,616** *	**$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.

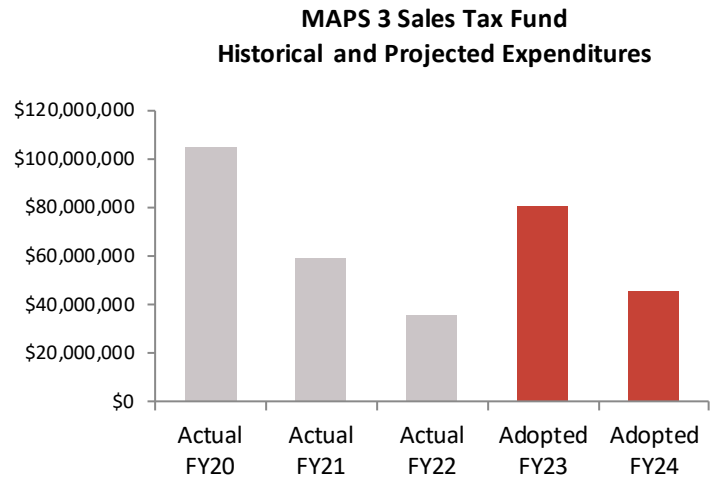
Funds collected from the additional levy were accounted for separately and are to be used for operating, maintaining, and replacing capital as needed on any or all of the nine major MAPS projects. The MAPS Operations Fund budget reflects only the funding for adopted expenditures.

MAPS 3 SALES TAX FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Sales Tax	$402,293	$500,000	$0
Interest	728,832	329,821	755,342
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	79,785,374	44,992,391
Total Revenues	**$1,131,125**	**$80,615,195**	**$45,747,733**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	59,596	3,249	3,249
Supplies	518,081	70,783	0
Capital Outlay	34,878,419	80,406,765	45,611,316
Transfers	0	134,398	133,168
Total Expenditures	**$35,456,096**	**$80,615,195**	**$45,747,733**
Use of Fund Balance			
Beginning Fund Balance	$94,075,471	$59,750,500	$79,785,374
Additions/(Reductions) to Fund Balance	(34,324,971)	20,034,874 *	(44,992,391) **
Ending Fund Balance	**$59,750,500**	**$79,785,374** *	**$34,792,983** **

* 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.

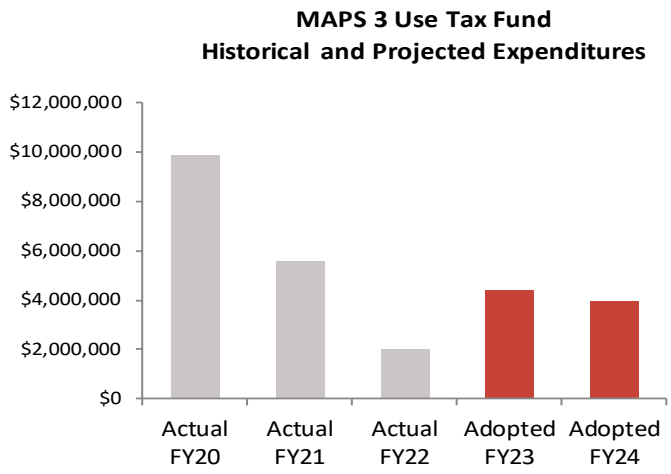
MAPS 3 USE TAX FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Use Tax	($1,052,181)	$0	$0
Interest	47,752	33,983	66,886
Service Charges	700,674	600,000	0
Transfers	0	0	0
Fund Balance	0	3,721,768	3,884,589
Other	195,846	55,000	0
Total Revenues	**($107,909)**	**$4,410,751**	**$3,951,475**
Expenditures			
City Manager's Office			
Personal Services	$860,799	$330,776	$59,165
Other Services & Charges	1,043,064	563,171	400,213
Supplies	22,194	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,926,058**	**$893,947**	**$459,378**
Fire Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	43	43
Transfers	0	0	0
Department Total	**$0**	**$43**	**$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 FY22	Adopted FY23	Adopted FY24
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	1,684,699	1,874,644
Transfers	0	0	0
Department Total	**$0**	**$1,684,699**	**$1,874,644**
Police Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	6,537	5,909
Supplies	0	1,487,628	1,366,033
Capital Outlay	91,319	129,928	37,499
Transfers	0	0	0
Department Total	**$91,319**	**$1,624,093**	**$1,409,441**
All Departments			
Personal Services	$860,799	$330,776	$59,165
Other Services & Charges	1,043,064	578,034	414,448
Supplies	22,194	1,487,628	1,366,033
Capital Outlay	91,319	2,014,313	2,111,829
Transfers	0	0	0
Total Expenditures	**$2,017,377**	**$4,410,751**	**$3,951,475**
Use of Fund Balance			
Beginning Fund Balance	$7,333,361	$5,208,076	$3,884,589
Additions/(Reductions) to Fund Balance	(2,125,285)	(1,323,487) *	(3,884,589) **
Ending Fund Balance	**$5,208,076**	**$3,884,589** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



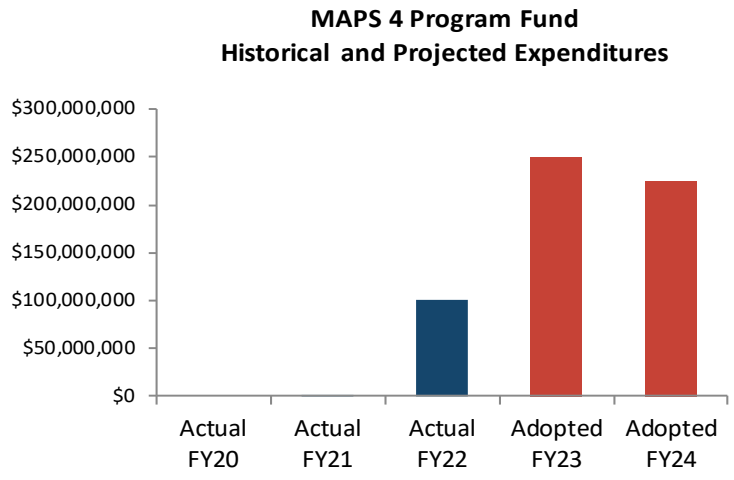
Following the approval of the one-cent MAPS 3 Sales Tax by City voters on December 8, 2009, the City Council approved an ordinance based on state statute that amended the City's use tax rate to be equal to the sales tax rate. The MAPS 3 Use Tax will be in effect for the same seven years and nine months 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 FY22	Adopted FY23	Adopted FY24
Revenues			
Interest	$1,478,942	$1,524,780	$0
Transfers	133,755,305	132,062,015	145,775,659
Fund Balance	0	116,826,164	79,565,095
Total Revenues	**$135,234,247**	**$250,412,959**	**$225,340,754**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	20,212,166	170,412,959	225,340,754
Transfers	80,000,000	80,000,000	0
Total Expenditures	**$100,212,166**	**$250,412,959**	**$225,340,754**
Use of Fund Balance			
Beginning Fund Balance	$124,888,373	$159,910,454	$79,565,095
Additions/(Reductions) to Fund Balance	35,022,081	(80,345,359) *	(79,565,095) **
Ending Fund Balance	**$159,910,454**	**$79,565,095** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



On December 10, 2019, the Oklahoma City voters approved a one-cent sales tax for MAPS 4 Program. The temporary general fund tax will begin on April 1, 2020 and will last for eight years, generating an estimated $978 million. The City will begin collecting revenue from the sales tax in May 2020. The initiative contains a broad array of sixteen projects addressing a variety of human and community needs including: enhancements to City parks; four new youth centers; a new senior wellness center and assistance to low-income seniors; three new mental health and addiction support centers; a family justice center; transit improvements, sidewalks, bike lanes, trails and streetlights; support for residents experiencing homelessness; maintenance and enhancements to 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.

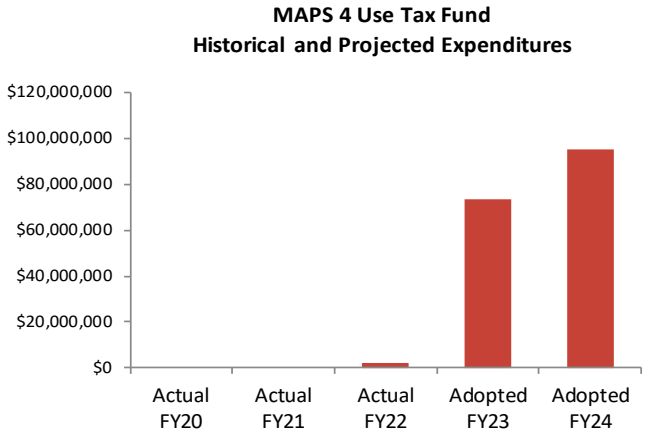
MAPS 4 USE TAX FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Use Tax	$28,954,734	$29,365,494	$32,013,732
Interest	374,606	324,065	1,482,565
Service Charges	0	0	0
Transfers	0	0	598,399
Fund Balance	0	44,023,515	61,204,035
Other	214,235	0	75,605
Total Revenues	**$29,543,574**	**$73,713,074**	**$95,374,336**
Expenditures			
City Manager's Office			
Personal Services	$1,609,846	$2,586,207	$3,054,697
Other Services & Charges	240,752	14,138,390	14,473,091
Supplies	0	108,500	114,500
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$1,850,598**	**$16,833,097**	**$17,642,288**
Fire Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	130,000
Supplies	0	0	1,491,066
Capital Outlay	0	21,240,000	26,955,508
Transfers	0	0	0
Department Total	**$0**	**$21,240,000**	**$28,576,574**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	21,165	1,019,700	445,198
Supplies	47,809	7,460,293	5,031,874
Capital Outlay	0	65,000	0
Transfers	0	0	0
Department Total	**$68,974**	**$8,544,993**	**$5,477,072**

	Actual FY22	Adopted FY23	Adopted FY24
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	13,887,236	19,384,019
Transfers	0	0	0
Department Total	**$0**	**$13,887,236**	**$19,384,019**
Police Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	11,000
Supplies	0	8,015,649	18,652,980
Capital Outlay	0	5,192,099	5,630,403
Transfers	0	0	0
Department Total	**$0**	**$13,207,748**	**$24,294,383**
All Departments			
Personal Services	$1,609,846	$2,586,207	$3,054,697
Other Services & Charges	261,917	15,158,090	15,059,289
Supplies	47,809	15,584,442	25,290,420
Capital Outlay	0	40,384,335	51,969,930
Transfers	0	0	0
Total Expenditures	**$1,919,573**	**$73,713,074**	**$95,374,336**
Use of Fund Balance			
Beginning Fund Balance	$25,785,483	$53,409,485	$61,486,769
Additions/(Reductions) to Fund Balance	27,624,002	8,077,284 *	(61,204,035) **
Ending Fund Balance	**$53,409,485**	**$61,486,769** *	**$282,734** **

* 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.

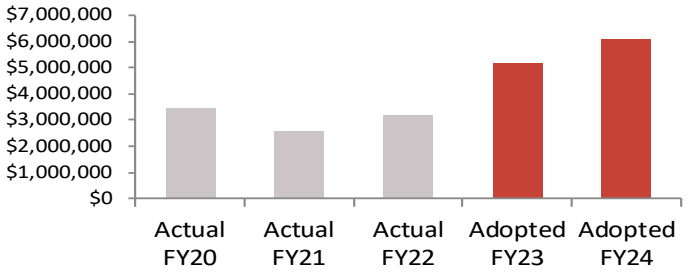
OKLAHOMA CITY IMPROVEMENT AND SPECIAL SERVICES ASSESSMENT DISTRICTS FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Assessments	$3,422,848	$5,113,307	$6,012,549
Interest	24,089	22,415	32,220
Service Charges	0	6,336	750
Transfers	0	0	0
Fund Balance	0	0	0
Total Revenues	**$3,446,938**	**$5,142,058**	**$6,045,519**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	3,138,119	5,142,058	6,045,519
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$3,138,119**	**$5,142,058**	**$6,045,519**
Use of Fund Balance			
Beginning Fund Balance	$2,686,352	$2,995,171	$0
Additions/(Reductions) to Fund Balance	308,818	(2,995,171) *	0 **
Ending Fund Balance	**$2,995,171**	**$0** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.

OKC Improvement and Special Services Assessment Districts Fund Historical and Projected 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 Western Avenue, and Capitol Hill BIDs have been renewed for a second ten-year term, while the Downtown and Stockyards BIDs have 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.

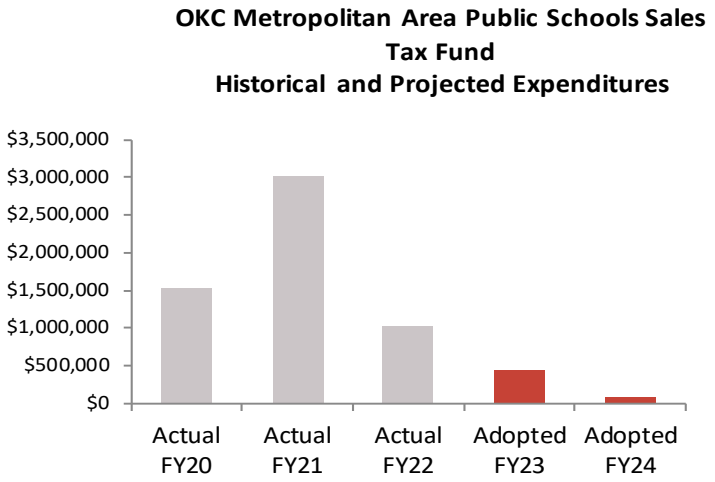
OKLAHOMA CITY METROPOLITAN AREA PUBLIC SCHOOLS SALES TAX FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
City/Schools Sales Tax	$0	$0	$0
Interest	4,853	2,538	0
Other	4,208	0	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	426,492	81,285
Total Revenues	**$9,061**	**$429,030**	**$81,285**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	2,545	49,951
Supplies	0	0	0
Capital Outlay	1,012,201	426,485	31,334
Transfers	0	0	0
Total Expenditures	**$1,012,201**	**$429,030**	**$81,285**
Use of Fund Balance			
Beginning Fund Balance	$1,223,260	$220,121	$81,285
Additions/(Reductions) to Fund Balance	(1,003,139)	(138,836) *	(81,285) **
Ending Fund Balance	**$220,121**	**$81,285** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.

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

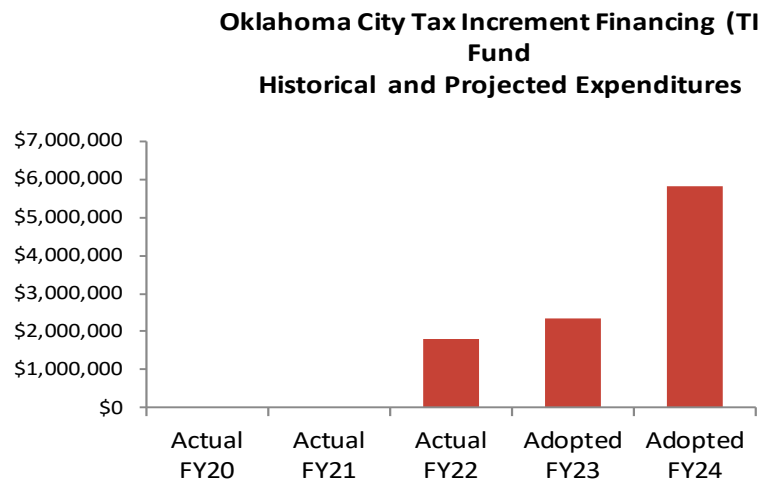


OKLAHOMA CITY TAX INCREMENT FINANCING (TIF) FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Tax Increment Financing Match	$2,699,802	$2,350,000	$5,250,000
Interest	2,287	70	0
Fund Balance	0	9,235	550,000
Total Revenues	**$2,702,089**	**$2,359,305**	**$5,800,000**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	1,790,144	2,359,305	5,800,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Reserve for Future Capital Costs	0	0	0
Total Expenditures	**$1,790,144**	**$2,359,305**	**$5,800,000**
Use of Fund Balance			
Beginning Fund Balance	($911,945)	$0	$550,000
Additions/(Reductions) to Fund Balance	911,945	550,000 *	(550,000) **
Ending Fund Balance	**$0**	**$550,000** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



As part of the creation of some TIF districts, the State of Oklahoma committed to match sales and use tax derived from improvement efforts in the respective areas. This dedicated fund is restricted for economic development purposes associated with these TIF districts and is currently used to fund tax anticipation debt repayment in the Oklahoma City Economic Development Trust.

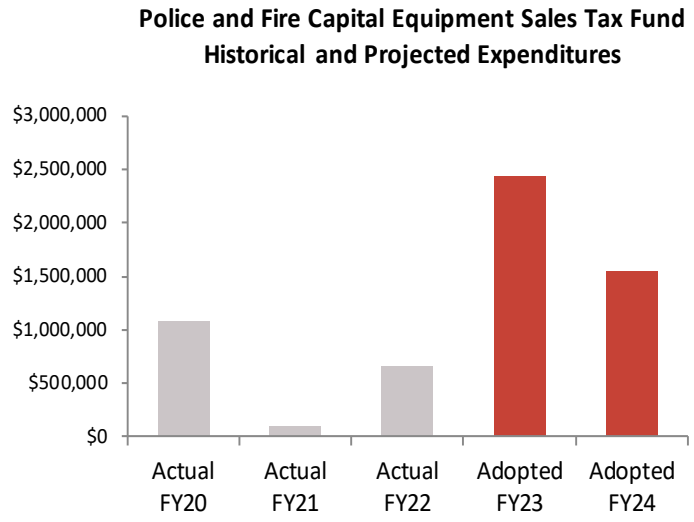
POLICE AND FIRE CAPITAL EQUIPMENT SALES TAX FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Police and Fire Equipment Sales Tax	$0	$0	$0
Interest	21,421	10,028	30,698
Other	11,279	0	0
Fund Balance	0	2,424,070	1,512,797
Total Revenues	**$32,700**	**$2,434,098**	**$1,543,495**
Expenditures			
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	718,599	568,600
Supplies	0	102,631	102,630
Capital Outlay	0	359,092	422,455
Transfers	0	0	0
Department Total	**$0**	**$1,180,322**	**$1,093,685**
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	1,936	1,936
Supplies	0	0	0
Capital Outlay	0	57,011	7,010
Transfers	0	0	0
Department Total	**$0**	**$58,947**	**$8,946**
Information Technology			
Personal Services	$0	$0	$0
Other Services & Charges	5,500	34,928	76,505
Supplies	652,872	889,053	162,813
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$658,372**	**$923,981**	**$239,318**
Non-Department			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	100,000	30,698
Transfers	0	0	0
Department Total	**$0**	**$100,000**	**$30,698**

	Actual FY22	Adopted FY23	Adopted FY24
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	5,500	755,463	647,041
Supplies	652,872	995,167	268,926
Capital Outlay	0	683,468	627,528
Transfers	0	0	0
Total Expenditures	**$658,372**	**$2,434,098**	**$1,543,495**
Use of Fund Balance			
Beginning Fund Balance	$2,511,546	$1,885,874	$3,025,594
Additions/(Reductions) to Fund Balance	(625,672)	1,139,720 *	(1,512,797) **
Ending Fund Balance	**$1,885,874**	**$3,025,594** *	**$1,512,797** **

* 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)

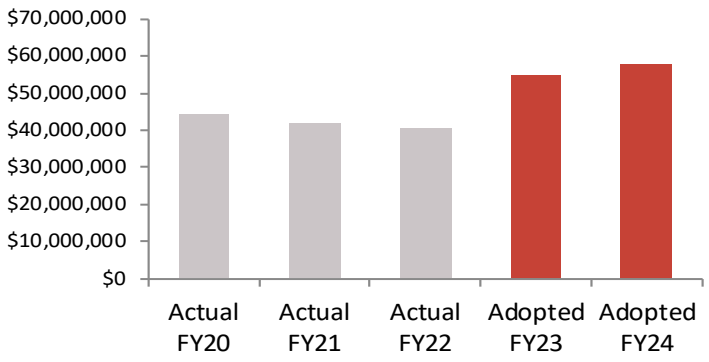
	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Special Sales Tax	$50,368,143	$49,283,429	$54,665,872
Interest	227,108	190,798	672,914
Other	31,476	0	0
Service Charges	157,253	232,784	159,000
Transfers	0	0	0
Fund Balance	0	5,084,880	2,411,538
Total Revenues	**$50,783,980**	**$54,791,891**	**$57,909,324**
Expenditures - Police			
Personal Services	$36,112,057	$42,180,332	$44,960,900
Other Services & Charges	3,041,593	7,017,015	7,010,340
Supplies	1,470,529	3,729,799	3,022,379
Capital Outlay	9,263	1,864,745	2,915,705
Transfers	0	0	0
Total Expenditures	**$40,633,443**	**$54,791,891**	**$57,909,324**
Use of Fund Balance			
Beginning Fund Balance	$17,735,941	$27,886,478	$29,704,166
Additions/(Reductions) to Fund Balance	10,150,537	1,817,688 *	(2,411,538) **
Ending Fund Balance	**$27,886,478**	**$29,704,166** *	**$27,292,628** **

* 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



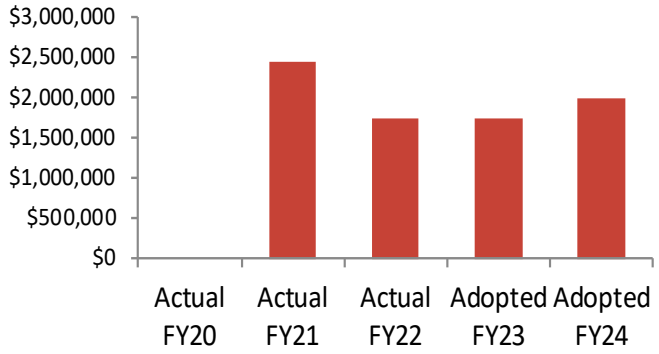
SPECIAL ASSESSMENT DISTRICTS FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Assessments	$0	$1,754,000	$1,997,000
Interest	279	0	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	0	0
Total Revenues	**$279**	**$1,754,000**	**$1,997,000**
Expenditures - Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	1,745,033	1,754,000	1,997,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$1,745,033**	**$1,754,000**	**$1,997,000**
Use of Fund Balance			
Beginning Fund Balance	$1,887,238	$142,484	$0
Additions/(Reductions) to Fund Balance	(1,744,754)	(142,484) *	0 **
Ending Fund Balance	**$142,484**	**$0** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.

Special Assessment Districts Fund
Historical and Projected 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

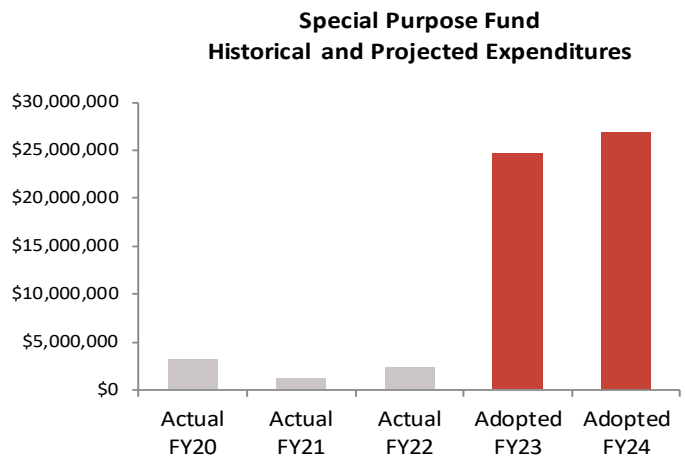
	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Donations	$1,141,860	$279,459	$1,385,440
Fees	88,905	153,110	100,726
Interest	298,609	264,246	201,912
Other	272,492	1,020,500	2,142,500
Service Charges	100,990	136,850	59,120
Transfers	1,100,000	1,000,000	1,600,000
Fund Balance	0	21,856,018	21,345,757
Total Revenues	**$3,002,857**	**$24,710,183**	**$26,835,455**
Expenditures			
City Clerk's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	770	776
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$770**	**$776**
City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	308,248	8,308	7
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	2,990	3,040	11,431
Department Total	**$311,238**	**$11,348**	**$11,438**
Development Services			
Personal Services	$0	$0	$0
Other Services & Charges	187,140	1,202,093	1,439,146
Supplies	49,289	43,793	93,450
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$236,430**	**$1,245,886**	**$1,532,596**
Fire			
Personal Services	$0	$0	$0
Other Services & Charges	0	12,562	12,263
Supplies	0	122,858	123,963
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$135,420**	**$136,226**

	Actual FY22	Adopted FY23	Adopted FY24
Non-Departmental			
Personal Services	$0	$0	$0
Other Services & Charges	0	5,049,908	6,209,750
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$5,049,908**	**$6,209,750**
Parks and Recreation			
Personal Services	$0	$0	$0
Other Services & Charges	541,525	2,122,236	1,870,971
Supplies	202,921	742,388	1,896,981
Capital Outlay	421,327	2,945,786	3,551,583
Transfers	9,353	30	0
Department Total	**$1,175,126**	**$5,810,440**	**$7,319,535**
Planning			
Personal Services	$0	$0	$0
Other Services & Charges	6,091	438,472	372,915
Supplies	4,750	3,909	3,974
Capital Outlay	0	205,919	138,814
Transfers	60,000	0	0
Department Total	**$70,840**	**$648,300**	**$515,703**
Police			
Personal Services	$0	$0	$0
Other Services & Charges	20,748	16,448	16,359
Supplies	0	27,520	27,907
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$20,748**	**$43,968**	**$44,266**
Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	266,015	9,659,939	8,681,514
Supplies	9,200	2,875	1,975
Capital Outlay	261,324	2,084,495	2,364,788
Transfers	0	16,834	16,888
Department Total	**$536,539**	**$11,764,143**	**$11,065,165**

	Actual FY22	Adopted FY23	Adopted FY24
All Departments			
Personal Services	$0	$0	$0
Other Services & Charges	1,329,767	18,510,736	18,603,701
Supplies	266,160	943,343	2,148,250
Capital Outlay	682,650	5,236,200	6,055,185
Transfers	72,343	19,904	28,319
Total Expenditures	**$2,350,921**	**$24,710,183**	**$26,835,455**
Use of Fund Balance			
Beginning Fund Balance	$21,662,320	$22,314,256	$21,345,757
Additions/(Reductions) to Fund Balance	651,936	(968,499) *	(21,345,757) **
Ending Fund Balance	**$22,314,256**	**$21,345,757** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



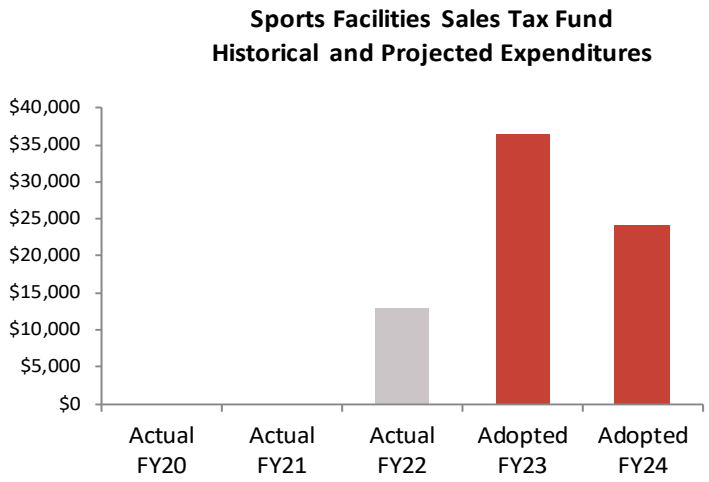
The Special Purpose Fund is used primarily for donations to the City of Oklahoma City or for other designated uses. The expenditures are made from specific accounts designated for each special purpose. Typical expenditures of the fund are projects relating to improvements by neighborhood associations, recreation improvements, renovations in parks, improvements at the animal shelter, opioid remediation and projects relating to fire safety.

SPORTS FACILITIES SALES TAX FUND (OKLAHOMA CITY SPORTS FACILITIES IMPROVEMENT SALES TAX FUND)

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Sports Facilities Sales Tax	$0	$0	$0
Interest	315	179	381
Other	403	0	0
Fund Balance	0	36,196	23,779
Total Revenues	**$718**	**$36,375**	**$24,160**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	12,783	23,354	24,160
Supplies	0	13,021	0
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$12,783**	**$36,375**	**$24,160**
Use of Fund Balance			
Beginning Fund Balance	$35,613	$23,548	$23,779
Additions/(Reductions) to Fund Balance	(12,065)	231 *	(23,779) **
Ending Fund Balance	**$23,548**	**$23,779** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



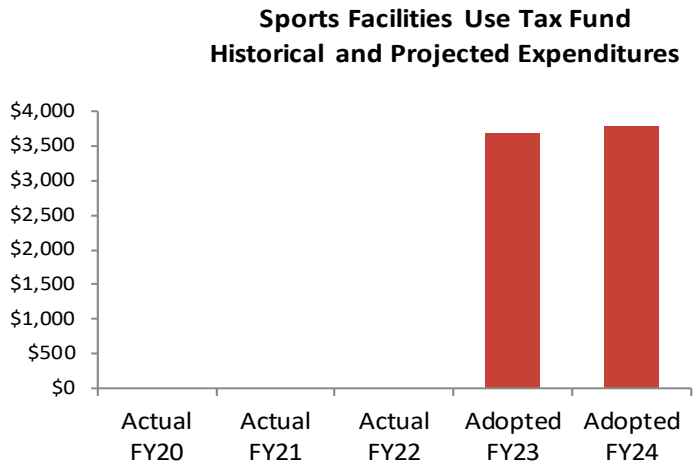
The Oklahoma City Sports Facilities Improvement Sales Tax Fund, established in FY08 pursuant to voter approval on March 4, 2008, is a limited term, limited purpose sales tax earmarked for certain capital improvements relating to the City's sports arena and the construction of the professional basketball 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 FY22	Adopted FY23	Adopted FY24
Revenues			
Sports Facilities Use Tax	$0	$0	$0
Interest	31	15	64
Other	(213,415)	0	0
Fund Balance	0	3,678	3,729
Total Revenues	**($213,384)**	**$3,693**	**$3,793**
Expenditures - City Manager's Office			
Personal Services	$0	$0	$0
Other Services & Charges	0	3,693	3,793
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Department Total	**$0**	**$3,693**	**$3,793**
Use of Fund Balance			
Beginning Fund Balance	$217,077	$3,693	$3,729
Additions/(Reductions) to Fund Balance	(213,384)	36 *	(3,729) **
Ending Fund Balance	**$3,693**	**$3,729** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



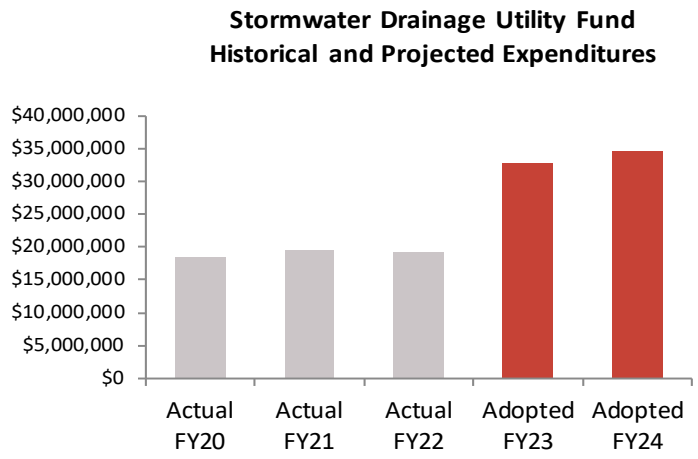
The Oklahoma City Sports Facilities Use Tax is the companion use tax to the one-cent Oklahoma City Sports Facilities Sales Tax. The tax provides a levy of one percent on the sale of tangible personal property not subject to sales tax from January 1, 2009 through March 21, 2010. The City Council has expressed 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 FY22	Adopted FY23	Adopted FY24
Revenues			
Fees	$19,050,962	$19,498,800	$19,554,916
Interest	205,943	199,912	267,303
Other	0	0	0
Permits	146,230	134,997	161,628
Reimbursements	255,766	255,766	270,000
Service Charges	49,928	49,012	2,096,865
Transfers	0	2,000,000	0
Fund Balance	0	10,724,018	12,368,424
Total Revenues	**$19,708,829**	**$32,862,505**	**$34,719,136**
Expenditures - Public Works			
Personal Services	$10,370,113	$12,177,580	$13,977,487
Other Services & Charges	5,603,153	16,681,964	13,926,301
Supplies	900,793	1,595,427	1,464,969
Capital Outlay	1,300,466	2,407,534	5,350,379
Transfers	1,000,000	0	0
Total Expenditures	**$19,174,524**	**$32,862,505**	**$34,719,136**
Use of Fund Balance			
Beginning Fund Balance	$21,899,278	$22,433,583	$38,663,396
Additions/(Reductions) to Fund Balance	534,305	16,229,813 *	(12,368,424) **
Ending Fund Balance	**$22,433,583**	**$38,663,396** *	**$26,294,972** **

* Estimated.

** Assumes budgeted revenues and expenditures.



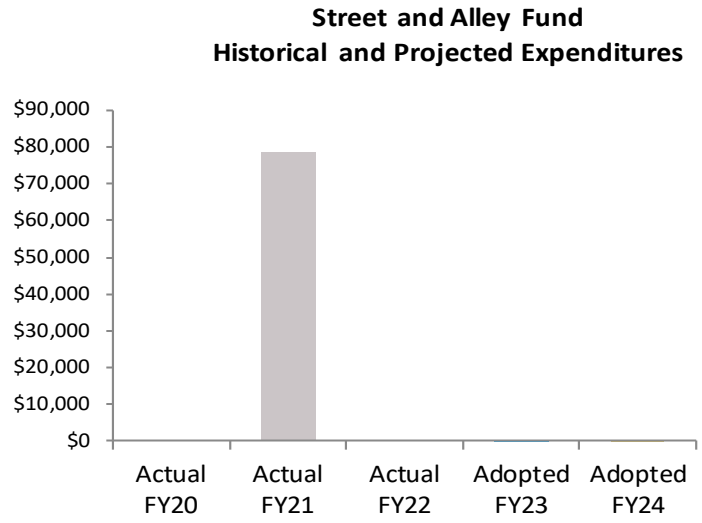
The Stormwater Drainage Utility Fund was established by Council on June 13, 1995 to address federal mandates governing National Pollution Discharge Elimination System (NPDES) programs and is responsible for planning and implementing strategies for improving the quality of storm and other runoff waters. 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 FY22	Adopted FY23	Adopted FY24
Revenues			
Interest	$1	$5	$0
Other	0	0	0
Fund Balance	0	98	100
Total Revenues	**$1**	**$103**	**$100**
Expenditures - Public Works			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	103	100
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$0**	**$103**	**$100**
Use of Fund Balance			
Beginning Fund Balance	$98	$99	$100
Additions/(Reductions) to Fund Balance	1	1 *	(100) **
Ending Fund Balance	**$99**	**$100** *	**$0** **

* Estimated.

** Assumes budgeted revenues and expenditures.



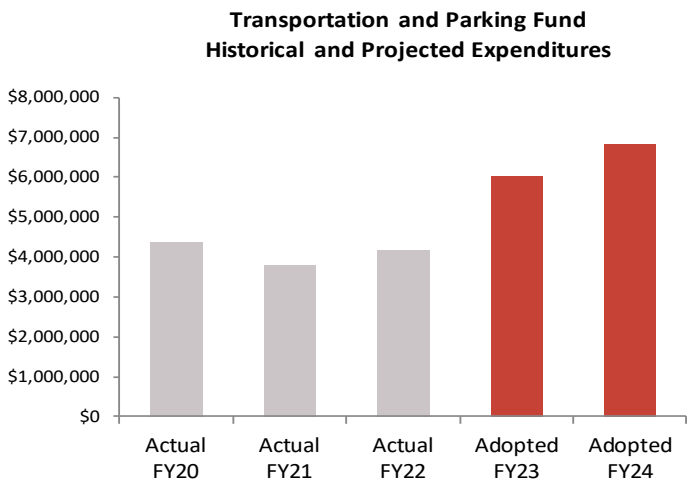
The Street and Alley Fund provides for street resurfacing and major repairs on City streets that are in addition to those projects funded through General Obligation Bonds. Fund Balance provides the funding for these projects.

TRANSPORTATION AND PARKING FUND

	Actual FY22	Adopted FY23	Adopted FY24	
Revenues				
Interest	$4,675	$3,964	$17,715	
Other	0	0	0	
Service Charges	123,568	507,953	672,148	
Transfers	3,898,554	5,529,021	6,137,341	
Fund Balance	0	812	0	
Total Revenues	**$4,026,797**	**$6,041,750**	**$6,827,204**	
Expenditures				
Parking				
Personal Services	$463,195	$978,466	$1,161,756	
Other Services & Charges	389,778	459,995	501,781	
Supplies	61,511	72,677	74,487	
Capital Outlay	0	84,484	84,484	
Transfers	0	0	0	
Department Total	**$914,484**	**$1,595,622**	**$1,822,508**	
Public Transportation				
Personal Services	$2,967,160	$4,035,702	$4,492,716	
Other Services & Charges	316,347	410,426	511,980	
Supplies	0	0	0	
Capital Outlay	0	0	0	
Transfers	0	0	0	
Department Total	**$3,283,507**	**$4,446,128**	**$5,004,696**	
All Departments				
Personal Services	$3,430,355	$5,014,168	$5,654,472	
Other Services & Charges	706,125	870,421	1,013,761	
Supplies	61,511	72,677	74,487	
Capital Outlay	0	84,484	84,484	
Transfers	0	0	0	
Total Expenditures	**$4,197,991**	**$6,041,750**	**$6,827,204**	
Use of Fund Balance				
Beginning Fund Balance	$314,449	$143,255	$0	
Additions/(Reductions) to Fund Balance	(171,194)	(143,255)	* 0	**
Ending Fund Balance	**$143,255**	**$0**	* **$0**	**

* Estimated.

** Assumes budgeted revenues and expenditures.



The Transportation and Parking Fund was established by Council action in September 1989. The Fund was established as a direct result of the reorganization of the Central Oklahoma Transportation and Parking Authority, in which administrative functions became part of the City organization. The reorganization also separated Public Transportation and Parking Services into two distinct operations identified separately.

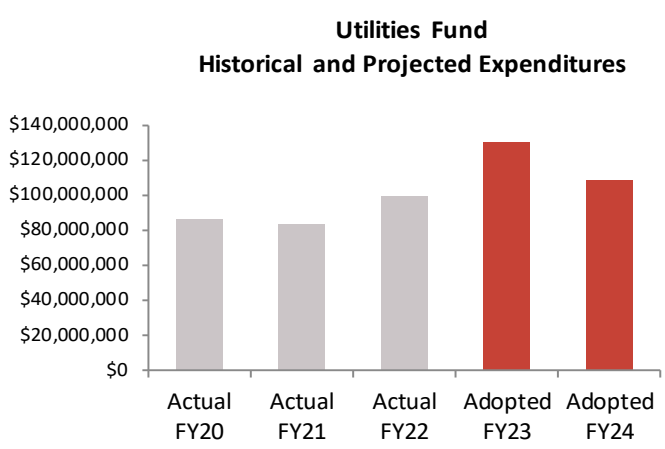
The Central Oklahoma Transportation and Parking Authority (COTPA) was created in 1966 as a Public Trust pursuant to Title 60 of the Oklahoma Statutes, Section 176. The purpose of COTPA is to provide a means of financing municipal public transportation services and functions. The trust indenture provides that COTPA will acquire and operate transportation service and equipment, receive all revenue generated from these services, pay the debt service requirements on the revenue bonds issued by COTPA, pay all operating expenses, and finance future improvements. The Trust does not have the power to levy taxes.

UTILITIES FUND

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Interest	$155,410	$137,645	$512,171
Other	1,112	0	0
Service charges	0	0	0
Transfers	101,310,000	126,924,377	107,112,970
Fund Balance	0	2,827,509	1,200,000
Total Revenues	**$101,466,522**	**$129,889,531**	**$108,825,141**
Expenditures			
Solid Waste			
Personal Services	$8,458,801	$9,244,212	$9,788,772
Other Services & Charges	2,495,614	2,269,161	3,498,843
Supplies	110,396	179,360	236,550
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	**$11,064,811**	**$11,692,733**	**$13,524,165**
Water			
Personal Services	$30,033,407	$34,585,140	$37,557,914
Other Services & Charges	18,550,158	33,568,465	15,020,126
Supplies	10,514,837	16,750,985	5,554,004
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	**$59,098,402**	**$84,904,590**	**$58,132,044**
Wastewater			
Personal Services	$19,798,688	$23,367,233	$25,539,697
Other Services & Charges	7,958,819	8,402,880	10,202,488
Supplies	1,423,108	1,522,095	1,426,747
Capital Outlay	0	0	0
Transfers	0	0	0
Departmental Total	**$29,180,615**	**$33,292,208**	**$37,168,932**
All Departments			
Personal Services	$58,290,897	$67,196,585	$72,886,383
Other Services & Charges	29,004,591	44,240,506	28,721,457
Supplies	12,048,340	18,452,440	7,217,301
Capital Outlay	0	0	0
Transfers	0	0	0
Total Expenditures	**$99,343,828**	**$129,889,531**	**$108,825,141**
Use of Fund Balance			
Beginning Fund Balance	$4,062,848	$6,185,542	$6,141,450
Additions/(Reductions) to Fund Balance	2,122,694	(44,092) *	(1,200,000) **
Ending Fund Balance	**$6,185,542**	**$6,141,450** *	**$4,941,450** **

* Estimated.

** Assumes budgeted revenues and expenditures.

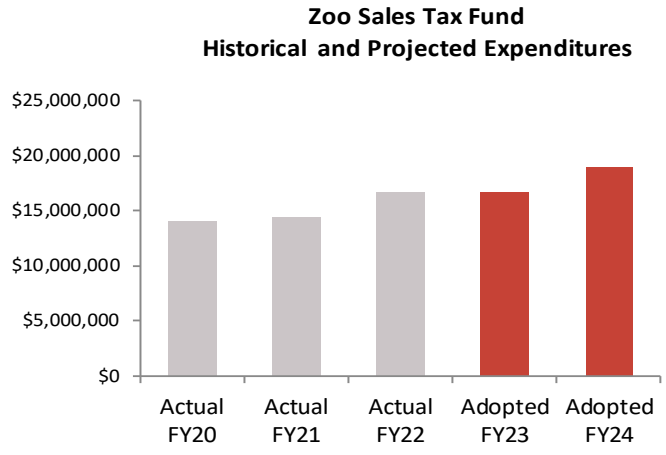


The Water and Wastewater Fund was established in 1988 by the City Council for the purpose of identifying operating expenditures of the Utilities Department and is funded by monthly cash transfers from the Oklahoma City Water Utilities Trust (OCWUT). During FY21, the Solid Waste Management system was 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 FY22	Adopted FY23	Adopted FY24
Revenues			
Zoo Sales Tax Revenue	$16,789,381	$16,427,810	$18,221,958
Interest	0	1,000	1,000
Other	0	328,556	864,439
Fund Balance	0	0	0
Total Revenues	**$16,789,381**	**$16,757,366**	**$19,087,397**
Expenditures - Zoo			
Personal Services	$0	$0	$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	16,789,381	16,757,366	19,087,397
Total Expenditures	**$16,789,381**	**$16,757,366**	**$19,087,397**
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.

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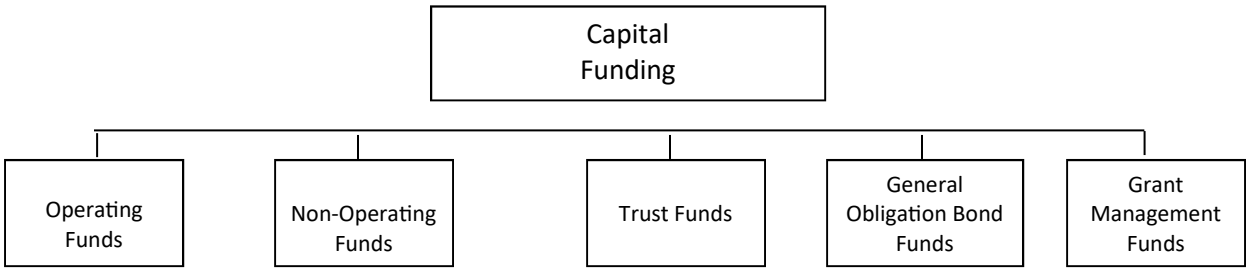
Capital Improvement Budget

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 FY24 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 biennially 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 FY24 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

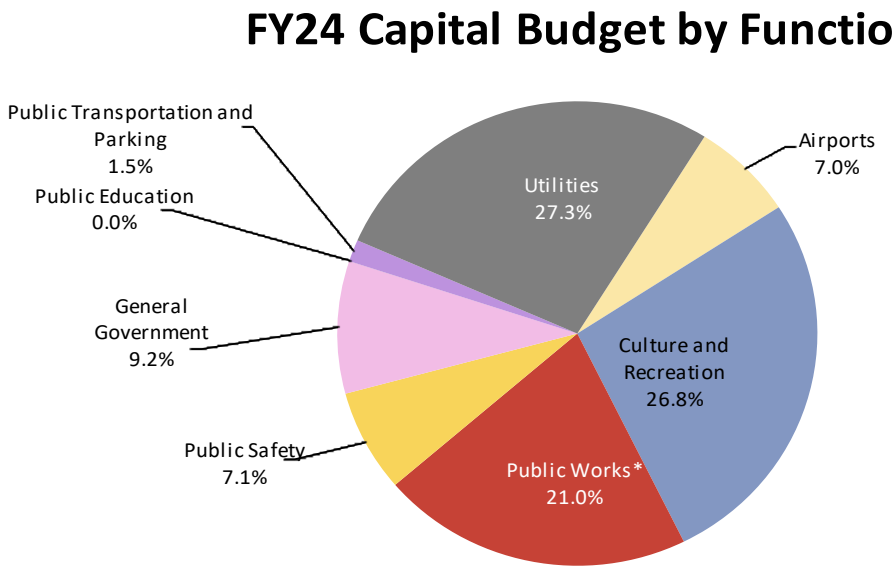
- Police Grants
- Public Works Grants
- Trust Grants

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.



$1,305,202,669 **

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

** Estimated Capital Expenditures as of April 19, 2023

CAPITAL EXPENDITURES SUMMARY

	Actual FY22	Adopted FY23	Adopted FY24
Operating Funds			
Airports Fund	$0	$500,000	$250,000
Internal Service Fund	0	30,700	30,700
Medical Service Program Fund	0	0	0
Stormwater Drainage Fund	476,053	480,898	480,898
Total Operating Funds	**$476,053**	**$1,011,598**	**$761,598**
Non-Operating Funds			
Asset Forfeiture Funds	$94,145	$200,000	$200,000
Capital Improvements Projects Fund	6,324,023	127,790,830	152,144,095
Impact Fee Fund	1,438,651	51,130,670	57,570,386
Internal Service Capital Fund	0	3,486,995	4,950,033
Special Purpose Funds	682,650	5,236,200	6,055,185
Stormwater Drainage Capital Fund	824,413	1,667,894	4,869,481
Street and Alley Capital Fund	0	0	0
Transportation & Parking Fund	0	84,484	84,484
Total Non-Operating Funds	**$9,363,882**	**$189,597,073**	**$225,873,664**
Trust Funds *			
Central OK Trans. and Parking Auth. (COTPA)	$5,869,026	$6,964,775	1,308,313
McGee Creek Authority (MCA)	$750,709	0	0
OKC Airport Trust (OCAT)	43,920,914	43,728,000	56,788,000
OKC Environmental Assistance Trust (OCEAT)	0	0	0
OKC Economic Development Trust (OCEDT)	878,740	0	0
OKC Municipal Facilities Authority (OCMFA)	229,000	1,601,421	3,623,851
OKC Public Property Authority (OCPPA)	3,332,294	8,529,201	9,134,927
OKC Water Utilities Trust (OCWUT)	101,521,801	420,806,000	321,521,000
OKC Zoological Trust (OCZT)	3,778,059	22,059,000	22,059,000
Total Trust Funds	**$160,280,544**	**$503,688,397**	**$414,435,091**
Special Tax Funds			
Special Tax Funds	$60,666,083	$518,208,991	$453,563,298
Total Special Tax Funds	**$60,666,083**	**$518,208,991**	**$453,563,298**
General Obligation Bond Funds			
General Obligation Bond Funds	$62,124,855	$170,709,770	$110,630,908
Total General Obligation Bond Funds	**$62,124,855**	**$170,709,770**	**$110,630,908**
Grant Management Funds			
Grant Management Funds	$1,556,201	$25,442,750	$87,435,913
Total Grant Management Funds	**$1,556,201**	**$25,442,750**	**$87,435,913**
Other Unspecified Funds			
Other Unspecified Funds	$0	$902,000	12,502,197
Other Unspecified Funds * **	**$0**	**$902,000**	**$12,502,197**
Total Capital Expenditures **	**$294,467,618**	**$1,409,560,579**	**$1,305,202,669**

* Not included in the City's adopted budget

** Estimated Capital Expenditures as of April 19, 2023

*** Unspecified funds include funding from Airport tenant for new hangar.

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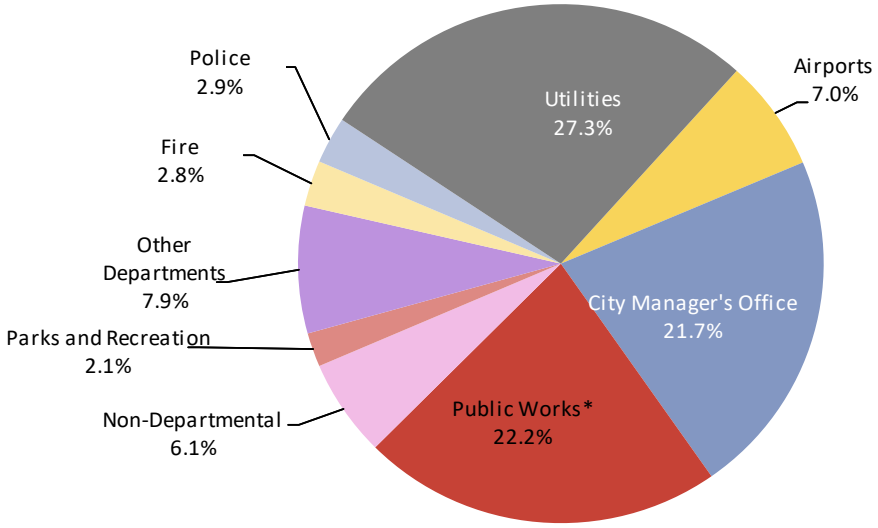
CAPITAL BUDGET BY DEPARTMENT



$1,305,202,669 **

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

** Estimated Capital Expenditures as of April 19, 2023

	Adopted FY24
Airports	$90,800,000
City Clerk's Office	419,603
City Manager's Office	282,705,363
Development Services	330,357
Finance	250,709
Fire	37,103,486
General Services	38,236,416
Human Resources	199,951
Information Technology	14,098,328
Mayor and Council	10,500
Municipal Counselor	417,675
Municipal Court	222,873
Non-Departmental	79,217,259
Parks and Recreation	27,601,199
Planning	2,956,251
Police	37,962,884
Public Transportation and Parking	24,390,902
Public Works	289,698,913
Utilities	356,521,000
Zoo	22,059,000
**Total Capital Expenditures ** **	**$1,305,202,669**

** Estimated Capital Expenditures as of April 19, 2023

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AIRPORTS

CEPA INSTALL SELF-SERVE AVGAS - Clarence E. Page Airport (Ward 3)

Install 12,000 Gal Self-Serve AVGAS System. Estimated annual operating cost is $0.

	FY24 Cost
Other Grants	$585,000
Oklahoma City Airport Trust	$21,000
Project Total	**$606,000**

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.

	FY24 Cost
Oklahoma City Airport Trust	$2,060,000
Project Total	**$2,060,000**

MMAC ANF-1 CHILLER & COOL REPL - Mike Monroney Aeronautical Center (Ward 3)

OCAT WRWA 2318 ANF I Chiller and Cooling Tower Replacements. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$1,470,000
Project Total	**$1,470,000**

MMAC ARB AHU & CONTROLS REPLAC - Mike Monroney Aeronautical Center (Ward 3)

ARB AHU and Controls Replacement- Replace AHU and HVAC controls Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$350,000
Project Total	**$350,000**

MMAC ARB LOADG DOCK EXP REPAIR - Mike Monroney Aeronautical Center (Ward 3)

Repair Expansion joint in the Loading Dock Area Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$180,000
Project Total	**$180,000**

MMAC CHILLERS REPLACEMENT - Mike Monroney Aeronautical Center (Ward 3)

Replace two (2) 440 Ton Chillers Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$1,310,000
Project Total	**$1,310,000**

MMAC EDDIE AVE STREET REPAIRS - Mike Monroney Aeronautical Center (Ward 3)

Eddie Avenue Street Repairs and Rehabilitation- Repair and rehabilitation of Eddie Ave between SW 68th and SW 66th, possibly including re-alignment of SW 66th street intersection. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$225,000
Project Total	**$225,000**

MMAC ENVIRONMENTAL REMEDIATION - Mike Monroney Aeronautical Center (Ward 3)

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

	FY24 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

MMAC FSB MECHANICAL UPGRADE - Mike Monroney Aeronautical Center (Ward 3)

Replace aging HVAC equipment Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$90,000
Project Total	**$90,000**

MMAC HEADQUARTERS ENVELOPE - Mike Monroney Aeronautical Center (Ward 3)

Repair the Headquarters Building envelope. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$475,000
Project Total	**$475,000**

MMAC HGR9 CHILLER, TOWER & AHU - Mike Monroney Aeronautical Center (Ward 3)

Replace 2 -300 ton chillers, cooling tower and seven (7) AHU's Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$3,660,000
Project Total	**$3,660,000**

MMAC LED STREETLIGHT UPGRADE - Mike Monroney Aeronautical Center (Ward 3)

Replace aging lamp post heads including lamps and ballasts. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$1,800,000
Project Total	**$1,800,000**

MMAC LSF COOLING TOWER REPLACE - Mike Monroney Aeronautical Center (Ward 3)

Replace Cooling Tower at LSF Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$490,000
Project Total	**$490,000**

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.

	FY24 Cost
Oklahoma City Airport Trust	$5,177,000
Project Total	**$5,177,000**

MMAC LSF ROOF & GUTTER REPAIRS - Mike Monroney Aeronautical Center (Ward 3)

Repair/replace gutter on the LSF Building and replace cap sheet on roof. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$490,000
Project Total	**$490,000**

MMAC MECHANICAL SYSTEMS REPAIR - Mike Monroney Aeronautical Center (Ward 3)

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.

	FY24 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

MMAC MED VOLTAGE S CAMP UPG - Mike Monroney Aeronautical Center (Ward 3)

Medium Voltage South Campus Upgrades- Evaluation of the MMAC south campus medium voltage system to determine extent of upgrades needed for the distribution systems future demands. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$750,000
Project Total	**$750,000**

MMAC MEDIUM VOLTAGE SYSTEMS - Mike Monroney Aeronautical Center (Ward 3)

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.

	FY24 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

MMAC MIKE MONRONEY BLVD ENTRY - Mike Monroney Aeronautical Center (Ward 3)

Replacement of the paving from Regina Ave. through the intersection of Foster Ave. Also included are curb replacement and construction of crosswalks. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$2,465,000
Project Total	**$2,465,000**

MMAC MMAC MACARTHUR BLVD PAVIN - Mike Monroney Aeronautical Center (Ward 3)

MacArthur Blvd Paving Repair and Replacement - MacArthur Blvd - SW 64th Street to SW74 Street; and MacArthur Blvd - SW 59th Street to SW 63rd Street Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$201,000
Project Total	**$201,000**

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.

	FY24 Cost
Oklahoma City Airport Trust	$75,000
Project Total	**$75,000**

MMAC MULTI-ELEVATOR REPLACE-I - Mike Monroney Aeronautical Center (Ward 3)

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.

	FY24 Cost
Oklahoma City Airport Trust	$3,233,000
Project Total	**$3,233,000**

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.

	FY24 Cost
Oklahoma City Airport Trust	$3,000,000
Project Total	**$3,000,000**

MMAC NATURAL GAS SYSTEM REPAIR - Mike Monroney Aeronautical Center (Ward 3)

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.

	FY24 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

MMAC REG BLD CHILLER CLG TOWER - Mike Monroney Aeronautical Center (Ward 3)

Replace chiller and cooling towers.6500 South MacArthur Blvd., Oklahoma City, OK 73169 Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$90,000
Project Total	**$90,000**

MMAC REGISTRY CHILLER/BOILER - Mike Monroney Aeronautical Center (Ward 3)

Registry Chiller and Boiler Replacement Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$150,000
Project Total	**$150,000**

MMAC REGISTRY SLAB REPAIR - Mike Monroney Aeronautical Center (Ward 3)

Repair building slab on the SE corner of building. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$175,000
Project Total	**$175,000**

MMAC ROOF REPAIR & MAINTENANCE - Mike Monroney Aeronautical Center (Ward 3)

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.

	FY24 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.

	FY24 Cost
Oklahoma City Airport Trust	$1,678,000
Project Total	**$1,678,000**

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.

	FY24 Cost
Oklahoma City Airport Trust	$860,000
Project Total	**$860,000**

MMAC TRANSFORMER T6 REPLACE - Mike Monroney Aeronautical Center (Ward 3)

Replace medium voltage transformer T6. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$298,000
Project Total	**$298,000**

WPA ALCMS REFRESH - Wiley Post Airport (Ward 1)

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.

	FY24 Cost
Oklahoma City Airport Trust	$150,000
Project Total	**$150,000**

WPA CONSTR NEW TERMINAL & ATC - Wiley Post Airport (Ward 1)

Construct new Airport Terminal and contract Air Traffic Control Tower. Estimated annual operating cost is $0.

	FY24 Cost
Other Grants	$1,000,000
Project Total	**$1,000,000**

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.

	FY24 Cost
Oklahoma City Airport Trust	$3,898,000
Project Total	**$3,898,000**

WPA GULFSTREAM DEMO - Wiley Post Airport (Ward 1)

Demolition of WPA Gulfstream facility. Estimated annual operating cost is $1,491,600.

	FY24 Cost
Oklahoma City Airport Trust	$2,080,000
Project Total	**$2,080,000**

WPA HANGAR 14 RAMP REPLACEMENT - Wiley Post Airport (Ward 3)

Replacing the ramp, 136,000 SF, at Hangar 14. There will be two different thicknesses of pavement constructed. 71,500 SF will be 11.5" and 65,000 SF will be 6". Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$2,000,000
Project Total	**$2,000,000**

WPA HGR 2,3 & SHAM ROOF REPAI - Wiley Post Airport (Ward 3)

Replace and repair the roof at Hangars 2, 3, and the Shamrock Building Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$1,293,000
Project Total	**$1,293,000**

WPA TERM BLDG ELECTRICAL REHAB - Wiley Post Airport (Ward 1)

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

	FY24 Cost
Oklahoma City Airport Trust	$597,000
Project Total	**$597,000**

WPA WIDEN RWAY 17R/35L TO 100' - Wiley Post Airport (Ward 1)

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.

	FY24 Cost
Other Grants	$4,179,000
Oklahoma City Airport Trust	$4,594,000
Project Total	**$8,773,000**

WRWA - AAR HANGAR 3B ROOF REPL - WILL ROGERS WORLD AIRPORT (Ward 3)

Storm damage AAR hangar 3b roof replacement. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$1,200,000
Project Total	**$1,200,000**

WRWA RUNWAY 13-31 REHAB - Will Rogers World Airport (Ward 3)

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.

	FY24 Cost
Other Grants	$3,643,000
Oklahoma City Airport Trust	$1,306,000
Project Total	**$4,949,000**

WRWA AAR NEW 3-BAY HANGAR - Will Rogers World Airport (Ward 3)

AAR received funding from the State of Oklahoma to design and construct a new 3-Bay Aircraft Hangar at Will Rogers World Airport. The new hangar will be located north of the existing Hangar 3B. Estimated annual operating cost is $0.

	FY24 Cost
Other Grants	$10,000,000
Other Unspecified	$12,000,000
Project Total	**$22,000,000**

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 approximately 1,500 ft. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$500,000
Project Total	**$500,000**

WRWA ACCESS ROAD SIGNAGE - Will Rogers World Airport (Ward 3)

Landside upgrade and replacement of signage. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$200,000
Project Total	**$200,000**

WRWA AIRPORT OPERATIONS AIRFIE - Will Rogers World Airport (Ward 3)

Airport Operations Airfield Inspection Software- Acquisition of software to automate the FAA Part 139 documentation of airfield inspections and recordkeeping requirements. Estimated annual operating cost is $50,000.

	FY24 Cost
Oklahoma City Airport Trust	$50,000
Project Total	**$50,000**

WRWA AIRPORTS PROC IMPV STUDY - Will Rogers World Airport (Ward 3)

(FY24)- The Airports process improvement study will identify challenges and inefficiencies with current business processes throughout the department, and then propose technology solutions to automate and streamline those processes. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$250,000
Project Total	**$250,000**

WRWA BAGGAGE CLAIM UNITS - Will Rogers World Airport (Ward 3)

Replace six baggage claim units. Estimated annual operating cost is $50,000.

	FY24 Cost
Other Grants	$675,000
Oklahoma City Airport Trust	$75,000
Project Total	**$750,000**

WRWA CELLULAR CONSULTATION - Will Rogers World Airport (Ward 3)

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.

	FY24 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

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.

	FY24 Cost
Oklahoma City Airport Trust	$150,000
Project Total	**$150,000**

WRWA DE-ICE TRUCK - Will Rogers World Airport (Ward 3)

Replace De-Ice Truck Estimated annual operating cost is $10,000.

	FY24 Cost
Oklahoma City Airport Trust	$175,000
Project Total	**$175,000**

WRWA EXISTING TERM FLOOR UPGR - Will Rogers World Airport (Ward 3)

WRWA Replacement of porcelain tile flooring with terrazzo flooring. Estimated annual operating cost is $0.

	FY24 Cost
Other Grants	$66,000
Oklahoma City Airport Trust	$7,000
Project Total	**$73,000**

WRWA FIDS AND ENGAGE IMPROVE - Will Rogers World Airport (Ward 3)

Flight information display system (FIDS) and Engage hardware replacement of aging Legacy hardware and software. Estimated annual operating cost is $40,000.

	FY24 Cost
Oklahoma City Airport Trust	$125,000
Project Total	**$125,000**

WRWA FIS FACILITY BUILDOUT - Will Rogers World Airport. (Ward 3)

Customs and Immigration space buildout-FIS. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$925,000
Project Total	**$925,000**

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.

	FY24 Cost
Other Grants	$922,000
Oklahoma City Airport Trust	$60,000
Project Total	**$982,000**

WRWA MECHANICAL IMPROVEMENTS - Will Rogers World Airport (Ward 3)

Emergency repairs. Estimated annual operating cost is $0.

	FY24 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.

	FY24 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

WRWA PARKING GARAGE & MEP EVAL - Will Rogers World Airport (Ward 3)

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.

	FY24 Cost
Oklahoma City Airport Trust	$220,000
Project Total	**$220,000**

WRWA PASSENGER BRIDGE UPGRADE - Will Rogers World Airport (Ward 3)

Paint, wall panels, flooring, replace major components with modernized upgrades. Estimated annual operating cost is $0.

	FY24 Cost
Other Grants	$9,051,000
Oklahoma City Airport Trust	$576,000
Project Total	**$9,627,000**

WRWA PAVEMENT MGT UPDATE - Will Rogers World Airport (Ward 3)

Pavement Management PCI update of the airfield pavements at WRWA. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

WRWA PAVEMENT REPLACE REHAB - Will Rogers World Airport (Ward 3)

Funding for unexpected pavement repair or replacement project. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$500,000
Project Total	**$500,000**

WRWA REFURBISH MOVING WALKWAYS - Will Rogers World Airport (Ward 3)

After inspections performed by Learch Bates, it was recommended this work be performed within 3 to 5 years to ensure safe and reliable operation with limited down time. Replace all parts. Estimated annual operating cost is $50,000.

	FY24 Cost
Oklahoma City Airport Trust	$100,000
Project Total	**$100,000**

WRWA REHAB RUNWAY 17R-35L - Will Rogers World Airport (Ward 3)

Eval & design for the rehab of concrete pavement, lights and shoulders on runway 17R/35L. The north 1,000 feet requires full reconstrt. The work will include all connecting taxiways to a distance beyond the runway safety area on each connecting taxiway. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$468,000
Project Total	**$468,000**

WRWA REPLACE 22 YR OLD DOZER - Will Rogers World Airport (Ward 3)

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

	FY24 Cost
Oklahoma City Airport Trust	$450,000
Project Total	**$450,000**

WRWA RUNWAY 17R/35L REHAB - Will Rogers World Airport (Ward 3)

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.

	FY24 Cost
Other Grants	$657,000
Oklahoma City Airport Trust	$73,000
Project Total	**$730,000**

WRWA SHUTTLE BUSES - Will Rogers World Airport (Ward 3)

2 Shuttle Bus Purchases Estimated annual operating cost is $10,000.

	FY24 Cost
Oklahoma City Airport Trust	$280,000
Project Total	**$280,000**

WRWA SNOW REMOVAL EQUIPMENT - Will Rogers World Airport (Ward 3)

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

	FY24 Cost
Other Grants	$1,207,000
Oklahoma City Airport Trust	$134,000
Project Total	**$1,341,000**

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.

	FY24 Cost
Oklahoma City Airport Trust	$200,000
Project Total	**$200,000**

WRWA TERMINAL ACCESS ROAD - Will Rogers World Airport (Ward 3)

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

	FY24 Cost
Other Grants	$1,323,000
Oklahoma City Airport Trust	$528,000
Project Total	**$1,851,000**

WRWA TERMINAL AREA MASTER PLAN - Will Rogers World Airport (Ward 3)

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.

	FY24 Cost
Oklahoma City Airport Trust	$902,000
Project Total	**$902,000**

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.

	FY24 Cost
Oklahoma City Airport Trust	$324,000
Project Total	**$324,000**

WRWA TERMINAL RESTROOMS RENOVA - Will Rogers World Airport (Ward 3)

Update the access and finishes to all level 1 , level 2 and mezzanine restrooms in the main terminal area and west concourse. The upgrades will include bringing the restrooms up to the current ADA code requirements. Estimated annual operating cost is $0.

	FY24 Cost
Other Grants	$454,000
Oklahoma City Airport Trust	$125,000
Project Total	**$579,000**

WRWA-6921 S.ME. OLD ARFF ROOF - Will Rogers World Airport. (Ward 3)

Will Rogers World Airport - Replace the upper and lower roof on the Old Fire Station. 6921 S Meridian – Old ARFF Building Roof Replacement. Estimated annual operating cost is $0.

	FY24 Cost
Oklahoma City Airport Trust	$450,000
Project Total	**$450,000**

AIRPORTS FY24 TOTAL $102,550,000

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.

	FY24 Cost
2017 G.O. Bonds	$450,000
Project Total	**$450,000**

BOND-BUILDINGS FY24 TOTAL $450,000

BOND-LIBRARIES

LIBRARIES CNTRL_ULSTA - To be determined. (N/A)

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

	FY24 Cost
2017 G.O. Bonds	$400,000
Project Total	**$400,000**

BOND-LIBRARIES FY24 TOTAL $400,000

CITY CLERK

CENTRALIZED RECORDS FACILITY - 19 N. Klein Avenue (Ward 6)

Acquisition, expansion, improvement, rehabilitation, repair, construction, equip and furnish the City's Centralized Records Facility. Estimated annual operating cost is $250,000.

	FY24 Cost
2017 G.O. Bonds	$3,530,000
Project Total	**$3,530,000**

CITY CLERK FY24 TOTAL $3,530,000

CITY MANAGER

BALLPARK HVAC & MECH RENOV-III - 2 S Mickey Mantle Dr. (Ward 7)

Bricktown Ballpark HVAC and mechanical renovations, phase III. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$1,000,000
Project Total	**$1,000,000**

BALLPARK MLB FAC IMPROV - 2 S Mickey Mantle Dr. (Ward 7)

Bricktown Ballpark MLB facility improvements. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$1,500,000
Project Total	**$1,500,000**

BRICKTOWN CANAL ELEVATOR - Bricktown, Downtown Oklahoma City (Ward 7)

New ADA elevator off of Oklahoma City Blvd. and the Bricktown Canal. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$1,000,000
Project Total	**$1,000,000**

PRINTSHOP EQUIPMENT - 200 N. Walker (Ward 6)

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

	FY24 Cost
Internal Service Fund Capital	$50,000
Project Total	**$50,000**

CITY MANAGER FY24 TOTAL $3,550,000

CITY MANAGER (MAPS)

MAPS 3 DOWNTOWN PUBLIC PARK - 300 SW 7th St (Ward 6)

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

	FY24 Cost
MAPS3 Sales Tax	$11,200,000
Project Total	**$11,200,000**

MAPS 3 SIDEWALKS - Citywide

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

	FY24 Cost
MAPS3 Sales Tax	$200,000
Project Total	**$200,000**

MAPS 3 TRAILS - Citywide

Proposed construction of new trails including: the I-44 West Trail, the West River/Lake Overholser Trail, the Lake Draper Trail, and the Airport Trail. Estimated annual operating cost is $100,000.

	FY24 Cost
MAPS3 Sales Tax	$1,000,000
Project Total	**$1,000,000**

MAPS4 - ANIMAL SHELTER - To be determined (Ward 7)

Construction of a new animal shelter to provide the needed additional capacity. Estimated annual operating cost is $0.

	FY24 Cost
MAPS4 Sales Tax	$4,956,900
Project Total	**$4,956,900**

MAPS4 - ARENA/RELATED FACIL - 100 W Reno (Arena) and 9600 N Oklahoma Ave (Practice Facility) (Citywide)

Provide improvements to the Downtown Arena and NBA Practice Facility. Estimated annual operating cost is $0.

	FY24 Cost
MAPS4 Sales Tax	$399,400
Project Total	**$399,400**

MAPS4 - BEAUTIFICATION - Citywide

Funding for beautification efforts along major corridors across Oklahoma City. Estimated annual operating cost is $0.

	FY24 Cost
MAPS4 Sales Tax	$416,700
Project Total	**$416,700**

MAPS4 - CIVIL RIGHTS CENTER - To be determined. (N/A)

Restore and improve existing Freedom Center building and construct a new civil rights museum and gathering space. Estimated annual operating cost is $0.

	FY24 Cost
MAPS4 Sales Tax	$56,300
Project Total	**$56,300**

MAPS4 - DIVERSION HUB - To be determined (Ward 6)

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

	FY24 Cost
MAPS4 Sales Tax	$13,364,000
Project Total	**$13,364,000**

MAPS4 - FAIRGROUNDS COLISEUM - Oklahoma City Fairgrounds (Ward 6)

Construction of a new coliseum at the Fairgrounds to replace the aging Jim Norick Arena Estimated annual operating cost is $0.

	FY24 Cost
MAPS4 Sales Tax	$295,200
Project Total	**$295,200**

MAPS4 - FAMILY JUSTICE CENTER - To be determined (N/A)

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

	FY24 Cost
MAPS4 Sales Tax	$34,226,403
Project Total	**$34,226,403**

MAPS4 - HOMELESSNESS - Citywide. (Citywide)

Land acquisition and construction and/or renovation to provide affordable housing options to the homeless. Estimated annual operating cost is $0.

	FY24 Cost
MAPS4 Sales Tax	$150,300
Project Total	**$150,300**

MAPS4 - INNOVATION DISTRICT - To be determined (Ward 7)

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.

	FY24 Cost
MAPS4 Sales Tax	$19,324,400
Project Total	**$19,324,400**

MAPS4 - MENTAL HEALTH - Citywide

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

	FY24 Cost
MAPS4 Sales Tax	$2,745,400
Project Total	**$2,745,400**

MAPS4 - MULTIPURPOSE STADIUM - To be determined. (N/A)

Land acquisition and construction of a new multipurpose stadium. Estimated annual operating cost is $0.

	FY24 Cost
MAPS4 Sales Tax	$135,100
Project Total	**$135,100**

MAPS4 - PARKS - Citywide

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.

	FY24 Cost
MAPS4 Sales Tax	$43,231,300
Project Total	**$43,231,300**

MAPS4 - SENIOR WELLNESS CENTER - Citywide

Land acquisition and construction of a fifth Senior Health and Wellness Center. Estimated annual operating cost is $0.

	FY24 Cost
MAPS4 Sales Tax	$2,623,800
Project Total	**$2,623,800**

MAPS4 - TRANSIT - Citywide

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

	FY24 Cost
MAPS4 Sales Tax	$11,807,800
Project Total	**$11,807,800**

MAPS4 - WLKS/LANE/TRAIL/STLGHT - Citywide

Continued funding for pedestrian and bicycle related projects. Estimated annual operating cost is $0.

	FY24 Cost
MAPS4 Sales Tax	$9,537,200
Project Total	**$9,537,200**

MAPS4 - YOUTH CENTERS - Citywide

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

	FY24 Cost
MAPS4 Sales Tax	$3,710,400
Project Total	**$3,710,400**

CITY MANAGER (MAPS) FY24 TOTAL $159,380,603

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.

	FY24 Cost
Fire Sales Tax Fund	$700,000
Project Total	**$700,000**

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.

	FY24 Cost
MAPS4 Use Tax	$10,993,543
Project Total	**$10,993,543**

FIRE CONTROL UNLISTED - (N/A)

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

	FY24 Cost
2017 G.O. Bonds	$916,250
Project Total	**$916,250**

FIRE PASSENGER VEHICLES - (N/A)

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

	FY24 Cost
MAPS4 Use Tax	$495,000
Project Total	**$495,000**

FIRE FY24 TOTAL $13,104,793

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.

	FY24 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.

	FY24 Cost
Capital Improvement Fund	$250,000
Project Total	**$250,000**

CITY HALL REPAIRS - City Hall (Ward 6)

Sanitary Sewer Repairs at City Hall Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$3,400,000
Project Total	**$3,400,000**

CITYWIDE CARPET REPLACEMENT - Various locations (Citywide)

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.

	FY24 Cost
Capital Improvement Fund	$100,000
Project Total	**$100,000**

CITYWIDE ELECTRICAL/LIGHTING - Citywide

Citywide electrical and lighting projects including the replacement of the 420 W. Main emergency lighting and 1000, 2000 amp bus ducts, City Hall electrical upgrades, upgrades of CMF's facility lights, and expansion of Building 19's circuitry. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$2,500,000
Project Total	**$2,500,000**

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.

	FY24 Cost
Capital Improvement Fund	$4,600,000
Project Total	**$4,600,000**

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.

	FY24 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.

	FY24 Cost
Capital Improvement Fund	$1,000,000
Project Total	**$1,000,000**

CMF MAINTENANCE - 3738 SW 15th Street (Ward 6)

Reserve funds for Central Maintenance Facility improvement and repair projects. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$500,000
Project Total	**$500,000**

CMF PARKING LOT - Central Maintenance Facility (Ward 6)

Complete 14,000 square yards of concrete paving at the Central Maintenance Facility. Insufficient funds remained in the 2007 G.O. Bond program to complete the paving, leaving gravel in place which generates dust and hold water during heavy rains. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$975,000
Project Total	**$975,000**

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.

	FY24 Cost
Capital Improvement Fund	$100,000
Project Total	**$100,000**

FIRE AND INTRUSION SECURITY - (N/A)

Centralized fire and intrusion security solution for City facilities. Estimated annual operating cost is $175,000.

	FY24 Cost
Capital Improvement Fund	$1,500,000
Project Total	**$1,500,000**

RMACC LIFT STATION - 4600 N. Martin Luther King Ave (Ward 7)

Repair to lift station at the Regional Multi-Agency Coordination Center (RMACC) Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$62,500
Project Total	**$62,500**

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.

	FY24 Cost
Capital Improvement Fund	$500,000
Project Total	**$500,000**

GENERAL SERVICES FY24 TOTAL $16,537,500

INFORMATION TECHNOLOGY

911 LOGGING RECORDER UPGRADE - (N/A)

Upgrade recorder hardware to allow the system to retain all data and configuration, plus add integrations like text-to-911, rapidsos, cad. Drives increased to retain 5 years according to municipal code and upgraded to solid state to limit failures. Estimated annual operating cost is $8,400.

	FY24 Cost
MAPS4 Use Tax	$378,907
Project Total	**$378,907**

BACKUP UTILITY RADIO SYST - (N/A)

Two geographically dispersed 6 TB backup devices to automatically backup the radio system on a scheduled basis. In addition to materials, this project includes engineering, installation labor, and project management support. Estimated annual operating cost is $0.

	FY24 Cost
Internal Service Fund Capital	$84,100
Project Total	**$84,100**

CAD SQL ALWAYS ON - (N/A)

This will allow both of our production databases to act as redundant servers when we need to perform maintenance or there is an issue. This should greatly limit our CAD outages. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$122,806
Project Total	**$122,806**

INTEROPERABILITY GATEWAYS - (N/A)

Replace the interoperability gateway system used to connect the OKC Radio System to other radio systems in the geographic area. This will increase the capacity, allowing more channels of interoperability with neighboring agencies. Estimated annual operating cost is $0.

	FY24 Cost
MAPS4 Use Tax	$430,000
Project Total	**$430,000**

IT REMODEL 420 W MAIN 3RD FLR - (Ward 6)

Remodel third floor of 420 W. Main for additional office space. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$300,000
Project Total	**$300,000**

LTE MODEM MANAGEMENT - (N/A)

LTE Modem Management software and licensing to manage and track modems on the private network. Estimated annual operating cost is $0.

	FY24 Cost
Internal Service Fund Capital	$85,000
Project Total	**$85,000**

ORACLE RECRUITING BOOSTER SRVC - (N/A)

Oracle launched two-way candidate messaging within Oracle Recruiting Cloud. This service will assist in the application function as well as the promotion of recruiting events to help with job fairs from Oracle's enhanced Opportunity Marketplace. Estimated annual operating cost is $57,600.

	FY24 Cost
Capital Improvement Fund	$500,000
Project Total	**$500,000**

RADIOS GPS LOCATION SERVER - (N/A)

Equip radios with internal GPS to be located based on demand. The purchase includes the software for the virtual servers, implementation by L3Harris engineers and licensing for up to 5000 devices. Estimated annual operating cost is $0.

	FY24 Cost
MAPS4 Use Tax	$160,000
Project Total	**$160,000**

INFORMATION TECHNOLOGY FY24 TOTAL $2,060,813

PARKS AND RECREATION

ATHLETIC FIELDS - EDWARDS PARK - 2917 NE 14th Street (Ward 7)

The need and demand to create additional football fields in the local community is high and we have received requests to create additional football fields from the community and Council. This project will create four additional football fields. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$2,000,000
Project Total	**$2,000,000**

CIVICCENTER MUSIC CNTRL_ULSTA - Civic Center Complex Unlisted Control Account. (Ward 6)

Civic Center Complex Unlisted Control Account, for Civic Center Music Hall only. Department ID 3305402. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$1,100,000
Project Total	**$1,100,000**

FIELD LIGHTS - WHISENHUNT COMP - 3200 S Independence Avenue (Ward 3)

Project to illuminate the final six fields at the Wendel Whisenhunt Sports Complex. Lighting our fields increases the service capacity of our athletic system and increases the available playing hours for our youth soccer club. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$557,500
Project Total	**$557,500**

FIELD LIGHTS - WOODSON PARK - 3403 S May Avenue (Ward 3)

A 2017 GO Bond project will construct new soccer and softball fields in Woodson Park, but there is not sufficient funding to install the new lighting requirements for the fields. Field lights will extend the number of hours for programming. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$1,561,000
Project Total	**$1,561,000**

MACKLANBURG PARK - Louis A. Macklanburg Park - 2234 NW 117th Street (Ward 2)

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

	FY24 Cost
2017 G.O. Bonds	$1,100,000
Project Total	**$1,100,000**

MARTIN PARK - UTILITY BRIDGE - 5000 W Memorial Road (Ward 8)

The SW corner of Martin Park is not accessible due to Spring Creek and Bluff Creek. Staff currently has to request permission from adjacent property owners to take equipment across their vacant residential lots to access this area of the park. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$600,000
Project Total	**$600,000**

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.

	FY24 Cost
2017 G.O. Bonds	$3,520,000
Project Total	**$3,520,000**

S MAY/AIRPORT TRAIL - Citywide

New trail from Woodson Park to Earlywine Trail. Estimated annual operating cost is $0.

	FY24 Cost
Other Grants	$4,500,000
Project Total	**$4,500,000**

TRAIL WAYFINDING AND SIGNAGE - Throughout the Trail system (Citywide)

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

	FY24 Cost
2017 G.O. Bonds	$1,000,000
Project Total	**$1,000,000**

TRAIL_S AGNEW TO N OKLA RIVER - Trail from Agnew across the Oklahoma River on abandoned rail line (Ward 6)

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

	FY24 Cost
2017 G.O. Bonds	$1,900,000
Project Total	**$1,900,000**

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.

	FY24 Cost
2017 G.O. Bonds	$5,800,000
Project Total	**$5,800,000**

PARKS AND RECREATION FY24 TOTAL $23,638,500

PLANNING

HOMELESSNESS PROGRAM - Citywide

"Key to Home" Encampment Rehousing Initiative. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$2,000,000
Project Total	**$2,000,000**

STREETLIGHT DATA OVERVIEW - (Citywide)

Streetlight Data software overview with the Planning Department Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$200,000
Project Total	**$200,000**

PLANNING FY24 TOTAL $2,200,000

POLICE

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.

	FY24 Cost
Btr Streets Safer City Use Tax	$868,186
MAPS3 Use Tax	$17,860
MAPS4 Use Tax	$438,304
Project Total	**$1,324,350**

PATROL/MARKED VEHICLES - (N/A)

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.

	FY24 Cost
Btr Streets Safer City Use Tax	$259,341
MAPS3 Use Tax	$935,927
MAPS4 Use Tax	$17,021,793
Project Total	**$18,217,061**

POLICE BUILDING IMPROVEMENTS - Citywide

Improvement to existing police facilities including construction, equipment, furnishings, installation or A&E services. These projects include enhancements to equipment and infrastructure critical to efficient operations. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$1,492,998
Police Sales Tax Fund	$3,649,475
Project Total	**$5,142,473**

POLICE CNTRL_ULSTA - Citywide

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

	FY24 Cost
2017 G.O. Bonds	$640,000
Project Total	**$640,000**

POLICE EQUIPMENT AND SOFTWARE - Citywide

Purchase of equipment and software for the Oklahoma City Police Department. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$3,144,743
MAPS4 Use Tax	$800,000
Police Sales Tax Fund	$773,378
Project Total	**$4,718,121**

POLICE HELICOPTER - (N/A)

Replacement and purchase of police helicopters. Estimated annual operating cost is $0.

	FY24 Cost
MAPS4 Use Tax	$5,192,099
Police and Fire Equipment Tax	$170,848
Project Total	**$5,362,947**

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.

	FY24 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.

	FY24 Cost
Btr Streets Safer City Use Tax	$112,485
MAPS3 Use Tax	$18,155
MAPS4 Use Tax	$1,642,187
Project Total	**$1,772,827**

POLICE FY24 TOTAL $37,377,779

PUBLIC INFORMATION

CITY HALL STUDIO - CITY HALL - PUBLIC INFORMATION AND MARKETING (N/A)

A broadcast studio in City Hall to tape and air additional original programming and improve the quality and efficiency of our government access channel. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$87,000
Project Total	**$87,000**

PUBLIC INFORMATION FY24 TOTAL $87,000

PUBLIC TRANS AND PARKING

BUS RAPID TRANSIT - Northwest Expressway and Meridian Avenue to the Downtown Transit Center (Citywide)

Northwest Corridor Bus Rapid Transit. Estimated annual operating cost is $4,500,000.

	FY24 Cost
2017 G.O. Bonds	$1,000,000
Other Grants	$5,750,100
Project Total	**$6,750,100**

BUS REPLACEMENT - (N/A)

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

	FY24 Cost
2017 G.O. Bonds	$545,908
Project Total	**$545,908**

BUS SHELTERS - Citywide

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

	FY24 Cost
Other Grants	$90,000
Project Total	**$90,000**

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.

	FY24 Cost
2017 G.O. Bonds	$250,000
Project Total	**$250,000**

EMBARK HQ - (Citywide)

Remodel 2000 S May Transit Admin & Operations Building Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$1,000,000
Project Total	**$1,000,000**

EQUIPMENT REPLACEMENT - 2000 S May Avenue (Ward 6)

Purchase of maintenance equipment. Estimated annual operating cost is $2,000.

	FY24 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.

	FY24 Cost
Other Grants	$2,016,791
Other Unspecified	$502,197
Project Total	**$2,518,988**

FARE COLLECTION EQUIPMENT - Citywide

Fare collection or ticket sales equipment. Estimated annual operating cost is $50,000.

	FY24 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.

	FY24 Cost
Cntrl OK Trans and Prkng Auth	$20,000
Other Grants	$80,000
Project Total	**$100,000**

PARATRANSIT VANS - (N/A)

Replacement of 25 paratransit vehicles starting in FY 2019. Estimated annual operating cost is $0.

	FY24 Cost
Cntrl OK Trans and Prkng Auth	$35,000
Other Grants	$140,000
Project Total	**$175,000**

PARKING GARAGE IMPROVEMENTS - Downtown (Ward 6)

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

	FY24 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.

	FY24 Cost
2017 G.O. Bonds	$2,000,000
Project Total	**$2,000,000**

RTA REFERENDUM PREP - (Citywide)

One time funding to complete transit studies. Estimated annual operating cost is $0.

	FY24 Cost
Capital Improvement Fund	$1,500,000
Project Total	**$1,500,000**

SECURITY AT COTPA FACILITIES - Citywide

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

	FY24 Cost
Cntrl OK Trans and Prkng Auth	$17,000
Other Grants	$68,000
Project Total	**$85,000**

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.

	FY24 Cost
Cntrl OK Trans and Prkng Auth	$100,000
Other Grants	$400,000
Project Total	**$500,000**

TRAFFIC SIGNAL PRIORITIZATION - Citywide

Traffic signal prioritization for fixed route. Estimated annual operating cost is $0.

	FY24 Cost
Cntrl OK Trans and Prkng Auth	$152,881
Other Grants	$611,522
Project Total	**$764,403**

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

Facilities improvements. Estimated annual operating cost is $0.

	FY24 Cost
Cntrl OK Trans and Prkng Auth	$50,000
Other Grants	$250,000
Project Total	**$300,000**

PUBLIC TRANS AND PARKING FY24 TOTAL $17,279,399

PUBLIC WORKS - BRIDGES

BRIDGE CNTRL UNLISTED - (N/A)

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

	FY24 Cost
2017 G.O. Bonds	$500,000
Project Total	**$500,000**

N COUNTRY CLUB DR, NW 68TH ST - NW 68th St and N Country Club Dr (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.

	FY24 Cost
2017 G.O. Bonds	$415,000
Project Total	**$415,000**

NW 10TH ST, N GRAND BLVD - NW 10th St over N Grand Blvd (Eastbound and Westbound) (Ward 6)

Replacement, construction, reconstruction, rehabilitation, repair, or improvement of bridges. May include appurtenances, AE, ROW, utility relocation, drainage, lighting, or approach improvements. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$2,750,000
Other Grants	$4,687,500
Project Total	**$7,437,500**

SE 134TH ST, S AIR DEPOT BLVD - 380 feet west of the intersection of SE 134th St and S Air Depot Blvd (Ward 4)

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.

	FY24 Cost
2017 G.O. Bonds	$1,100,000
Project Total	**$1,100,000**

PUBLIC WORKS - BRIDGES FY24 TOTAL $9,452,500

PUBLIC WORKS - DRAINAGE

CMF- HYDRODYNAMIC SEPERATOR - CMF Facility - SW 15th and Portland (Ward 6)

Hydrodynamic separator at the Central Maintenance Facility. Estimated annual operating cost is $0.

	FY24 Cost
Stormwater Drainage Utility	$250,000
Project Total	**$250,000**

COUNTY LINE AND SW 59 - Southeast corner of S County Line Rd and SW 59th St (Ward 3)

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.

	FY24 Cost
2017 G.O. Bonds	$690,000
Project Total	**$690,000**

DRAINAGE STUDIES - (Citywide)

Drainage studies Citywide. Estimated annual operating cost is $0.

	FY24 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.

	FY24 Cost
2017 G.O. Bonds	$816,250
Project Total	**$816,250**

DREDGE SILT DEWATERING_RIVERS - Various River Locations (Ward 6)

Dredging Silt Dewatering Sites - Various River Locations. Estimated annual operating cost is $0.

	FY24 Cost
Stormwater Drainage Utility	$120,000
Project Total	**$120,000**

MAPPING DATA SYSTEMS PROGRAMS - (N/A)

Drainage, channel and water quality improvements, mapping and equipment, may include stormwater detention facilities, real property acquisition, construction and related activities, landscaping, or technology improvements. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$500,000
Project Total	**$500,000**

NICHOLS HILLS SUBURBAN TRACTS - In The Vicinity Of W Wilshire Blvd and W Britton Rd off Sunnymeade Place and Croydon Ct (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.

	FY24 Cost
2017 G.O. Bonds	$6,600,000
Project Total	**$6,600,000**

OK RIVR SEDIMNT. BASN DREDGING - Oklahoma River (North Canadian River) from South Eastern to South Meridian Avenue (Ward 6)

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.

	FY24 Cost
Stormwater Drainage Utility	$400,000
Project Total	**$400,000**

PUBLIC WORKS - DRAINAGE FY24 TOTAL $9,526,250

PUBLIC WORKS - STREETS

GEMSTONE ACRES ADDITION - In the vicinity of SW 44 and Cemetary Rd (Ward 3)

Resurfacing, repair, rehabilitation or improvement of the streets in areas bounded by listed streets, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, or sidewalks. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$555,000
Project Total	**$555,000**

IMPACT: MUSTANG RD & I-40 - Mustang road & I-40 Interchange. (Ward 3)

Traffic Impact Project Benefits N-1 - Mustang road & I-40 Interchange - Provide N bound continuous right-turn lane at I-40 E bound on-ramp, additional lane on I-40 E bound collector-distributor, additional W bound left-turn lane on I-40 W bound off-ramp. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,200,000
Project Total	**$1,200,000**

IMPACT: NW 27TH & N PORTLAND - NW 27th Street & N Portland Avenue. (Ward 2)

Impact Project – Benefit Area: I-2 – NW 27th Street & N Portland Avenue – Install Signal. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$879,044
Project Total	**$879,044**

IMPACT: I-240 & SOONER ROAD - I-240 & S Sooner Road. (Ward 4)

Impact Project – Benefit Area: I-240 & Sooner Road – Construct a southbound right turn lane at the intersection of I-240 westbound on/offramp at S Sooner Road. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$319,770
Project Total	**$319,770**

IMPACT: I-40 & S ANDERSON RD - I-40 & S Anderson Road. (Ward 4)

Impact Project – Benefit Area: R-2 – I-40 & S Anderson Road – 1. Install traffic signal at the north interchange, 2. Add an east bound right turn lane to the south interchange. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$952,297
Project Total	**$952,297**

IMPACT: I-44 & SW 104TH ST - I-44 & SW 104th Street. (Citywide)

Impact Project – Benefit Area: I-3 – I-44 & SW 104th Street – Construct median access improvements along SW 104th Street east of the I-44 northbound on/off ramp. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$662,640
Project Total	**$662,640**

IMPACT: N PENN & NW 140TH ST - N Pennsylvania Avenue & NW 140th Street. (Ward 8)

Impact Project –Benefit Area:N-5– N Pennsylvania Ave & NW 140th St – 1. Intersection modification to lengthen left turn lanes on NB, SB, & WB approaches, 2. Pedestrian crosswalk & sidewalk ramp improvements along with minor traffic signal modifications. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$750,000
Project Total	**$750,000**

IMPACT: N SANTA FE & NW 150TH - N Santa Fe Avenue & NW 150th Street. (Ward 7)

Impact Project- Benefit Area:N-5 –N Santa Fe & NW 150th – 1. Intersection widening/modifications to provide right-turn lanes on EB&WB approaches & longer left-turn lanes on all four approaches, 2. Crosswalk, sidewalk ramp, & traffic signal modifications. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$2,292,348
Project Total	**$2,292,348**

IMPACT: NW 122ND & N ROCKWELL - NW 122nd Street & N Rockwell Avenue. (Citywide)

Impact Project – Benefit Area: I-1 – NW 122nd Street & N Rockwell Avenue – 1. Construct southbound right turn bay 150', 2. Construct northbound right turn bay 150', 3. Construct westbound right turn bay 150'. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,250,000
Project Total	**$1,250,000**

IMPACT: NW 164TH & N MACARTHUR - NW 164th Street and N MacArthur Boulevard. (Ward 8)

Traffic Impact Project - Benefit Area: N-6 --- NW 164th Street and N MacArthur Boulevard - Construct northbound right turn and install traffic signal. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$725,000
Project Total	**$725,000**

IMPACT: NW 23RD & NW GRAND BLV - NW 23rd Street & NW Grand Boulevard. (Ward 2)

Impact Project – Benefit Area: I-2 – NW 23rd Street & NW Grand Boulevard – 1. Construct southbound turn lane, 2. Construct southbound right turn. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$256,080
Project Total	**$256,080**

IMPACT: NW 39TH EXPRSWY &TULSA - NW 39th Expressway & Tulsa Avenue. (Ward 2)

Impact Project – Benefit Area: I-1 – NW 39th Expressway & Tulsa Avenue – Construct southbound right turn bay 150'. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$879,044
Project Total	**$879,044**

IMPACT: NW EXPRSWY & N MORGAN - NW Expressway & N Morgan Road. (Ward 1)

Impact Project – Benefit Area: R-4 – NW Expressway & N Morgan Road – 1. Construct westbound right turn, 2. Construct eastbound right turn, 3. Convert eastbound and westbound left turn to flashing yellow arrows. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,100,000
Project Total	**$1,100,000**

IMPACT: NW EXPRSWY/LAKE HEFNER - NW Expressway & Lake Hefner Parkway. (Ward 2)

Impact Project – Benefit Area: C-1 – NW Expressway & Lake Hefner Parkway – 1. Implement dual right turn lanes and additional lane on channelized northbound right turn approach, 2. Add a westbound right turn lane. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,056,000
Project Total	**$1,056,000**

IMPACT: NW EXPWY & W HEFNER RD - NW Expressway and W Hefner Road. (Ward 1)

Traffic Impact Project - Benefit Area: N-6 --- NW Expressway and West Hefner Road - Construct eastbound right turn, construct northbound right turn, and convert eastbound and westbound to flashing yellow arrow left turn. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$700,000
Project Total	**$700,000**

IMPACT: NW EXPY & COUNCIL ROAD - NW Expressway and Council Road. (Ward 1)

Traffic Impact Project - Benefit Area: N-6 --- NW Expressway and Council Road - Construct eastbound right turn and construct westbound right turn. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,100,000
Project Total	**$1,100,000**

IMPACT: SE 29TH ST & S SOONER - SE 39th Street & S Sooner Road (Ward 4)

Impact Project – Benefit Area: N-3 – SE 9th Street & S Sooner Road – 1. Add a dedicated westbound right turn lane, 2. Dual southbound left turn lanes Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$775,000
Project Total	**$775,000**

IMPACT: SW 29TH WEST OF MORGAN - SW 29th west of Morgan Road. (Ward 3)

Traffic Impact Project - Benefit Area: N-1 --- SW 29th west of Morgan Road - Widen to four (4) travel lanes for approximately 1,000 feet. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,795,500
Project Total	**$1,795,500**

IMPACT: SW 54TH & S PORTLAND - SW 54th Street & S Portland Avenue. (Ward 3)

Impact Project – Benefit Area: N-2 – SW 54th Street & S Portland Avenue – 1. Add eastbound and westbound right turn lanes on SW 54th Street, 2. Add dual southbound left turn lanes on S Portland Avenue. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,350,000
Project Total	**$1,350,000**

IMPACT: W MEMORIAL RD & N MAY - W Memorial Road & N May Avenue. (Ward 8)

Impact Project – Benefit Area: I-1 – W Memorial Road & N May Avenue, Westbound – 1. Construct southbound right turn bay 150’ on W Memorial Road, 2. Construct southbound right turn bay 150’ on N May Avenue. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$253,440
Project Total	**$253,440**

IMPACT: WILSHIRE & N COUNCIL - W. Wilshire Boulevard and N. Council Road. (Ward 1)

Traffic Impact Project - Benefit Area: N-6 --- West Wilshire Boulevard and North Council Road - Construct eastbound right turn and northbound right turn. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$625,000
Project Total	**$625,000**

IMPACT:NW EXPRSWY & N INDEPENC - NW Expressway & N Independence Ave. (Ward 2)

Traffic Impact Project- Benefit Area C-1 – NW Exprsway & N Independence Ave–1. Extend right turn along NW Exprsway to N Independence Ave, E of ramp @ Hefner Prkwy, 2. Add SB left turn on N Independence Ave & restripe approach to left/through/right lanes. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,078,440
Project Total	**$1,078,440**

IMPACT:NW EXPY & N COUNTY LINE - NW Expressway and N County Line Road. (Ward 1)

Traffic Impact Project - Benefit Area: N-6 --- NW Expressway and N County Line Road - Construct southbound turn lane, construct northbound left turn, and convert eastbound and westbound arrow left turn. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,100,000
Project Total	**$1,100,000**

IMPACT:SW 44TH WEST OF COUNCIL - SW 44th Street West of Council Road. (Ward 3)

Traffic Impact Project - Benefit Area: N-1 --- SW 44th Street West of Council Road - Provide westbound right-turn auxiliary lane along Western Heights Public Schools campus. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,966,000
Project Total	**$1,966,000**

MAY, MEMORIAL TO NW 150 - N May Ave from Memorial Rd to NW 150th St (Ward 8)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$3,025,000
Project Total	**$3,025,000**

MAY_PENN_SW 29_SW 44 - Area bound by May, Pennsylvania, SW 29th St, and SW 44th 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.

	FY24 Cost
2017 G.O. Bonds	$9,000,000
Project Total	**$9,000,000**

MAY_PORTLAND_SW 29_SW 15 - Area bound by May, Portland, SW 29th St, and SW 15th 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.

	FY24 Cost
2017 G.O. Bonds	$4,157,500
Project Total	**$4,157,500**

MORGAN ROAD, SW 44 TO SW 59 - Morgan Road, SW 44th St to SW 59th 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.

	FY24 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

NE 10TH ST AND MLK AVE - NE 10th and MLK Ave (Ward 7)

Street enhancements, may include reconstruction, construction, repair, resurfacing, or improvements of streets, pedestrian safety improvements, bicycle lanes, striping, markings, or pedestrian amenities. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$660,000
Project Total	**$660,000**

NE 122, SOONER TO AIR DEPOT - NE 122nd St from N Sooner Rd to N Air Depot Blvd (Ward 7)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

NW 10, INDEPENDENCE TO VILLA - NW 10th St from Independence Ave to N Villa 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.

	FY24 Cost
2017 G.O. Bonds	$1,335,000
Project Total	**$1,335,000**

NW 10, MERIDIAN TO MACARTHUR - NW 10th from Meridian to MacArthur. (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.

	FY24 Cost
2017 G.O. Bonds	$825,000
Project Total	**$825,000**

NW 10, PORTLAND TO MERIDIAN - NW 10th from Portland to Meridian. (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.

	FY24 Cost
2017 G.O. Bonds	$1,815,000
Project Total	**$1,815,000**

NW 122, MERIDIAN TO PORTLAND - NW 122nd St 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.

	FY24 Cost
2017 G.O. Bonds	$535,000
Project Total	**$535,000**

NW 192, PORTLAND TO MAY - NW 192nd St from N Portland Ave to N May Ave (Ward 8)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$555,000
Project Total	**$555,000**

NW 50, I-44, MAY, HEFNER PRKWY - Area bound by NW 50th St, I-44, May, and Hefner Parkway / Phase I & Phase II (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.

	FY24 Cost
2017 G.O. Bonds	$2,992,500
Project Total	**$2,992,500**

ROCKWELL, NW 10 TO NW 16 - Rockwell from NW 10th to NW 16th. (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.

	FY24 Cost
2017 G.O. Bonds	$545,000
Project Total	**$545,000**

ROCKWELL, W HEFNER TO NW 122 - Rockwell Avenue between W Hefner Rd 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.

	FY24 Cost
2017 G.O. Bonds	$550,000
Project Total	**$550,000**

SARA RD, SW 15 AND SW 29 - Sara Road from SW 15th St to SW 29th St (Ward 3)

Widening and improving listed streets, may include AE, signals, signs, markings, devices, conduit and improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, landscaping, or irrigation systems. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$7,425,000
Project Total	**$7,425,000**

STREETS CNTRL UNLISTED - (Citywide)

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

	FY24 Cost
2017 G.O. Bonds	$9,428,833
Project Total	**$9,428,833**

SW 29, MUSTANG RD TO MORGAN RD - SW 29th St from Mustang Road to Morgan 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.

	FY24 Cost
2017 G.O. Bonds	$1,100,000
Project Total	**$1,100,000**

SW 29, ROCKWELL TO MACARTHUR - SW 29th from S Rockwell Ave to S MacArthur Blvd (Ward 3)

Widening and improving listed streets, may include AE, signals, signs, markings, devices, conduit and improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, landscaping, or irrigation systems. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$4,950,000
Project Total	**$4,950,000**

SW 59, COUNCIL TO ROCKWELL - SW 59th St from S Council Rd to S Rockwell Ave (Ward 3)

Widening and improving listed streets, may include AE, signals, signs, markings, devices, conduit and improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, landscaping, or irrigation systems. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$4,950,000
Project Total	**$4,950,000**

SW 59, COUNTY LINE TO HWY 152 - SW 59th St from County Line Rd to Hwy 152 (Ward 3)

Widening and improving listed streets, may include AE, signals, signs, markings, devices, conduit and improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, landscaping, or irrigation systems. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$4,400,000
Project Total	**$4,400,000**

VILLA, NW 16 TO NW 23 - N Villa Ave from NW 16th to NW 23rd St (Ward 6)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$275,000
Project Total	**$275,000**

W MEMORIAL, HFNR PAKWY_MAY_EB - W Memorial Rd (EB) 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.

	FY24 Cost
2017 G.O. Bonds	$1,320,000
Project Total	**$1,320,000**

W MEMORIAL, PENN TO MAY_WB - W Memorial Rd (WB) from N Pennsylvania Ave to N May Ave (Ward 8)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$545,000
Project Total	**$545,000**

W RENO, N MAY TO PENN - W Reno Ave from N May Ave to N Pennsylvania Ave (Ward 6)

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$1,480,000
Project Total	**$1,480,000**

WESTERN_PENN_SW 44_SW 29 - Area bound by Western, Pennsylvania, SW 44th St, and SW 29th 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.

	FY24 Cost
2017 G.O. Bonds	$5,545,000
Project Total	**$5,545,000**

PUBLIC WORKS - STREETS FY24 TOTAL $92,134,436

PUBLIC WORKS - TRAFFIC

COUNCIL AND NW 113 - N Council Road and NW 113 St (Ward 8)

Installation, acquisition of new, improvement, replacement or repair of existing traffic signals, signs, equipment, and devices. May include AE, ROW, utility relocation, conduit installation, drainage, intersection improvements, or lighting. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$1,145,000
Project Total	**$1,145,000**

IMPACT: STUDY SW104TH/S I-44 - Traffic Impact Study, SW 104th Street and South I-44 Highway - Benefit Area I-3 and N-2. (Ward 3)

Traffic Impact Study, SW 104th Street and South I-44 Highway - Benefit Area I-3 and N-2. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,000,000
Project Total	**$1,000,000**

IMPACT: S MAY/W I-240 SRVC RD - S May Avenue and W I-240 Service Road. (Ward 5)

Traffic Impact Fee Capacity Improvements, S May Avenue and W I-240 Service Road. Benefit area I-3. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$200,500
Project Total	**$200,500**

IMPACT: STUDY EASTERN/MEMORIAL - Traffic Impact Study, North Eastern Avenue and East Memorial Road - Benefit Area N-4. (Ward 7)

Traffic Impact Study, North Eastern Avenue and East Memorial Road - Benefit Area N-4. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,100,000
Project Total	**$1,100,000**

IMPACT: STUDY N COUNCIL/W MEM - Traffic Impact Study, North Council Road and West Memorial Road - Benefit Area N-6. (Citywide)

Traffic Impact Study, North Council Road and West Memorial Road - Benefit Area N-6. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$525,000
Project Total	**$525,000**

IMPACT: STUDY N WESTERN/I-44 - Traffic impact study,North Western Avenue and West I-44 Highway - Benefit Area C-1. (Ward 2)

Traffic impact study,North Western Avenue and West I-44 Highway - Benefit Area C-1. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$379,135
Project Total	**$379,135**

IMPACT: STUDY N WESTERN/MEM - Traffic Impact Study, North Western Avenue and West Memorial Road - Benefit Area N-5. (Citywide)

Traffic Impact Study, North Western Avenue and West Memorial Road - Benefit Area N-5. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$3,675,000
Project Total	**$3,675,000**

IMPACT: STUDY RENO TO MUSTANG - Traffic Impact Study, West Reno Avenue and South Mustang Road - Benefit Area N-1. (Ward 3)

Traffic Impact Study, West Reno Avenue and South Mustang Road - Benefit Area N-1. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$1,437,000
Project Total	**$1,437,000**

IMPACT: STUDY S ANDERSON/I-40 - Traffic impact study, South Anderson Road and East I-40 Highway - Benefit Area R-2. (Ward 4)

Traffic impact study, South Anderson Road and East I-40 Highway - Benefit Area R-2. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$733,332
Project Total	**$733,332**

IMPACT: STUDY S MACARTHUR/I-40 - Traffic impact study,South MacArthur Boulevard and West I-40 Highway - Benefit Area I-2. (Ward 3)

Traffic impact study,South MacArthur Boulevard and West I-40 Highway - Benefit Area I-2. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$850,000
Project Total	**$850,000**

IMPACT: STUDY S PENN/149TH - Traffic impact study, South Pennsylvania Avenue and SW 149th Street - Benefit Area R-1. (Ward 5)

Traffic impact study, South Pennsylvania Avenue and SW 149th Street - Benefit Area R-1. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$405,000
Project Total	**$405,000**

IMPACT: STUDY S SOONER-E I-240 - Traffic Impact Study, South Sooner Road and East I-240 Highway - Benefit Area I-3 and N-3. (Ward 4)

Traffic Impact Study, South Sooner Road and East I-240 Highway - Benefit Area I-3 and N-3. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$333,303
Project Total	**$333,303**

IMPACT: STUDY W BRITTON/LK HEF - Traffic impact study, West Britton Road and Lake Hefner Parkway (State Highway 74 and East Wharf Drive) - Benefit Area I-1. (Ward 2)

Traffic impact study, West Britton Road and Lake Hefner Parkway (State Highway 74 and East Wharf Drive) - Benefit Area I-1. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$950,000
Project Total	**$950,000**

MILLER AND SW 59 - S Miller Avenue and SW 59 St (Citywide)

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.

	FY24 Cost
2017 G.O. Bonds	$1,145,000
Project Total	**$1,145,000**

NW 36 AND WALKER - NW 36th St and N Walker Ave (Ward 2)

Installation, acquisition of new, improvement, replacement or repair of existing traffic signals, signs, equipment, and devices. May include AE, ROW, utility relocation, conduit installation, drainage, intersection improvements, or lighting. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$1,215,000
Project Total	**$1,215,000**

TRAFFIC CTRL SYS CTRL UNLISTED - (Citywide)

Control project for unlisted bond funds related to the Traffic control systems. Estimated annual operating cost is $0.

	FY24 Cost
2017 G.O. Bonds	$533,667
Project Total	**$533,667**

TRAFFIC STDY 10TH-N CZECH HALL - Traffic Impact Study, NW 10th Street and North Czech Hall Road - Benefit Area N-1. (Ward 3)

Traffic Impact Study, NW 10th Street and North Czech Hall Road - Benefit Area N-1. Estimated annual operating cost is $0.

	FY24 Cost
Development Impact Fees	$95,000
Project Total	**$95,000**

PUBLIC WORKS - TRAFFIC FY24 TOTAL $15,721,937

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.

	FY24 Cost
OKC Water Utilities Trust	$1,967,000
Project Total	**$1,967,000**

MOBILE EQUIPMENT - (N/A)

Replacement of pick-up trucks, refuse trucks, side loaders, and other mobile equipment. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$2,483,000
Project Total	**$2,483,000**

SWM FACILITY IMPROVEMENTS - 11501 N Portland Ave (Ward 8)

Solid Waste Management facility improvements. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$1,473,000
Project Total	**$1,473,000**

SWM TECHNOLOGY UPGRADES - Citywide

Technology upgrades. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$106,000
Project Total	**$106,000**

SOLID WASTE MANAGEMENT FY24 TOTAL $6,029,000

WASTEWATER

CAPITAL PLAN PROGRAM MGT - (N/A)

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.

	FY24 Cost
OKC Water Utilities Trust	$637,000
Project Total	**$637,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$2,016,000
Project Total	**$2,016,000**

CITYWIDE SANITARY SEWER R & R - Citywide

To provide for renewal and/or replacement of deficient sanitary sewer lines. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$10,613,000
Project Total	**$10,613,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$10,719,000
Project Total	**$10,719,000**

CUSTOMER SERVICE DIVISION - Citywide

Replaces meters and meter pits. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$3,749,000
Project Total	**$3,749,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$1,767,000
Project Total	**$1,767,000**

EMERGENCY PROJECTS - Citywide

Wastewater related emergency projects. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$1,061,000
Project Total	**$1,061,000**

EQUIPMENT REPLACEMENT - (N/A)

Mobile equipment replacement. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$1,183,000
Project Total	**$1,183,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$796,000
Project Total	**$796,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$9,748,000
Project Total	**$9,748,000**

LABORATORY IMPROVEMENTS - Citywide

Laboratory improvements. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$106,000
Project Total	**$106,000**

LIFT STATION R & R - Citywide

Lift station renewals and/or replacements. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$15,235,000
Project Total	**$15,235,000**

LINE MAINTENANCE DIVISION PRO. - Citywide

Line Maintenance projects. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$53,000
Project Total	**$53,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$1,698,000
Project Total	**$1,698,000**

NORTH CANADIAN EXPANSION - 12800 N Anderson Rd (Ward 7)

North Canadian Wastewater Treatment Plant expansion. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$16,981,000
Project Total	**$16,981,000**

ODOR CONTROL IMPROVEMENTS - (N/A)

Installation of odor control systems at various wastewater treatment plants and lift stations. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$8,825,000
Project Total	**$8,825,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$531,000
Project Total	**$531,000**

PUBLIC WORKS REIMBURSEMENTS - Citywide

Public Works reimbursement projects. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$318,000
Project Total	**$318,000**

RELOCATION FOR ROAD PROJECTS - Citywide

Relocations of sewer roadway improvement projects. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$1,061,000
Project Total	**$1,061,000**

S CANADIAN WWT R & R - 15924 S. May Avenue (Ward 5)

Plant upgrades to improve, replace, and renew existing facilities as necessary to continue reliable and regulatory compliant operations. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$318,000
Project Total	**$318,000**

TECHNOLOGY UPGRADES - (N/A)

Technology upgrades. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$2,335,000
Project Total	**$2,335,000**

WASTEWATER FY24 TOTAL $89,750,000

WATER

60-INCH WATER LINE REPLACEMENT - (Ward 4)

60-inch water transmission line replacement from SE 74th Street to SE 44th Street. Estimated annual operating cost is $0.

	FY24 Cost
Other Grants	$35,000,000
Project Total	**$35,000,000**

CAPITAL PLAN PROGRAM MGT - (N/A)

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.

	FY24 Cost
OKC Water Utilities Trust	$637,000
Project Total	**$637,000**

CITY OF THE VILLAGE MAIN REPL - City of The Village (N/A)

The City of The Village Main replacement. The City of Oklahoma City Water Utilities provides water to the City of The Village. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$1,274,000
Project Total	**$1,274,000**

CITYWIDE WATER MAIN R & R - Citywide

Water main renewals and replacements. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$5,752,000
Project Total	**$5,752,000**

CUSTOMER SERVICE DIVISION PROJ - Citywide

Replaces water meters and meter pits. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$3,749,000
Project Total	**$3,749,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$531,000
Project Total	**$531,000**

DRAPER PLANT R & R - 13700 S. Douglas Boulevard (Ward 4)

Draper Water Treatment Plant renewal and replacement. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$14,805,000
Project Total	**$14,805,000**

DRAPER/HEFNER INTERCONNECTION - Citywide

Transmission and booster station improvements to interconnect the Draper and Hefner service areas. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$1,061,000
Project Total	**$1,061,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$849,000
Project Total	**$849,000**

EQUIPMENT REPLACEMENT - (N/A)

Mobile equipment replacement. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$1,794,000
Project Total	**$1,794,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$5,621,000
Project Total	**$5,621,000**

HEFNER PLANT R & R - 3827 W. Hefner Road (Ward 8)

Hefner Water Treatment Plant renewal and replacement. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$17,989,000
Project Total	**$17,989,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$424,000
Project Total	**$424,000**

LABORATORY IMPROVEMENTS - Citywide

Laboratory improvements. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$117,000
Project Total	**$117,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$9,287,000
Project Total	**$9,287,000**

LARGE VALVE REPLACEMENT - Citywide

Large valve replacement. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$2,122,000
Project Total	**$2,122,000**

NORTHWEST EXTENSION - Citywide

North and Northwest extension of large transmission main from Hefner Water Treatment Plant. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$1,061,000
Project Total	**$1,061,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$106,000
Project Total	**$106,000**

PUBLIC WORKS REIMBURSEMENTS - Citywide

Public Works reimbursement projects. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$329,000
Project Total	**$329,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$148,684,000
Project Total	**$148,684,000**

RELOCATION FOR ROAD PROJECTS - Citywide

Relocation of water roadway improvement projects. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$795,000
Project Total	**$795,000**

TECHNOLOGY UPGRADE - (N/A)

Technology upgrades. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$2,866,000
Project Total	**$2,866,000**

UPGRADES TO BOOSTER STATIONS - Citywide

Upgrades to booster stations to improve reliability and resiliency. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$3,449,000
Project Total	**$3,449,000**

WATER MASTER PLAN DEVELOPMENT - (N/A)

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.

	FY24 Cost
OKC Water Utilities Trust	$1,061,000
Project Total	**$1,061,000**

WATER STORAGE TANKS - Citywide

Add water storage tanks. Estimated annual operating cost is $0.

	FY24 Cost
OKC Water Utilities Trust	$318,000
Project Total	**$318,000**

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.

	FY24 Cost
OKC Water Utilities Trust	$1,061,000
Project Total	**$1,061,000**

WATER FY24 TOTAL $260,742,000

ZOO

ADMIN & EDUCATION BLDG - 2101 NE 50th St (Ward 7)

Construction of new office & education classrooms. Estimated annual operating cost is $0.

	FY24 Cost
OKC Zoological Trust	$2,000,000
Project Total	**$2,000,000**

GENERAL CAPITAL MAINTENANCE - 2101 NE 50th St (Ward 7)

Capital maintenance of buildings, grounds, and exhibits. Estimated annual operating cost is $0.

	FY24 Cost
OKC Zoological Trust	$2,500,000
Project Total	**$2,500,000**

SEA LION COVE - 2101 NE 50th St (Ward 7)

Construction of new sea-lion exhibit at Oklahoma City Zoo. Estimated annual operating cost is $0.

	FY24 Cost
OKC Zoological Trust	$8,000,000
Project Total	**$8,000,000**

ZOO FY24 TOTAL $12,500,000

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 approved by the voters at a special election called for that purpose.

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 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 and 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 Unlimited Tax (GOULT) Bond program. However, our General Obligation Limited Tax (GOLT) Bond program is subject to an annual ad valorem property tax limit of 5 mills. 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 sufficient ad valorem property taxes to pay the annual principal and interest payments. By State law, the City may only use ad valorem property taxes to retire our general obligation bonds and pay judgements levied against the City. The City has a policy of keeping the ad valorem property tax rate at or near a ten-year rolling average of 16 mills.

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 $75.62 million in General Obligation bonded debt and has issued $117 million in FY23, which will leave the total General Obligation Bond indebtedness at the end of FY23 at approximately $1.075 billion. This equates to $1,488 per capita estimated for FY23 compared to $1,372 per capita at the end of FY22.

Since 2009, Standard & Poor's Global Ratings have rated Oklahoma City's General Obligation debt at the highest level (AAA). Since 2011, Moody's Investors Service have rated the City's General Obligation debt at their highest rating (Aaa).

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.

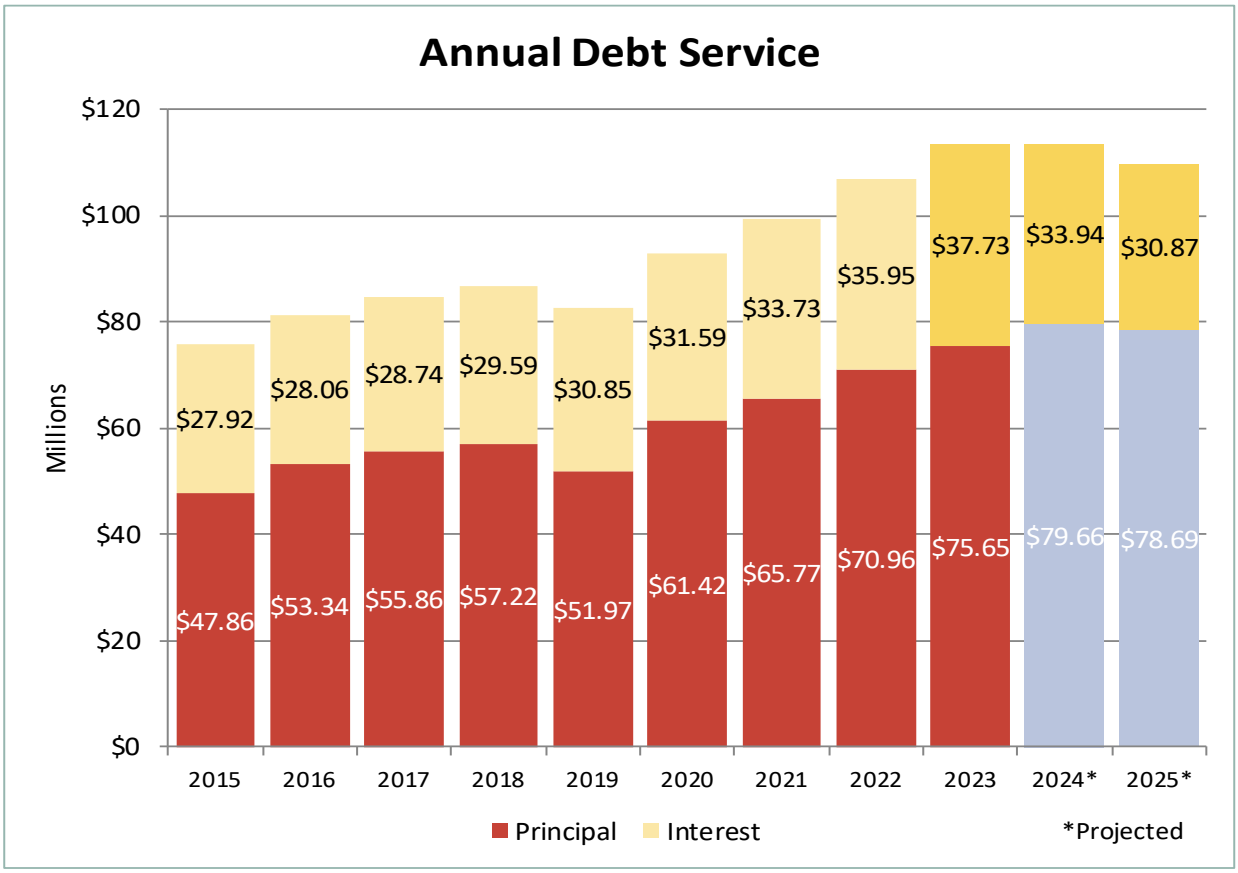
DEBT SERVICE BUDGET

	Actual FY22	Adopted FY23	Adopted FY24
Revenues			
Ad Valorem (Property Tax)	$101,874,717	$83,600,579	$121,229,086
Interest	2,084,882	2,000,000	1,500,000
Other	10,203,120	10,000,000	9,000,000
Fund Balance	0	30,284,116	28,849,130
Total Revenues	**$114,162,719**	**$125,884,695**	**$160,578,216**
Expenditures - Non-Departmental			
Judgments	$4,242,104	$4,800,000	$5,648,512
Judgment Interest	199,084	275,000	454,724
Fiscal Agency Fees	496,708	555,000	350,000
Bond Retirement	70,955,000	75,905,000	79,660,000
Interest on Bonds	35,031,900	32,585,719	33,940,281
Reserve For Future Debt Service Payments	0	11,763,976	40,524,699
Total Expenditures	**$110,924,796**	**$125,884,695**	**$160,578,216**
Use of Fund Balance			
Beginning Fund Balance	$132,086,616	$135,324,539	$116,804,399
Additions/(Reductions) to Fund Balance	3,237,923	(18,520,140) *	11,675,569 **
Ending Fund Balance	**$135,324,539**	**$116,804,399** *	**$128,479,968** **

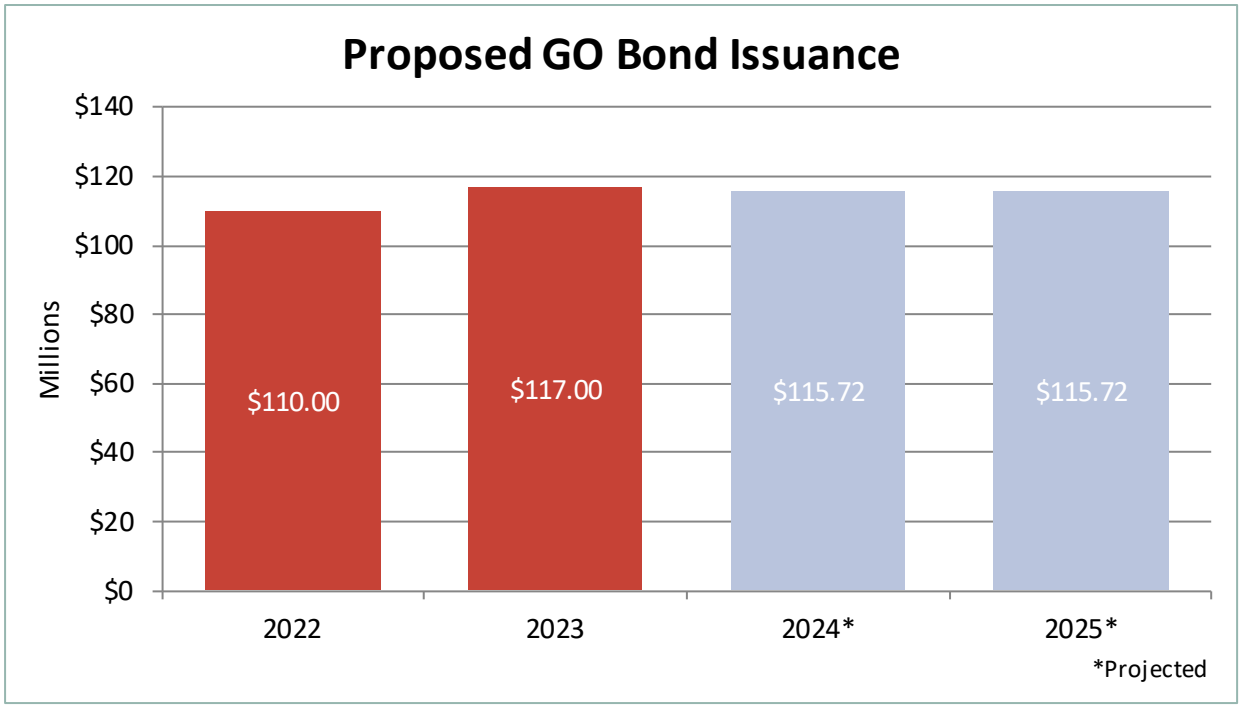
* Estimated.

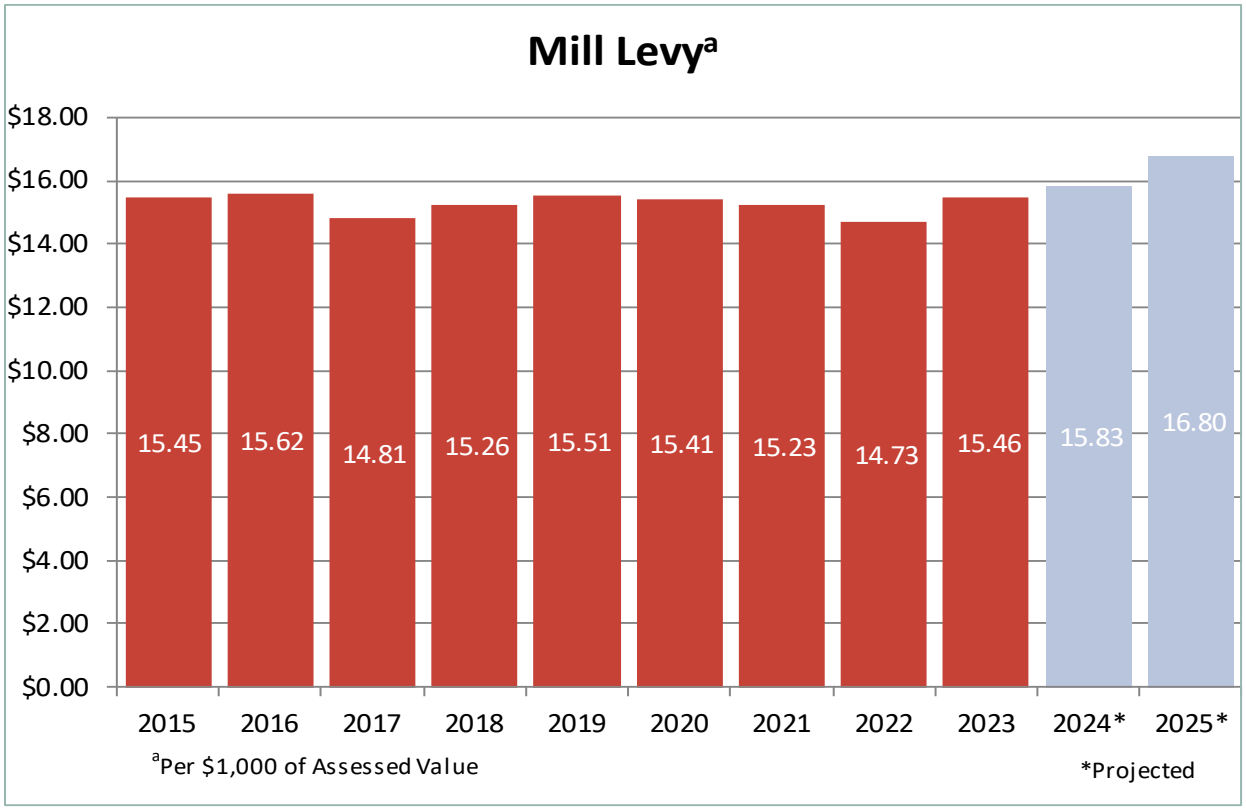
** Assumes budgeted revenues and expenditures.

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.

SEAL OF THE CITY OF
OKLAHOMA CITY
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.

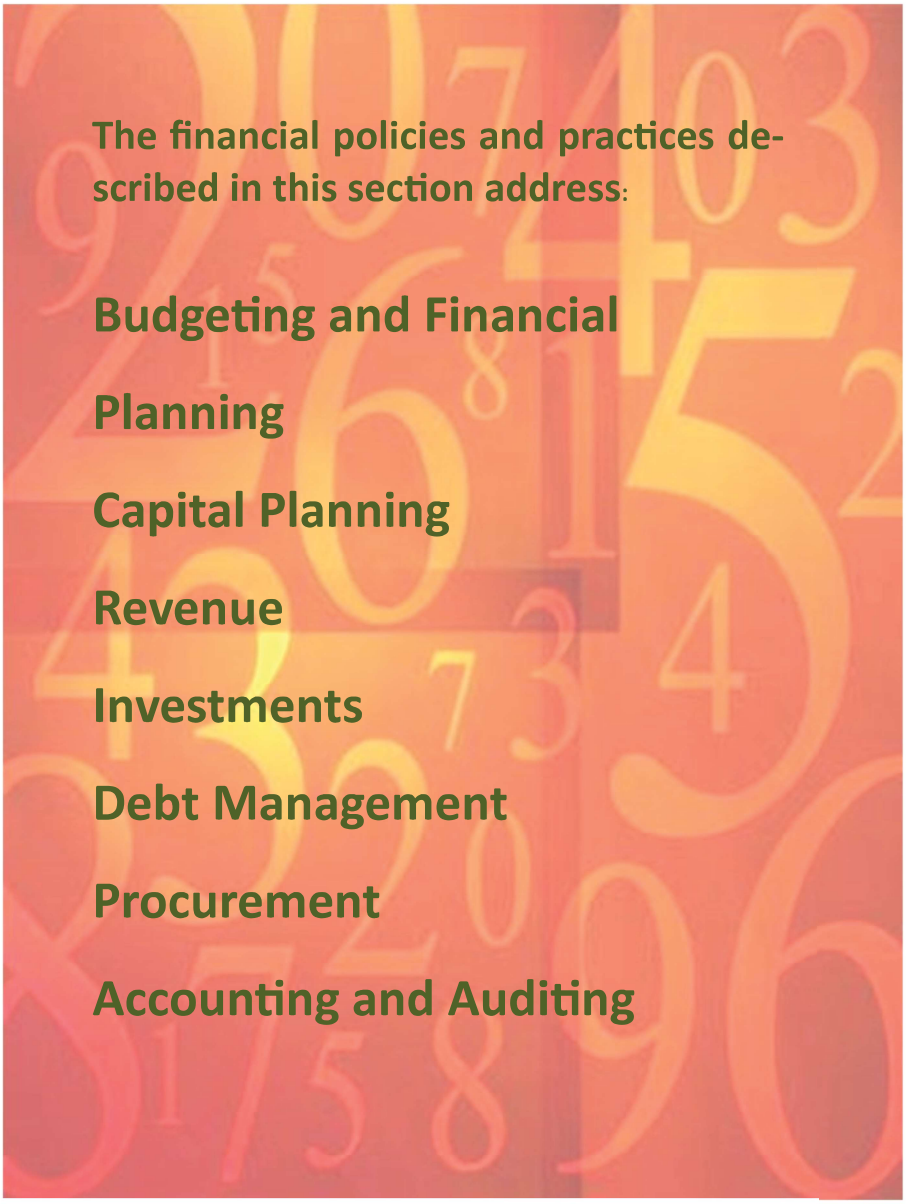
2. For budgetary purposes, only amounts that will be spent or encumbered (under contract) by the end of the fiscal year are budgeted as expenditures. For GAAP purposes, governmental and proprietary fund type expenditures are recorded when incurred according to the modified accrual and accrual basis of 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.



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	FY24 Proposed Budget	FY24 Budgeted Contingency (a)	Contingency as a % of Budget (b)	Projected Unbudgeted Fund Balance (c)	Fund Bal. as a % of Budget (d)
(e)	General Fund	$604,329,755	$9,163,852	1.52%	$164,078,528	27.15%
(g)	Asset Forfeiture Fund	$3,261,989	836,437	25.64%	$1,332,453	40.85%
(e)	Court Admin. and Training Fund	127,000	6,400	5.04%	38,191	30.07%
(g)	Fire Sales Tax Fund	56,638,474	5,015,000	8.85%	19,455,117	34.35%
(e,f,g)	Hotel/Motel Tax Fund	14,740,995	0	0.00%	4,376,494	29.69%
	MAPS 3 Use Tax	2,018,575	1,959,197	97.06%	213	0.01%
	MAPS 4 Use Tax	18,966,814	13,950,273	73.55%	159,859	0.84%
(g)	Medical Service Program Fund	14,106,352	1,826,419	12.95%	11,179,165	79.25%
(g)	Police Sales Tax Fund	53,486,471	1,866,979	3.49%	26,366,950	49.30%
(g)	Stormwater Drainage Fund	22,956,449	605,000	2.64%	13,558,560	59.06%
(f,i)	Zoo Sales Tax Fund	19,087,397	0	0.00%	0	0.00%
	Funds Supported by the General Fund or Other Entities (h)					
(i)	Airports	$25,336,624	$336,882	1.33%	$0	0.00%
	Emergency Management Fund	10,542,347	200,000	1.90%	862,043	8.18%
	Internal Service Fund	78,766,479	844,918	1.07%	10,298,665	13.07%
(i)	Transportaion and Parking Fund	6,827,204	150,767	2.21%	0	0.00%
(i)	Solid Waste Mgmt. Fund	13,524,165	364,256	2.69%	0	0.00%
(i)	Water Fund	58,132,044	1,260,000	2.17%	4,298,231	7.39%
(i)	Wastewater Fund	37,168,932	630,000	1.69%	571,486	1.54%

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 17-22% target for unbudgeted fund balance in the General Fund and at least 10% 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 Partnerships 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 FY23 Strategic Business Plan Update process.

More information about Oklahoma City Council Priorities can be found beginning on page A-13 of the FY24 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

FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target

Long-Term Issue - Changing Aviation Industry Environment

The changing nature of the aviation industry creates financial and infrastructure challenges along with increasing safety, security, and environmental requirements, if not addressed, will have an impact on:

- *Staffing, workload and performance*
- *Long-term airport planning*
- *Customer satisfaction*
- *The quality of service*
- *Deferred maintenance*

Strategies to address the Long-Term Issue

- *Improve and enhance the airport roadway through implementing the new wayfinding plan.*
- *Passenger Surveys*
- *Long Term Master Area Plan*
- *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.*
- *Maximize food, beverage and retail concession agreements, airport staff will do periodic reviews of goods/services provided, and an inspection of the books and records.*
- *Maximizing parking revenue*
- *Reduce Airport maintenance requirements on tenant facilities.*

Airports

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Changing Aviation Industry Environment						
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 2024, 100% of new signs will be installed to implement the wayfinding plan.*						
▪ *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. Complete the concession development by 2024.*						
▪ *Maintain parking revenue growth per transaction of at least 2% per year.*						
▪ *Reduce maintenance resources required on tenant facilities.*						
▪ *Complete a rate study at all airports by 2024*						
▪ *Adopt a new lease structure by 2024 that reduces the Airport's maintenance obligations*						
▪ *Increase customer satisfaction scores*						
1	% of new signs installed to implement the wayfinding plan	55%	55%	55%	88%	88%
2	% increase in Food, beverage, and retail concession revenues per boarding passenger	-1%	40%	40%	2%	2%
3	% change in parking revenue per transaction	6%	7%	7%	2%	2%

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 has been impacted by the COVID pandemic, 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

- *Remain competitive with airline rates and charges*
- *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.*
- *Develop federal inspection facilities for international traffic*

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.*
- *Complete the development of the Federal Inspection Station (FIS) by 2025*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
4	% increase in the airport cost to the airline per boarding passenger	-4%	-31%	-31%	5%	5%
5	# of marketing presentations to air carriers each year	1	9	14	10	10
6	% change in boarding passengers	-28%	63%	63%	2%	2%

Airports

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
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:						
▪ *Customer service could be negatively affected by deteriorating infrastructure*						
▪ *A lack of funding for capital improvement projects*						
▪ *Degrade safety and reliability*						
Strategies to address the Long-Term Issue						
▪ *Complete design and construct new parking facilities.*						
▪ *Perform facility and pavement infrastructure assessments to better inform capital improvement planning process.*						
▪ *Utilize technology to extend useful life and use predictive analysis*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Continue to maintain and improve existing infrastructure, as evidenced by:						
▪ *Annually, evaluating the % of garage public parking that exceeds 85% of capacity.*						
▪ *Reinspect airfield pavements for input into a Pavement Management Program to update pavement condition index (PCI) ratings to help maintain ratings above 70.*						
▪ *By 2025, implement an asset management system to track aging infrastructure.*						
7	% of days garage public parking exceeds 85% of capacity	0%	26%	20%	70%	70%

Airports

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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*						
▪ *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.*						
▪ *Inadequate financial and human resources to address maintenance and development needs*						
Strategies to address the Long-Term Issue						
▪ *Acquire, implement, refine and maximize use of technology to streamline processes for staff and customers*						
▪ *Continue to evaluate acres to be leased*						
▪ *Evaluate development standards*						
▪ *Market available property*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Property revenue generation to support operation of the Airport system as evidenced by:						
▪ *Annually, 90% of agreements and renewals will be completed in a timely manner.*						
▪ *Annually, an additional 5% per year of leasable airport property will be leased*						
▪ *Implement property management solution by 2024*						
8	% of agreements/contracts approved on time	19%	15%	27%	90%	90%
9	% of identified and targeted acres leased	0%	0%	0%	2%	2%
Administrative - Airport Data Systems						
10	% of incidents resolved within four operational hours	77%	71%	77%	75%	75%
Administrative - Executive Leadership						
11	% of key measures and strategic results achieved	31%	15%	23%	75%	75%
12	% change in parking revenue per transaction	6%	7%	7%	2%	2%
13	% increase in Food, beverage, and retail concession revenues per boarding passenger	-1%	40%	40%	2%	2%
14	% increase in the airport cost to the airline per boarding passenger	-4%	-31%	-31%	5%	5%

Airports

			FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Administrative - Executive Leadership							
15		% of days garage public parking exceeds 85% of capacity	0%	26%	26%	70%	70%
16		% of new signs installed to implement the wayfinding plan	55%	55%	55%	88%	88%
17		% of performance evaluations completed by the review date	77%	63%	63%	95%	95%
18		% of terminal expansion project completed	99%	99%	99%	85%	85%
19		Injury/Illness Incident Rate	6.39	5.83	3.10	6.00	6.00
20		# of enplanements	1,170,401	1,903,178	1,959,369	1,224,000	2,080,000
Administrative - Public Information and Marketing							
21		% of airlines that have increased or improved air service	29%	38%	38%	18%	18%
22		% of customer complaints responded to within 2 business days	84%	85%	84%	98%	98%
23		# of airports served by non-stop flights from Will Rogers World Airport	18	25	25	27	27
24		# of marketing presentations to air carriers each year	1	9	11	10	10
Commercial Aviation - Airfield Operations							
25		% of FAA inspection categories with zero discrepancies *	N/A	N/A	100%	90%	90%
26		# of aircraft diversions per month	247	222	170	225	225
Commercial Aviation - Runways and Taxiways							
27		% of days per year that the airport has a runway closed for maintenance activities *	N/A	N/A	100%	15%	15%
28		% of airport certification work orders completed within 3 business days of identifying deficiency	100%	100%	100%	96%	96%
Commercial Aviation - Safety, Security and Inspection							
29		% of days with zero security incidents	89%	84%	87%	97%	97%
30		% of airport identification badges renewed on time	68%	76%	75%	85%	85%
General Aviation - Operations							
31		% of itinerant takeoffs and landings at Wiley Post Airport	71%	78%	81%	70%	80%

Airports

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Maintenance - Building Maintenance						
32	% of airport operating hours where major mechanical systems are functioning	89%	86%	N/A	95%	95%
33	% of critical building maintenance calls resolved within 2 days	99%	92%	N/A	95%	95%
Maintenance - Equipment Maintenance						
34	% of preventative maintenance work orders completed on time	92%	76%	73%	90%	90%
Maintenance - Fuel						
35	% of tenant aircraft refueling vehicles with no deficiencies found	100%	100%	100%	95%	95%
Maintenance - Horticulture						
36	% of landscape maintained according to schedule	75%	86%	84%	90%	90%
Property Management and Development - Architectural and Engineering/Planning						
37	% of total project consultant cost as a result of amendments	-7%	404%	404%	100%	5%
Property Management and Development - Construction						
38	% of change orders on construction projects that do not exceed 5% of original contract amount	78%	55%	63%	80%	80%
39	% of total project construction cost as a result of change orders and amendments	3%	5%	0%	5%	5%
Property Management and Development - Facility and Lease Administration						
40	% of agreements/contracts approved on time	19%	15%	21%	90%	90%
41	% change in boarding passengers	-28%	63%	63%	2%	2%
42	% of identified and targeted acres leased	0%	0%	0%	2%	2%
43	# of agreements	489	487	488	475	475
44	# of leasable acres identified and targeted	2,765.40	2,765.40	2,765.40	246.00	246.00

City Auditor's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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*

45	% of City Council and other City decision makers rating audit services as "good" or "excellent"	92%	100%	100%	90%	90%
46	% of audit recommendations accepted by management	100%	96%	93%	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.*

47	% of actionable allegations assessed and assigned for investigation within seven days of reporting	100%	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

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		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Administrative - Executive Leadership						
49	% of key measures and strategic results achieved	100%	50%	75%	75%	75%
50	% of performance evaluations completed by the review date	75%	25%	25%	95%	95%
Audit Services - Audit Services						
51	% of audit recommendations accepted by management	100%	96%	93%	95%	95%
52	% of City Council and other City decision makers rating audit services as "good" or "excellent"	92%	100%	100%	90%	90%
53	% of audit services completed within deadlines	63%	67%	57%	80%	80%
54	% of available time on direct services	87%	86%	83%	79%	80%
55	# of direct service hours provided	8,898	9,700	9,450	9,600	11,038
Ethics Assurance - Ethics Assurance						
56	% of actionable allegations assessed and assigned for investigation within seven days of reporting	100%	100%	100%	90%	90%
57	# of allegation dispositions provided	19	26	39	40	40

City Clerk's Office

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*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
58	% of land documents filed at county offices within 3 working days	89%	100%	93%	100%	100%
59	% of City Clerk records requests completed within 8 hours of request	82%	92%	99%	95%	95%
60	% of requests for records and information maintained in other City departments completed within 7 working days	51%	84%	95%	80%	90%

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:

- *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*

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		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Administrative - Executive Leadership						
62	% of key measures and strategic results achieved	8%	67%	67%	75%	75%
63	% of performance evaluations completed by the review date	82%	71%	71%	95%	95%
Clerk Operations - Meeting and Bid Management						
64	% of agenda items submitted correctly	84%	88%	87%	85%	85%
65	# of agenda items corrected	588	450	504	600	600
66	# of bidding documents reviewed and released	209	237	233	200	225
67	# of bids received	N/A	982	915	900	975
68	# of agenda items reviewed	3,594	3,730	3,849	4,000	4,000

City Clerk's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Clerk Operations - Records and Information Management						
69	% of City Clerk records requests completed within 8 hours of request	82%	92%	96%	95%	95%
70	% of requests for records and information maintained in other City departments completed within 7 working days	51%	84%	91%	80%	90%
71	% of land documents filed at county offices within 3 working days	89%	100%	100%	100%	100%
72	# of land documents filed within 3 working days	266	376	385	325	375
73	# of req maintained by clerk office complete in 8 hours	293.00	316.00	386.05	333.00	428.00
74	# of req maintained in other city departments completed within 7 days	2,329.00	3,817.00	4,291.25	3,320.00	4,050.00
75	# of staff trained on records management and retention policies	56	11	16	30	30
76	# of land documents filed in county offices	299.00	376.00	384.95	325.00	375.00
77	# of record requests received	4,918	4,874	5,140	4,500	4,950
78	# of requests for records maintained in other city departments	4,580	4,527	4,736	4,150	4,500

City Manager's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
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

79	% of employees satisfied with the City of Oklahoma City as a place to work	N/A	N/A	N/A	N/A	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

80	% of residents surveyed who report they are satisfied or very satisfied with City services	67%	69%	66%	75%	75%

City Manager's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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						
81	% of residents who are satisfied the City is heading in the right direction	73%	75%	69%	85%	85%
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2024, 75% of departments participating in active innovation projects						
82	% of departments participating in active innovation projects	N/A	N/A	N/A	N/A	N/A

City Manager's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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						
83	% 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						
84	% of Convention Center and Arena organizers satisfied with the quality of City facilities	N/A	93%	N/A	80%	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						
85	% of residents who are satisfied with the quality of life in the City	70%	70%	66%	80%	80%

City Manager's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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						
86	% of residents who are satisfied with the availability of information about City programs and services	62%	62%	55%	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						
87	% 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						
88	% of key measures and strategic results achieved	37%	35%	34%	75%	75%
89	% of defined program benchmarks within project timelines from implementation plans	N/A	N/A	N/A	100%	100%
90	% of departments participating in active innovation projects	N/A	N/A	N/A	N/A	N/A
91	% of employees satisfied with the City of Oklahoma City as a place to work	N/A	N/A	N/A	N/A	N/A
92	% of performance evaluations completed by the review date	69%	58%	58%	95%	95%

City Manager's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Communications - Employee Communication						
93	% of employees surveyed who say they feel informed about City services and programs	N/A	N/A	N/A	0.56	0.56
94	% of employees surveyed who say they feel valued by the organization	0.53	0.53	0.53	0.56	0.56
95	# of "News to Know" newsletters produced	45	45	N/A	42	42
96	# of employee events held	21	19	N/A	4	4
97	# of employee special communication projects managed	2	2	2	13	13
98	# of Facebook posts on City of OKC Employees page	274	62	N/A	100	100
99	# of full and part-time City employees	5,312	5,477	5,600	5,795	5,795
Communications - Print and Mail Services						
100	% of employees who report being satisfied with print and mail services	96%	99%	45%	98%	98%
101	% of print jobs delivered within the agreed upon deadline	111%	100%	100%	100%	100%
102	# of impressions produced	3,932,605	4,637,741	N/A	6,100,000	6,100,000
103	# of US mail pieces stamped	368,232	744,982	745,151	385,000	385,000
Communications - Public Information						
104	% of residents who are satisfied with the availability of information about City programs and services	62%	62%	55%	60%	60%
105	% of service requests acted upon within 10 working days	96%	94%	94%	96%	96%
106	# of media contacts provided	603	475	478	650	650
107	# of new video segments produced	37	102	89	85	85
108	# of overdue service requests	N/A	2,759	N/A	4,800	4,800
109	# of social media interactions	4,025	1,729	1,250	2,500	2,500
110	# of special event permits processed	337	490	519	500	500
111	# of web pages updated	2,119	1,084	N/A	2,000	2,000

City Manager's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Community Enhancement - Event and Tourism Development						
112	$ of combined direct spending generated per square foot of privately operated City event facilities	230.86	461.23	N/A	458.56	458.56
113	% of Convention Center and Arena organizers satisfied with the quality of City facilities	N/A	93%	N/A	80%	80%
114	# of attendees for events hosted in Oklahoma City	N/A	459,753	419,200	100,000	100,000
115	# of events hosted in Oklahoma City	N/A	197	213	100	100
116	# of hotel room nights generated by Convention and Visitors Bureau	250,344	306,801	N/A	376,250	376,250
Community Enhancement - MAPS						
117	% of MAPS 3 program completed	0%	0%	50%	50%	63%
118	% of MAPS 4 program completed	N/A	N/A	N/A	0%	0%
119	% of residents who are satisfied with the quality of life in the City	70%	70%	66%	80%	80%
120	$ expended on MAPS 4 projects to date	N/A	1,555,254	102,192,788	75,614,683	N/A
Policy and Executive Leadership - City Manager's Office						
121	% of residents surveyed who report they are satisfied with City services	67%	69%	66%	75%	75%
122	% of residents who are satisfied the City is heading in the right direction	73%	75%	69%	85%	85%
123	% of City Auditor audit recommendations (accepted by management) implemented within the specified time	N/A	N/A	N/A	75%	75%
124	% 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%
125	% 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						
126	% of engaged employees *	N/A	N/A	N/A	N/A	N/A

City Manager's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Policy and Executive Leadership - CM Inclusion and Diversity						
127	% of leaders meeting or exceeding Inclusive Leadership Expectation standard *	N/A	N/A	N/A	N/A	N/A
128	# of biennial reports produced *	N/A	N/A	N/A	N/A	N/A
129	# of I&D events/programs/trainings *	N/A	N/A	N/A	50	50
130	# of participants at events/program/trainings *	N/A	N/A	N/A	8,000	8,000
131	# of Talent Lifecycle scorecards completed *	N/A	N/A	N/A	N/A	N/A
Policy and Executive Leadership - Legislative						
132	% of legislative agenda items accomplished resulting in favorable changes in legislative rules and regulations	80%	82%	82%	71%	71%
133	% of Council reporting that they are satisfied with the information they receive to make an effective legislative agenda	100%	100%	100%	89%	89%
134	# of legislative contacts	46	125	N/A	125	125
135	# of legislative issues accomplished	8	9	9	5	5
136	# of legislative status reports and briefings provided	28	27	N/A	30	30
Policy and Executive Leadership - Office of City Council						
137	% 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%
138	% of residents who are satisfied the City is heading in the right direction	73%	75%	69%	85%	85%
139	# of events, education sessions and programs facilitated	8	18	N/A	40	40
Policy and Executive Leadership - Mayor's Office						
140	% of residents surveyed who report they are satisfied or very satisfied with City services	67%	69%	66%	75%	75%
141	% of residents satisfied with Oklahoma City as a place to live	84%	85%	84%	85%	85%
142	% of residents who are satisfied the City is heading in the right direction	73%	75%	69%	85%	85%

Development Services

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.*						
▪ *The Code Enforcement Line of Business will increase public engagement and education to residents and property owners to improve customer experience.*						
▪ *The code enforcement and construction inspection programs will pursue new technologies to improve efficiencies.*						
Strategic Result(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.						
143	% of residents satisfied with code enforcement	43%	43%	38%	40%	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 2025, Animal Welfare will provide improved services and coordination as evidenced by achieving at least a 90% live release rate of shelter pets.						
144	% of dog/cat live releases	90%	86%	82%	90%	90%

Development Services

Long-Term Issue - Development Process Support

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

Strategies to address the Long-Term Issue

- *The Development Center Line of Business will utilize Accela reports to track and review response data to identify opportunities for greater efficiency in plan review, permit issuance, and inspections.*
- *The Development Center Line of Business will work with other departments that are involved in the private development process to improve efficiencies.*
- *The Development Center Line of Business will pursue new technologies to improve efficiencies.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, the Development Center Line of Business will improve the timeliness of reviews and inspections, and customer service, as follows:

- *Complete 80% of initial review of commercial new construction plans within 15 working days of submission.*
- *Complete 80% of initial review of commercial remodel plans within 10 working days of submission.*
- *Complete 90% of construction inspections within one working day of request.*
- *At least 70% of phone calls will be answered within two minutes.*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
145	% of commercial new construction plans initial code review completed within 15 working days	66%	57%	39%	70%	65%
146	% of commercial remodel construction plans initial code review completed within 10 working days	58%	39%	26%	60%	45%
147						
148	% of permit-related phone calls answered within two minutes	72%	47%	54%	70%	70%

Development Services

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Animal Welfare Services						
The growing demand for animal welfare services and programs to help residents be responsible pet owners and respond to growing animal populations, if not addressed, will result in continued shelter capacity issues, increased response times and an inability to respond to requests for service, lower resident satisfaction, and continued challenges with animal issues in the community.						
Strategies 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 and animal intakes/surrenders received.*						
▪ *The Animal Welfare Line of Business will pursue technology enhancements to improve efficiencies.*						
▪ *The Animal Welfare Line of Business will continue to coordinate with partner agencies to promote programs and internal services that improve the live release rate of shelter animals and increase pet adoptions and placements.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
By 2025, in order to provide quality services to our customers Animal Welfare will:						
▪ *Provide an initial response to services requested within two business hours for Priority One calls 60% of the time*						
▪ *Provide improved services and coordination as evidenced by achieving at least a 90% live release rate of shelter animals.*						
149	% of Animal Welfare Priority One calls receiving initial response within two business hours	41%	58%	63%	52%	52%
150	% of dog/cat live releases	90%	86%	82%	90%	90%
Administrative - Executive Leadership						
151	% of key measures and strategic results achieved	44%	50%	44%	75%	75%
152	% of performance evaluations completed by the review date	69%	87%	87%	95%	95%
Animal Welfare - Animal Shelter						
153	% of dog/cat live releases	90%	86%	86%	90%	90%
154	# of all live animals sheltered	19,765	20,734	21,771	20,000	20,000
155	# of dog/cat live releases	14,289	14,781	14,827	17,600	17,600
Animal Welfare - Community Outreach						
156	% of requested spay/neuter provided	83%	85%	89%	85%	90%
157	# of volunteer hours at the animal shelter	4,203	8,623	11,513	4,500	8,500

Development Services

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Animal Welfare - Community Outreach						
158	# of animals in foster care	6,269	10,936	11,763	10,000	12,000
159	# of community cats transferred	1,335	1,273	1,094	1,500	1,500
160	# of public spay/neuter performed	2,918	4,123	5,107	3,000	6,000
Animal Welfare - Field Services						
161	% of Animal Welfare Calls responded to within specified time frames	51%	59%	60%	56%	56%
162	% of Animal Welfare Priority One calls receiving initial response within two business hours	41%	58%	60%	52%	52%
163	% of Animal Welfare Priority Three calls receiving initial response by the next business day	42%	48%	49%	45%	45%
164	% of Animal Welfare Priority Two calls receiving initial response within the same business day	77%	77%	77%	70%	70%
165	# of Animal Welfare service call responses provided	16,474	16,705	18,010	16,000	17,500
166	# of cruelty cases worked	3,253	3,449	3,804	2,800	3,000
167	Expenditure per animal welfare service call provided	56.70	52.79	49.09	65.26	65.26
Animal Welfare - Veterinary Services						
168	% of animals spayed/neutered	30%	33%	31%	33%	35%
169	% of live animals logged treated for illness or injury	22%	31%	34%	23%	35%
170	# of animals spayed/neutered	5,911	6,774	6,756	6,500	7,000
171	# of animals treated for illness or injury	4,340	6,378	7,436	4,500	7,000
Code Enforcement - Code Inspections						
172	% of first complaint-based inspections completed within four days	87%	85%	88%	82%	85%
173	% of non-yard parking violations that are proactively identified	64%	61%	59%	60%	60%
174	% of second inspections completed on scheduled date	50%	47%	49%	55%	55%
175	# of code complaints received	22,672	24,013	23,502	25,000	23,000

Development Services

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Code Enforcement - Code Inspections						
176	Total # of inspections performed	78,812.00	73,620.00	74,522.96	80,000.00	75,000.00
Code Enforcement - Nuisance Abatement						
177	% of code violations resolved voluntarily	72%	77%	76%	85%	82%
178	% of residents satisfied with code enforcement	43%	43%	38%	40%	40%
179	% of weeds/grass and junk/debris complaints abated within 45 days from date of complaint	87%	94%	94%	85%	85%
180	Average # of days from official violation notification to contractor work order issued for dilapidated complaints	133	190	229	120	145
181	Average # of days from official violation notification to contractor work order issued for unsecured complaints	29	28	28	27	27
Development Center - Construction Inspections						
182	% of construction related inspections completed within one working day of request	77%	71%	71%	90%	90%
183	# of construction related inspections completed	122,258	132,271	132,251	128,000	128,000
Development Center - Permits and Licensing						
184	% of permit-related phone calls answered within two minutes	72%	47%	47%	70%	70%
185	# of business licenses issued	12,381	11,684	12,678	12,000	12,200
186	# of construction permits issued	67,163	70,659	70,867	68,000	65,000
187	# of permit-related phone calls received	73,219	83,707	86,192	75,000	77,000
Development Center - Plan Review						
188	% of commercial new construction plans initial code review completed within 15 working days	66%	57%	45%	70%	65%
189	% of commercial remodel construction plans initial code review completed within 10 working days	58%	39%	34%	60%	45%
190	% of single family residential new construction plans reviewed within four working days of submission *	N/A	N/A	5%	30%	30%

Development Services

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Development Center - Plan Review						
191	# of commercial new construction plans reviewed	1,000	1,245	1,156	1,150	1,000
192	# of commercial remodel construction plans reviewed	1,334	1,248	1,257	1,200	1,200
193	# of one and two family residential new construction plan submitted	4,201	4,657	4,271	4,400	3,500

Finance

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.						
194	% of customers who are satisfied with the Finance Department	91%	87%	87%	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.						
195	General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa

Finance

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.						
196	% of total operating expenses for payroll expenses	67.27%	65.32%	65.02%	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.						
197	($) % of general fund operating budget maintained in unbudgeted reserve	23.79%	23.15%	22.00%	22.00%	22.00%
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)*						
198	% of Employee Retirement System (ERS) liability funded	96%	98%	100%	100%	100%
199	% of Other Post-Employment Benefits (OPEB) liability funded	13.84%	18.69%	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.						
200	# of deductibles funded by property insurance reserves	1.50	1.06	0.80	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.						
201	% of General Fund operating revenue from Sales and Use Tax	69%	71%	80%	65%	65%

Finance

Long-Term Issue - Safety

A continued need to promote a workplace safety culture within the City, if not addressed, will result in a high risk of employee injuries and reduced resources available to provide City services.

Strategies to address the Long-Term Issue

- *Continue to provide useful and accurate Workers' Compensation and On the Job Injury (OJI) reports to Departments and assist in analyzing their workplace injury experience.*
- *Provide safety consultation services to Departments.*
- *Train managers in the essential elements of an Occupational Safety Program.*
- *Coordinate safety training for all City employees, employing both internal and external resources.*
- *Maintain a City-wide Safety Advisory Committee to make recommendations for improving the City's safety culture.*
- *Continue proactive claims management services.*
- *Continue the safety recognition program.*
- *Implement a city-wide return to work program.*
- *Ensure every department maintains and updates an injury/illness prevention plan.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, a culture of safety will be reflected by:

- *The City injury rate will be at or below 7.5 injuries per 100 employees.*
- *100% of employees will receive quarterly safety training.*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
202	# of injuries per 100 employees	13.64	13.09	13.09	8.00	8.00
203	% of employees that receive quarterly safety training	4%	77%	38%	100%	100%

Administrative - Executive Leadership

204	% of key measures and strategic results achieved	64%	57%	46%	N/A	N/A
205	% of customers reporting they are satisfied with financial information and reports	88%	86%	86%	92%	92%
206	% of customers reporting they are satisfied with the financial services received to manage their operations	86%	85%	85%	90%	90%
207	% of performance evaluations completed by the review date	75%	73%	73%	95%	95%

Finance

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Accounting and Financial Reporting - Accounting Systems						
208	% of accounting system support requests resolved within 3 working days	97%	97%	97%	98%	98%
209	% of total capital assets that are in balance	98.84%	99.07%	99.05%	100.00%	100.00%
210	# of accounting system support requests resolved	2,006	2,022	1,843	1,750	2,200
Accounting and Financial Reporting - Financial Reporting						
211	% of financial reports issued on time	91.95%	101.49%	N/A	100.00%	100.00%
212	% of bank reconciliations completed on time	100.00%	99.34%	99.45%	100.00%	93.10%
213	% of customers who report they are satisfied with the financial information available to make decisions	83%	86%	83%	92%	92%
214	# of bank reconciliations completed	2,012	1,962	1,972	2,000	1,862
215	# of financial reports issued	217	204	213	192	192
Accounting and Financial Reporting - Payroll						
216	% of employee payments processed accurately and on time	100%	100%	100%	100%	102%
217	% of compliance reports processed accurately and on time	N/A	100%	100%	N/A	N/A
218	% of payroll-related vendor payments processed accurately and on time	100%	100%	100%	100%	100%
219	# of employee payments processed	133,334	137,737	144,136	147,670	145,000
220	# of payroll corrections processed	224	141	129	360	120
Administrative - Debt Management						
221	General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
222	# of General Obligation bond issues outstanding	25	26	26	47	47
223	$ of General Obligation debt outstanding	997,240,000	1,033,920,000	1,036,285,000	100,000,000	100,000,000
224	General Obligation Debt per capita	1,428	1,500	1,500	1,360	1,360
Community Enhancement - Community Development						
225	$ value of private investment per $ value of TIF investment	19.14	3.59	3.59	5.00	5.00
226	# of TIF projects	25	31	37	5	42

Finance

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Community Enhancement - Economic Development						
227	% above the Oklahoma City MSA average wage for new jobs created through incentives	-43%	127%	0%	5%	5%
228	% of new jobs paying above the Oklahoma City MSA average wage	54%	14%	46%	35%	35%
229	# of companies receiving incentives	18	21	21	5	25
230	# of jobs created	5,542	6,418	259	2,500	2,500
231	# of jobs created through incentives	195	414	0	1,500	1,500
232	$ of private investment	403,300,000	482,163,035	138,725,000	150,000,000	300,000,000
Financial Planning and Management - Energy Management						
233	% change in energy consumption from previous fiscal year	5%	-4%	0%	0%	0%
234	Total energy usage for City operations (MMBTU)	1,841,696	1,771,474	1,771,474	1,464,472	1,464,472
235	# of utility accounts managed	2,624	2,584	2,585	2,506	2,506
Financial Planning and Management - Management and Budget						
236	% of customers who report they are satisfied with the budget services and information provided to manage operations	87%	88%	87%	90%	90%
237	% of Employee Retirement System (ERS) liability funded	96%	98%	100%	100%	100%
238	% of general fund operating budget maintained in unbudgeted reserve	23.79%	23.15%	22.00%	22.00%	22.00%
239	% of General Fund operating revenue from Sales and Use Tax	69%	71%	74%	65%	65%
240	% of Other Post-Employment Benefits (OPEB) liability funded	13.84%	18.69%	18.69%	13.31%	13.31%
241	% of total operating expenses for payroll expenses	67.27%	65.32%	59.43%	70.00%	70.00%
Financial Planning and Management - Performance Management						
242	% of data entered on time	72%	76%	75%	95%	95%
243	# of performance data certifications performed	61	88	88	80	80
244	# of measures managed	2,830	2,804	2,803	3,000	3,000

Finance

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Purchasing and Payment Processing - Payment Processing						
245	% of vendor payments made in 30 calendar days or less from invoice date	89%	88%	88%	91%	91%
246	# of vendor payments processed	78,619	85,800	88,757	85,000	85,000
Purchasing and Payment Processing - Purchasing						
247	% of purchase orders approved within four (4) hours	98%	98%	98%	98%	98%
248	% of purchasing contracts approved on time	99%	88%	93%	95%	95%
249	% of purchase orders encumbered after invoice date	9%	10%	9%	10%	10%
250	% of purchases under $5,000 made with the purchasing card	91%	91%	90%	90%	90%
251	# of employees and vendors trained	184	304	251	300	300
252	# of purchasing contracts approved	633	519	713	654	654
Revenue Management - Revenue Enforcement						
253	$ of delinquent and noncompliant revenues collected	1,725,872	1,059,898	1,118,986	900,000	900,000
Revenue Management - Treasury						
254	% of portfolio yield compared to the 0-3 year U.S. Treasury Index benchmark	108%	91%	92%	100%	100%
255	% of City and Trust revenue recorded through Treasury within 2 business days	92.30%	90.84%	91.33%	92.00%	92.00%
256	% of customers who are satisfied with banking services provided by the Treasury division	83%	85%	83%	94%	94%
257	# of assessment districts invoiced	2,436	2,409	1,367	2,900	2,900
258	$ of City and Trust revenue recorded by Treasury	1,469,345,206	1,485,411,259	1,718,361,378	1,178,000,000	1,178,000,000
Risk Management - Insurance						
259	% of property losses per premium paid	44.71%	4.85%	0.00%	0.00%	0.00%
260	# of deductibles funded by property insurance reserves	1.50	1.06	0.80	1.25	1.25
261	$ amount of property losses	801,897	68,143	N/A	400,000	400,000
262	Total value of City property insured (total insured value-TIV)	3,418,342,024	4,300,000,000	4,100,000,000	4,300,000,000	4,300,000,000

Finance

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Risk Management - Insurance						
263	# of property claims	N/A	2	N/A	N/A	N/A
Risk Management - Workers' Compensation and Workplace Safety						
264	Estimated cost per claim	139,638.71	242,634.14	3,885.49	6,000.00	6,276.92
265	# of injuries per 100 employees	13.64	13.09	13.09	8.00	8.00
266	% of employees that receive quarterly safety training	4%	77%	55%	100%	100%
267	# of training courses offered	55	101	101	24	100
268	# of work days lost due to OJI	17,042	16,547	16,845	9,500	9,500
269	$ Total for workers' compensation	27,387,979.16	45,800,666.73	42,980,046.64	13,150,000.00	13,150,000.00
270	# of OJI claims filed	55	25	66	680	650

Fire

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Life Safety – Property Loss						
The lack of awareness and application of personal safety and health measures by residents, if not addressed, will result in fire fatalities, illness, injuries and property loss.						
Strategies to address the Long-Term Issue						
▪ *Conduct community risk reduction activities where a safety survey, home smoke alarms, healthcare needs, and safety messages or drills are provided.*						
▪ *Increase improved life safety knowledge through safety education sessions.*						
▪ *Distribute long life smoke alarms in targeted high fire risk areas.*						
▪ *Provide online pre-inspection checklists and provide regular inspections.*						
▪ *Provide CPR training to Oklahoma City employees and residents.*						
Strategic Result(s) to measure annual progress on Long-Term Issue						
Annually, the structure fire fatality rate in Oklahoma City will be at or below the national average (1.11 per 100,000 residents based on the latest available data from the National Fire Protection Association (NFPA).						
271	# of structure fire fatalities per 100,000 residents	0.72	1.42	0.89	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%.						
272	% of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved	33%	N/A	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.*						
273	% of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities	100%	100%	53%	100%	100%
274	# of Fire Department Community Risk Reduction activities	29,717	7,957	N/A	40,000	40,000

FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.						
275	% of emergency incidents responded to within 7 minutes	64%	70%	70%	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.						
276	% 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.						
277	% of annual facility improvement needs with an identified funding source	N/A	N/A	N/A	N/A	N/A
Administrative - Executive Leadership						
278	% of key measures and strategic results achieved	40%	27%	38%	75%	75%
279	% of Fire Department applicants that are female and/or minority	N/A	N/A	N/A	45%	45%
280	% of performance evaluations completed by the review date	85%	82%	82%	100%	100%
Administrative - Public Relations and Marketing						
281	% of videography projects completed	100%	112%	91%	100%	100%

Fire

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Administrative - Public Relations and Marketing						
282	# of new social media followers	8,180	12,616	11,789	18,000	18,000
283	# of social media engagements	561,510	712,236	733,297	800,000	800,000
284	# of social media posts	1,743	2,895	3,062	2,000	2,000
Fire Prevention Services - Fire Code Compliance						
285	% of fire protection system plan reviews completed within 5 business days of receipt	N/A	100%	100%	98%	98%
286	% of identified high-risk commercial locations inspected by renewal date	48%	40%	47%	50%	50%
287	% of new construction inspections completed within 2 business days of request *	N/A	N/A	99%	N/A	N/A
288	# of identified high-risk commercial locations inspected by renewal date	1,752	1,416	1,619	2,000	2,000
289	# of requests for service completed (re-inspections, surveys, open records requests, training sessions, and monthly permits)	42,692	23,217	23,351	53,494	53,494
Fire Prevention Services - Fire Investigations						
290	% of incendiary (set fire) fire investigations that meet the elements for arson referred to the district attorney for prosecution	37%	28%	30%	63%	63%
291	% of fire investigations resulting in a classification of accidental, incendiary that meet the elements for arson, or natural	68%	74%	76%	56%	56%
292	# of fire investigations conducted	224	280	315	200	200
293	# of investigations resulting in a classification of incendiary that meet the elements for arson	95	109	108	70	70
294	# of juveniles referred to the Youth FireSetter Intervention Program	9	12	13	30	30
Fire Prevention Services - Public Safety Education Services						
295	% of elementary public schools in Oklahoma City limits participating in Community Risk Reduction activities	100%	100%	100%	100%	100%

Fire

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Fire Prevention Services - Public Safety Education Services						
296	% of elementary students in Oklahoma City limits participating in Community Risk Reduction activities *	N/A	N/A	N/A	N/A	N/A
297	% of youth referred to Fire Prevention Services that have previously attended the Oklahoma City Youth FireSetter Intervention Program	100%	100%	100%	0%	0%
298	# of Fire Department public safety education participants served	7,983	17,359	9,839	36,000	36,000
299	# of elementary students in the Oklahoma City limits participating in Community Risk Reduction activities	868	618	341	6,824	6,824
300	# of Health and Safety Sessions provided	24	35	34	50	50
301	# of hours spent on Community Risk Reduction requests for service	1,301	2,107	1,757	3,500	3,500
302	# of smoke alarms distributed to residents	3,590	1,042	N/A	6,500	6,500
Operational Services - Emergency Medical Services						
303	% of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved	33%	N/A	N/A	29%	29%
304	% of Fire Department emergency medical responses provided within 5 minutes or less from being dispatched to arrival	53%	55%	55%	70%	70%
305	% of Fire Department emergency medical responses provided with Advanced Life Support (ALS) staff and equipment	78%	83%	83%	85%	85%
306	% of Fire Department emergency medical responses where treatment is indicated and condition is improved or stabilized	100%	N/A	N/A	95%	95%
307	% of time Fire apparatus arrives on scene prior to EMSA	135%	82%	83%	80%	80%
308	# of Fire Department Emergency Medical responses	58,405.00	58,908.00	57,712.68	45,150.00	45,150.00
309	# of Fire Department emergency medical responses with qualifying treatments administered	29,772	N/A	N/A	48,157	48,157
310	# of Fire Department emergency medical calls dispatched	68,042	71,048	70,015	64,919	64,919

Fire

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Operational Services - Fire Suppression Operations						
311	# of structure fire fatalities per 100,000 residents	0.72	1.42	0.90	1.03	1.03
312	# of structure fire rescues per 100,000 residents	N/A	4.13	4.08	3.14	N/A
313	% of structure fire incident responses within 5 minutes and 20 seconds or less from being dispatched	71%	71%	69%	70%	70%
314	% of emergency incidents responded to within 7 minutes	64%	70%	69%	70%	70%
315	% of other fire incident responses within 5 minutes 20 seconds or less from being dispatched	62%	60%	56%	70%	70%
316	% of structure fires contained to the room of origin	65%	8%	N/A	65%	65%
317	# of Fire Department Community Risk Reduction activities	29,717	7,957	N/A	40,000	40,000
318	# of Fire Department daily training hours per Operations position	2.79	1.35	N/A	2.00	1.99
319	# of other fire incident responses provided	2,444	1,957	2,464	1,800	1,800
320	# of structure fire fatalities	5.00	10.00	6.44	6.30	6.30
321	# of structure fire incident responses provided	1,701	2,612	2,677	1,000	1,000
322	# of structure fire rescues	N/A	29	29	20	20
Support Services - Fire Dispatch						
323	% of incidents dispatched within 60 seconds of receipt at Fire Dispatch	89%	87%	85%	90%	90%
324	% of medical responses dispatched within 20 seconds or less from Emergency Medical First Responders (EMFR) initiation	N/A	74%	73%	90%	90%
325	% of 911 telephone calls answered within 15 seconds or less from transfer to Fire Dispatch	94%	96%	96%	100%	100%
326	# of incidents dispatched to the Fire Department	89,167	91,940	92,027	78,400	78,400
327	# of 911 telephone calls received	24,661	23,145	24,328	17,600	17,600
328	# of EMFR initiated responses	N/A	33,740	34,043	30,495	30,495
Support Services - Fire Logistics and Facilities Maintenance						
329	% of Priority 1 facility work orders completed within 24 hours	264%	76%	N/A	90%	90%

Fire

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Support Services - Fire Logistics and Facilities Maintenance						
330	% of time the fire apparatus is available for use (not down for maintenance)	93%	96%	N/A	90%	90%
331	% of fleet direct labor hours realized	46%	52%	54%	70%	70%
332	% of repairs outsourced	2%	4%	2%	8%	8%
333	% of total maintenance hours that are scheduled	88%	93%	N/A	80%	80%
334	# of fleet direct labor hours realized	6,586	7,579	7,800	9,800	9,800
335	# of Priority 1 Fire Department facility work orders completed	42	112	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.*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
336	% of all vehicle/equipment work orders that are preventitive maintenance	52%	54%	56%	54%	54%
337	% of preventive maintenance work orders completed on schedule	85%	87%	78%	95%	95%

General Services

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.*						
338	% of vehicle/equipment work orders completed by the stated completion time	87%	85%	80%	88%	88%
339	% of unscheduled facility repair work orders completed on time	67%	54%	58%	75%	75%
340	% of customers satisfied with Building Management	65%	73%	73%	75%	75%
341	% of customers satisfied with Fleet Services	65%	69%	69%	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).*						
342	% of vehicle mechanics with ASE Master Level Certification	89%	94%	93%	94%	94%

General Services

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Skilled Labor Shortage						
343	# of vehicle equivalents per mechanic	308	330	372	287	287
344	Square footage maintained per Building Maintenance Employee	90,922	87,094	86,217	90,269	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 safety risks to residents and employees.*

Strategies to address the Long-Term Issue

- *Provide a detailed estimate of 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.*

345	% of department managers satisfied with information needed to make fleet decisions	N/A	68%	83%	81%	81%
346	% of department managers that say they receive the information needed to make Facility decisions	N/A	55%	75%	80%	80%

Administrative - Executive Leadership						
347	% of access badge readers available for use	1	1	1	1	1
348	% of ADA compliance issues responded to within 5 working days	100%	100%	100%	100%	100%
349	% of key measures and strategic results achieved	40%	35%	45%	78%	78%

General Services

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Administrative - Executive Leadership						
350	% of performance evaluations completed by the review date	94%	86%	86%	100%	100%
351	# of ADA compliance issues received and tracked	534	509	553	500	500
Facility Asset Management - Aquatic and Recreational Facility Safety						
352	% of operating days aquatic facilities are available for use	94%	95%	93%	98%	98%
353	% of water quality tests passed	106%	97%	97%	95%	95%
354	# of aquatic facilities supported	23	24	24	23	23
355	# of aquatic facility installations/repairs completed	51	58	50	80	80
356	# of water quality tests performed by General Services	1,014	1,241	1,478	900	900
Facility Asset Management - Building Maintenance, Repair, and Enhancement						
357	% of customers surveyed who express overall satisfaction with maintenance of their facilities	68%	73%	73%	75%	75%
358	% of work orders that are unscheduled	38%	36%	36%	32%	32%
359	% of customers satisfied with Building Management	65%	73%	73%	75%	75%
360	% of customers surveyed who express overall satisfaction with enhancements of their facilities	55%	75%	75%	55%	55%
361	% of customers surveyed who express overall satisfaction with the cleanliness of facilities	66%	68%	68%	70%	70%
362	% of department managers that say they receive the information needed to make Facility decisions	N/A	55%	75%	80%	80%
363	% of facility repair requests received that are non-callbacks	98%	99%	99%	98%	98%
364	% of preventive maintenance work orders completed on schedule	85%	87%	84%	95%	95%
365	% of unscheduled facility repair work orders completed on time	67%	54%	52%	75%	75%
366	Square footage maintained per Building Maintenance Employee	90,922	87,094	87,966	90,269	90,269
367	# of enhancements completed	35	97	80	60	60

General Services

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Facility Asset Management - Building Maintenance, Repair, and Enhancement						
368	# of preventive maintenance work orders completed on schedule	3,086	3,476	3,391	3,515	3,515
369	# of resource conservation measures completed	7	9	5	13	13
370	# of square feet of graffiti removed	2,930	8,884	12,007	6,000	6,000
371	# of unscheduled facility work orders completed	1,274	1,201	1,162	1,332	1,332
372	# of enhancements requested	62	126	113	75	75
373	# of unscheduled repair work orders requested	2,263	2,309	2,368	1,776	1,776
374	$ expenditure per square foot of City facilities maintained	1.28	1.33	1.28	1.76	1.76
Fleet Management - Fleet Refueling						
375	% of fueling transactions completed without assistance	100%	100%	100%	100%	100%
376	# of fueling transactions completed	27,436	27,144	51,324	10,250	10,250
377	# of gallons of fuel purchased	1,595,410	1,592,719	1,645,522	1,604,990	1,604,990
Fleet Management - Fleet Services Support						
378	% of underutilized units in the general fleet	34%	33%	33%	25%	25%
379	% of customers satisfied with Fleet Services	65%	69%	69%	66%	66%
380	% of department managers satisfied with information needed to make fleet decisions	N/A	68%	83%	81%	81%
381	# of new vehicles/equipment issued	57	43	36	85	85
382	# of underutilized units	370	359	365	270	270
Fleet Management - Vehicle and Equipment Maintenance						
383	% of vehicle/equipment available for use	92%	89%	90%	90%	90%
384	% of all vehicle/equipment work orders that are preventitive maintenance	52%	54%	54%	54%	54%
385	% of vehicle mechanics with ASE Master Level Certification	89%	94%	94%	94%	94%
386	% of vehicle/equipment work orders completed by the stated completion time	87%	85%	84%	88%	88%

General Services

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Fleet Management - Vehicle and Equipment Maintenance						
387	% of vehicle/equipment work orders completed correctly without return for rework	100%	100%	100%	100%	100%
388	# of vehicle/equipment work orders completed	8,863	8,534	8,513	8,466	8,466
389	# of vehicle equivalents per mechanic	308	330	323	287	287
390	# of vehicles/equipment in the fleet	2,022	2,146	2,154	2,034	2,034

Human Resources

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Inclusive, Diverse, and High-Performing Workforce						

The increasing challenge to recruit, develop and retain an inclusive, diverse, and high-performing workforce, coupled with changing job complexity and evolving job requirements, if not addressed, will result in:

- *A reduction in the quality and speed of City services*
- *Increased exposure to litigation*
- *Loss of critical operational knowledge*
- *Increased turnover*
- *Increased time and cost for on-the-job training*
- *Decreased resident confidence*
- *Decreased government efficiency*

Strategies to address the Long-Term Issue

- *Develop and implement a comprehensive strategy to attract and retain diverse candidates.*
- *Develop and implement an onboarding process to improve the new employee experience.*
- *Conduct a comprehensive classification and compensation study.*
- *Develop and implement a performance management system for more effective talent planning, performance evaluation, professional development and employee retention.*
- *Examine existing human resources policies, procedures, processes and practices and implement improvements to support an organizational culture of diversity, equity, and inclusion.*
- *Assess departmental training needs and develop and offer training based on identified needs.*
- *Enhance career development services provided to employees.*
- *Examine and implement system enhancements and technological advancements to provide effective human resources services; streamline and reduce reliance on paper-laden processes; and provide data and analytics reporting.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2025, City departments will benefit from an inclusive, diverse, and high-performing workforce, as evidenced by:

- *City staff will reflect the ethnic diversity of the community.*
- *City job categories will reflect the gender/ethnic diversity of the available workforce within the community.*
- *At least 80% of new full-time City employees will continue City employment for at least 12 months beyond the date of hire.*

391	City staff will reflect the ethnic diversity of the community	57%	57%	57%	57%	57%

Human Resources

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Inclusive, Diverse, and High-Performing Workforce						
392	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community	40%	42%	42%	44%	44%
393	% of full-time non-uniformed City employees who continue City employment for at least 12 months beyond the date of hire	31%	N/A	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.

394	% 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	-0.36%	1.51%	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.

395	% of available provider hours utilized at the employee medical center as reported by the provider.	N/A	21%	N/A	N/A	N/A

Human Resources

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.						
396	.	N/A	100%	100%	100%	100%

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.*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
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.					
397	% of the Fire Department's uniformed workforce will be medically evaluated annually according to NFPA standards	50%	81%	81%	85%	91%

Human Resources

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Occupational Health Issue						
398	% of occupational health and regulatory medical needs identified annually by City Departments that result in scheduled evaluations	100%	100%	100%	100%	100%
399	% of City Departments satisfied with the quality and timeliness of services provided by the Occupational Health Clinic	96%	97%	97%	100%	100%
Administrative - Executive Leadership						
400	% of key measures and strategic results achieved	40%	28%	56%	75%	75%
401	% of performance evaluations completed by the review date	91%	89%	89%	95%	95%
Employee and Labor Relations - Employee and Labor Relations						
402	% of grievances denied at concluding step	N/A	79%	79%	94%	96%
403	% of grievances resolved without arbitration	100%	97%	97%	92%	92%
404	# of grievances filed	44	36	36	53	50
Employee and Labor Relations - Personnel Policies Compliance						
405	% of all personnel-related policy violation complaints made by employees and substantiated through HR investigation	61%	46%	26%	31%	25%
406	Average # of days to complete HR investigation of all personnel-related policy violation complaints made by employees	77.21	103.34	103.34	90.00	30.00
407	# of policy compliance investigation reports provided	15	18	18	65	80
408	# of Equal Employment Opportunity (EEO) related policies violations complaints received	64	54	54	50	50
409	# of non-related Equal Employment Opportunity policies violations complaints received	8	15	15	10	42
Occupational Health - Occupational Health						
410	% of employment candidate (non-uniform) referrals who are examined within 2 business days of the exam request date	58%	100%	100%	100%	100%

Human Resources

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Occupational Health - Occupational Health						
411	% of occupational health and regulatory medical needs identified annually by City Departments that result in scheduled evaluations	100%	100%	100%	100%	100%
412	% of City Departments satisfied with the quality and timeliness of services provided by the Occupational Health Clinic	96%	97%	97%	100%	100%
413	% of the Fire Department's uniformed workforce will be medically evaluated annually according to NFPA standards	50%	81%	81%	85%	91%
414	# of medical consultations provided	831	1,078	1,165	2,500	2,500
415	# of physical examinations provided	2,047	4,006	3,635	4,200	4,200
Talent Acquisition, Management and Development - Human Resources Information Services						
416	% of customers surveyed that are satisfied with the quality and timeliness of human resources related information provided by Human Resources Information Systems (HRIS)	81%	77%	77%	80%	80%
417	% of employee termination transactions processed within 7 calendar days of receipt	98%	99%	99%	98%	98%
418	# of non-terminated personnel transactions completed	34,404	44,963	44,963	32,400	35,900
419	# of termination transaction requests processed within 7 calendar days of receipt	546	687	687	686	608
Talent Acquisition, Management and Development - Talent Acquisition						
420	% of customers surveyed that are satisfied with the quality and timeliness of talent acquisition services provided	54%	41%	41%	80%	80%
421	% of final candidate referrals sent to hiring supervisors within 30 calendar days of receipt of the Request to Recruit	25%	29%	24%	70%	70%
422	% of new full-time City employees (non-uniform) will remain employed with the City past their probationary periods	86%	80%	80%	79%	80%
423	City staff will reflect the ethnic diversity of the community	57%	57%	57%	57%	57%
424	% of City departments that reflect the gender/ethnic diversity of the available workforce within the community	0%	0%	0%	5%	5%

Human Resources

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Talent Acquisition, Management and Development - Talent Acquisition						
425	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community	40%	42%	42%	44%	44%
426	% of customers surveyed that are satisfied with the effectiveness of recruitment and selection processes in attracting qualified candidates	46%	37%	37%	80%	80%
427	# of applications processed	15,571	18,068	18,429	17,000	18,030
428	# of final candidate referrals	113	228	258	130	185
429	# of full-time, non-uniformed positions filled	345	630	672	500	540
430	# of part-time and seasonal position requests processed	201	204	203	238	250
431	# of selection procedures conducted	404	640	624	450	500
Talent Acquisition, Management and Development - Talent Development						
432	% of participants surveyed that are satisfied with training and development courses	95%	98%	98%	97%	97%
433	% of participants surveyed that are satisfied with training and development courses in OKC LEAD Program	N/A	100%	N/A	94%	94%
434	# of participants trained	1,192	1,350	1,252	1,200	1,450
435	# of participants trained in OKC LEAD Program	N/A	19	19	18	18
436	# of training and development courses offered	55	163	168	60	96
437	# of training needs assessments conducted	1	9	13	4	7
Total Rewards - Classification and Compensation						
438	% of classification audits and compensation reviews completed within 45 days of receipt of all required information	95%	82%	92%	100%	100%
439	% of customers surveyed that are satisfied with the quality and timeliness of classification and compensation services provided	60%	63%	63%	80%	80%
440	# of ad hoc compensation reviews completed	29	63	49	60	60
441	# of classification audits completed	22	28	24	12	12

Human Resources

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Total Rewards - Employee Medical Clinic						
442	% of available provider hours utilized at the employee medical center as reported by the provider.	N/A	21%	N/A	N/A	N/A
Total Rewards - Health and Welfare Benefits						
443	% 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	-0.36%	1.51%	1.51%	9.02%	9.02%
444	% of members surveyed that are satisfied with the service levels and coverage of their Benefits.	N/A	88%	79%	80%	80%
445	# of City and Trust participants enrolled in a medical insurance plan	3,707	3,322	3,318	3,317	3,317
446	# of consultations provided	5,690	4,300	4,186	3,960	3,960
Total Rewards - Retirement Savings						
447	% of eligible employees participating in the 457 Deferred Compensation Plan	64%	62%	62%	64%	64%
448	# of savings plan/investment education sessions provided	7	4	N/A	8	8

Information Technology

Long-Term Issue - System Security and Data Integrity

The increasing number and sophistication of security threats to the City's information technology systems, if not addressed, could result in:

- *Loss of system integrity*
- *Loss of data confidentiality*
- *Decreased ability for the organization to provide services*
- *Financial instability*
- *Exposure of employees and residents to identity theft*
- *Erosion of resident 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 and testing 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 testing annually.

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
449	% success rate for user security awareness testing	94%	95%	94%	90%	90%

Strategic Result(s) to measure annual progress on Long-Term Issue

The City will meet or exceed 95% compliance with the adopted governance framework annually.

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
450	% compliance with the adopted security standards	95%	100%	N/A	95%	95%

Information Technology

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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 at least twice a year with customer department directors and stakeholders to validate organizational priorities and align new project investments with final direction from the City Manager's Office.*
- *The IT Department will continue to balance staff resource allocations to effectively meet new technology initiatives which provide improved efficiency and quality of service from customer departments to residents, 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 residents 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.

451	% of incidents resolved within four operational hours by the IT Department	62%	70%	82%	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.

452	% 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

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Growing Demand for Technology						
Strategic Result(s) to measure annual progress on Long-Term Issue						
At least 75% of programs will have a delivery capacity that meets or exceeds project demand annually.						
453	% of programs where delivery capacity meets or exceeds project demand	43%	47%	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.						
454	% of critical or required IT staff training requests completed annually	100%	100%	100%	90%	90%
Administrative - Executive Leadership						
455	% of key measures and strategic results achieved	62%	30%	65%	75%	75%
456	% of critical or required IT staff training requests completed annually	100%	100%	100%	90%	90%

Information Technology

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Administrative - Executive Leadership						
457	% of IT Departmental Contacts who report that the Information Technology Department resources effectively meets their technology service expectations	100%	100%	100%	90%	90%
458	% of performance evaluations completed by the review date	87%	82%	82%	95%	95%
459	% of programs where delivery capacity meets or exceeds project demand	43%	47%	47%	86%	86%
Customer Support - Customer Support						
460	% 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%	94%	94%	95%	95%
461	% of incidents resolved within four operational hours by the IT Department	62%	70%	75%	75%	75%
462	% 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	99%	93%	93%	95%	95%
463	% of incidents resolved within four operational hours by the Customer Support Program	67%	63%	64%	75%	75%
464	# of IT Customer Support work requests completed	4,939	6,381	6,328	5,500	5,500
465	# of IT Customer Support work requests received	5,184	7,392	7,292	5,500	5,500
466	# of requested IT Customer Support projects in backlog	2	2	2	5	5
Public Safety Support - 911 Communications Support						
467	% of customers responding to an annual survey who are satisfied with the overall quality of services delivered by the IT 911 Communications Support program *	N/A	N/A	N/A	N/A	N/A
468	% of incidents resolved within 24 operational hours by the 911 Communications Support program *	N/A	N/A	100%	N/A	N/A
469	# of 911 Communications Support work requests completed *	N/A	N/A	72	N/A	N/A
470	# of Special Communications Events supported *	N/A	N/A	N/A	N/A	N/A

Information Technology

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Public Safety Support - 911 Communications Support						
471	# of 911 Communications Support work requests received *	N/A	N/A	72	N/A	N/A
472	# of requested 911 Communications Support projects in backlog *	N/A	N/A	84	N/A	N/A
Public Safety Support - Public Safety Applications Support						
473	% 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	100%	96%	96%	95%	95%
474	# of public safety system work requests completed	448	548	637	550	550
475	# of public safety system work requests received	447	567	653	550	550
476	# of requested Public Safety Application projects in backlog	35	11	12	12	12
Public Safety Support - Public Safety Communications Support						
477	% 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	96%	93%	N/A	95%	95%
478	% of incidents resolved within 24 operational hours by the Public Safety Communications Support program	96%	96%	97%	88%	88%
479	# of Public Safety communication devices supported	8,765	9,238	9,209	10,000	10,000
480	# of Public Safety Communications Support work requests completed	2,478	2,497	2,168	1,800	1,800
481	# of Public Safety Communications Support work requests received	2,268	2,288	2,007	1,800	1,800
482	# of requested Public Safety Communications Support projects in backlog	15	8	8	5	5
Technology Applications Support - Departmental Systems						
483	% 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%	94%	95%	95%	95%

Information Technology

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Technology Applications Support - Departmental Systems						
484	% of incidents resolved within four operational hours by the IT Departmental Systems program	84%	60%	60%	75%	75%
485	# of Departmental Systems work requests completed	1,987	1,978	2,031	2,400	2,400
486	# of Departmental Systems service requests in backlog	100	162	154	60	60
487	# of Departmental Systems work requests received	1,987	2,063	2,103	2,400	2,400
488	# of requested Departmental Systems projects in backlog	29	16	15	35	35
Technology Applications Support - Enterprise Business Application						
489	% 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	102%	96%	96%	95%	95%
490	% of incidents resolved within four operational hours by the IT Enterprise Business Applications program	83%	39%	46%	75%	75%
491	# of Enterprise Business Applications work requests completed	1,369	1,493	1,577	1,700	1,700
492	# of Enterprise Business Applications service requests in backlog	58	59	45	68	68
493	# of Enterprise Business Applications work requests received	1,373	1,536	1,573	1,700	1,700
494	# of requested Enterprise Business Applications projects in backlog	22	16	17	25	25
Technology Applications Support - Geographic Information Systems						
495	% 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	97%	100%	100%	95%	95%
496	% of incidents resolved within four operational hours by the IT Geographic Information Systems program	71%	59%	65%	75%	75%
497	# of Geographic Information System work requests completed	359	397	433	425	425
498	# of Geographic Information System service requests in backlog	44	70	76	50	50
499	# of Geographic Information System work requests received	391	438	485	425	425

Information Technology

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Technology Applications Support - Geographic Information Systems						
500	# of requested Geographic Information System projects in backlog	18	10	10	15	15
Technology Enhancements - Data Management						
501	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by Data Management	89%	97%	96%	95%	95%
502	% compliance with recommended data governance controls	75%	95%	95%	90%	90%
503	# of databases supported	484	463	464	380	380
504	# of IT Data Management program work requests completed	582	1,537	1,502	1,450	930
505	# of Data Management service requests in backlog	88	97	100	75	75
506	# of IT Data Management program work requests received	589	1,635	1,569	930	1,450
507	# of requested Data Management projects in backlog	64	16	18	24	24
Technology Enhancements - Project Management						
508	% of surveyed technology project stakeholders reporting that implemented technology meets identified business goals	100%	100%	100%	90%	90%
509	% of recommended formal business analyses completed for new technology projects	32%	65%	65%	100%	100%
510	% of technology project stakeholders rating the quality of services delivered by the Project Management Program as good or excellent	100%	100%	100%	90%	90%
511	# of Project Management projects completed	12	19	19	17	17
512	# of requested Project Management projects in backlog	32	37	36	36	36
Technology Enhancements - Software Development						
513	% of surveyed technology project stakeholders who are satisfied with the overall quality of solutions delivered by the Software Development Program	100%	N/A	N/A	90%	90%
514	% of successful production builds *	N/A	1	1	N/A	N/A

Information Technology

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Technology Enhancements - Software Development						
515	% of successful production deployments *	N/A	1	1	1	1
516	# of IT Software Development projects completed	16	5	6	8	8
517	# of IT Software Development tasks completed	3,264	1,918	1,888	3,000	3,000
518	# of IT Software Development tasks created	3,462	3,189	3,137	3,000	3,000
519	Software Development task completion rate	10	33	29	800	800
520	# of IT Software Development service requests in backlog	433	1,667	1,638	250	250
521	# of requested IT Software Development projects in backlog	29	23	25	15	15
Technology Infrastructure - Configuration Management						
522	% of client devices meeting current configuration standards	60%	57%	57%	51%	51%
523	% of incidents resolved within four operational hours by Endpoint Management program	34%	11%	27%	75%	75%
524	# of Endpoint Management work requests completed	106	363	346	275	275
525	# of software packages managed	134	169	173	200	200
526	# of end user devices managed	5,698	5,756	5,832	6,000	6,000
527	# of requested Endpoint Management projects in backlog	5	3	3	4	4
Technology Infrastructure - Governance, Risk, and Compliance Program						
528	% compliance with the adopted governance framework	N/A	68%	71%	95%	95%
529	% success rate for user security awareness testing	94%	95%	95%	90%	90%
530	# of GRC Program work requests completed	N/A	1,240	1,129	960	960
531	# of security incidents that could result in compromised data or system integrity	3	0	0	1	1
532	# of GRC Program work requests received	N/A	1,414	1,258	960	960
533	# of requested GRC projects in backlog	N/A	16	14	24	24

Information Technology

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Technology Infrastructure - Infrastructure Support						
534	% of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by the Infrastructure Support program *	N/A	N/A	100%	N/A	N/A
535	% of incidents resolved within four operational hours by the Infrastructure Support program *	N/A	N/A	N/A	N/A	N/A
536	# of Infrastructure Support Program work requests completed *	N/A	N/A	3,024	120	120
537	# of Infrastructure Support Program work requests received *	N/A	N/A	3,252	N/A	N/A
538	# of requested Infrastructure Support Program projects in backlog *	N/A	N/A	5	N/A	N/A
Technology Infrastructure - Network						
539	% of network devices meeting current configuration standards	86%	97%	96%	95%	95%
540	% of incidents resolved within four operational hours by the Network program	47%	51%	33%	75%	75%
541	# of Network Program work requests completed	230	393	385	450	450
542	# of Network Program work requests received	213	387	344	450	450
543	# of requested Network Program projects in backlog	24	10	10	25	25
Technology Infrastructure - Security Operations						
544	% compliance with the adopted security standards	95%	100%	N/A	95%	95%
545	% of incidents resolved within four operational hours by the Security Operations program	19%	21%	N/A	75%	75%
546	# of Security Operations Program work requests completed	3,782	6,464	N/A	4,500	4,500
547	# of requested Security Operations projects in backlog	21	15	15	25	25
548	# of Security Operations Program work requests received	3,988	7,084	N/A	4,500	4,500
Technology Infrastructure - Servers						
549	% of servers meeting current configuration standards	65%	31%	38%	90%	90%
550	% of incidents resolved within four operational hours by Servers program	61%	56%	57%	75%	75%

Information Technology

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Technology Infrastructure - Servers						
551	# of server work requests completed	1,460	1,862	1,886	1,600	1,600
552	# of servers supported	924	1,086	1,067	875	875
553	# of total server storage space managed (Terabytes)	1,870	2,049	2,049	2,050	2,050
554	# of requested Server projects in backlog	18	10	10	12	12
555	# of server work requests received	1,448	1,894	1,948	1,550	1,550

Municipal Counselor's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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*

556	% of Department Heads receiving monthly communications from the Municipal Counselor's Office	100%	100%	100%	100%	100%

Municipal Counselor's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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*						
557	% of responding clients surveyed satisfied with the timeliness, effectiveness and overall provision of legal services	98%	96%	96%	90%	90%
Administrative - Executive Leadership						
558	% of Department Heads receiving monthly communications from the Municipal Counselor's Office	100%	100%	100%	100%	100%
559	% of key measures and strategic results achieved	64%	73%	80%	75%	75%
560	% of performance evaluations completed by the review date	85%	84%	84%	95%	95%
561	% of responding clients surveyed satisfied with the timeliness, effectiveness and overall provision of legal services	98%	96%	96%	90%	90%
Civil Litigation - Civil Litigation Legal Services						
562	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Civil Litigation legal services	97%	100%	100%	90%	90%
563	# of legal services provided by Civil Litigation attorneys	N/A	N/A	N/A	38,000	38,000
564	$ expenditure per Civil Litigation legal service provided	N/A	N/A	N/A	28.59	28.59

Municipal Counselor's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Criminal Justice - Police and Courts Legal Services						
565	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Police and Courts legal services	84%	90%	90%	90%	90%
566	# of Police and Courts legal services provided	5,592	9,195	7,745	4,800	4,800
567	# of Police and Court legal services requested	5,592	9,195	7,745	4,800	4,800
568	$ expenditure per Police and Courts legal service provided	0.00	0.06	0.00	0.36	0.36
Criminal Justice - Prosecution Legal Services						
569	% of Municipal Court Jury Division charges filed or declined within 45 days of bond posting	100%	99%	99%	99%	99%
570	# of cases not tried resolved by guilty or no contest plea	114,129	100,586	95,091	0	0
571	# of cases tried that result in guilty verdict	211	263	283	0	0
572	# of charges filed	126,659	117,779	114,144	0	0
573	# of charges reviewed	142,065	133,083	128,867	0	0
574	# of hours in court for docket appearances	831.58	941.14	1,020.24	1,000.00	1,000.00
575	# of prosecutions resolved	144,020	129,902	124,814	0	0
576	# of cases resolved without trial	143,772	129,595	124,477	0	0
577	# of cases tried	248	312	343	0	0
578	# of charges presented for review	142,065	133,063	128,849	0	0
579	$ expenditure per prosecution resolved	13.40	16.32	16.61	11.62	11.62
Labor and Employment Law - Labor Litigation Legal Services						
580	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Litigation legal services	98%	93%	93%	90%	90%
581	# of Labor Litigation legal services provided	10,192	6,118	7,067	12,800	12,800
582	# of Labor Litigation legal services requested	10,192	6,118	7,067	12,800	12,800
583	$ expenditure per Labor Litigation legal service provided	21.19	52.40	44.61	26.08	26.08

Municipal Counselor's Office

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Labor and Employment Law - Labor Relations Legal Services						
584	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Relations legal services	98%	93%	93%	90%	90%
585	# of Labor Relations legal services provided	10,926	20,966	25,708	12,800	12,800
586	# of Labor Relations legal services requested	10,938	20,966	25,708	12,800	12,800
587	$ expenditure per Labor Relations legal service provided	22.04	12.08	9.46	19.20	19.20
Land Use and Economic Development - Economic Development Legal Services Program						
588	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Economic Development legal services	100%	95%	95%	90%	90%
589	# of Economic Development legal services provided	8,420	21,998	13,978	11,000	11,000
590	# of Economic Development legal services requested	8,437	22,056	14,037	11,000	11,000
591	$ expenditure per Economic Development legal service provided	73.57	30.30	51.40	64.86	64.86
Land Use and Economic Development - Land Use Legal Services						
592	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Land Use legal services	200%	98%	98%	90%	90%
593	# of Land Use legal services provided	11,410	31,775	31,374	30,500	30,500
594	# of Land Use legal services requested	11,410	32,175	31,742	30,500	30,500
595	$ expenditure per Land Use legal service provided	53.86	24.78	26.56	21.16	21.16
Trusts, Utilities and Finance - Trusts, Utilities and Finance Legal Services						
596	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Trusts, Utilities and Finance legal services	100%	100%	100%	90%	90%
597	# of Trust, Utilities and Finance legal services provided	33,982	34,657	35,911	33,431	33,431
598	# of Trusts, Utilities and Finance legal services requested	60,412	34,412	35,865	33,431	33,431
599	$ expenditure per Trusts, Utilities and Finance legal service provided	7.06	6.82	6.12	6.58	6.58

Municipal Court

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.

600	# of employees trained in procedural justice	N/A	64	64	62	65

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.

601	% of survey respondents that report that they were treated with courtesy and respect by Court staff	N/A	94%	94%	98%	98%

Municipal Court

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.						
602	% 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.						
603	% court patrons satisfied with their experience	95%	95%	95%	97%	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.						
604	% of Municipal Court employees will be satisfied with their workplace environment	N/A	84%	84%	70%	71%

Municipal Court

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.						
605	% of court functions available online and virtual	59%	53%	53%	45%	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.						
606	% of justice-involved juveniles successfully completing probation within established period of time	95%	93%	97%	95%	95%

Municipal Court

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.						
607	% of days per year the court facility will be maintained without security incident	100%	99%	99%	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.						
608	% of visitors will report feeling safe while conducting business at Municipal Court	83%	87%	87%	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.						
609	% of Municipal Court employees will report that they feel safe while working	N/A	81%	81%	90%	91%
Administrative - Executive Leadership						
610	% of court functions available online and virtual	59%	53%	53%	45%	63%
611	% of key measures and strategic results achieved	63%	53%	63%	75%	75%
612	% of Municipal Court employees will be satisfied with their workplace environment	N/A	84%	84%	70%	71%
613	% of performance evaluations completed by the review date	27%	38%	38%	95%	95%

Municipal Court

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Administrative - Community Outreach						
614	% of Municipal Court cases referred to community outreach program that are disposed	86%	70%	60%	90%	90%
615	# of community outreach events conducted	16	16	18	15	24
616	# of cases referred to the community outreach program	2,826	4,313	4,878	3,200	3,600
Court Case, Compliance and Enforcement - Compliance and Enforcement						
617	% of total warrants cleared	62%	87%	93%	80%	86%
618	# of total warrants cleared	26,125	41,075	39,821	24,000	30,000
619	# of warrants cleared by Enforcement Services	418	263	141	500	500
620	# of warrants issued	42,401	47,058	42,725	30,000	35,000
Court Case, Compliance and Enforcement - Court Case Support						
621	% of court cases audited that reflect the Municipal Courts records management system was updated accurately	99%	99%	100%	100%	100%
622	% court patrons satisfied with their experience	95%	95%	95%	97%	97%
623	# of cases disposed	164,878	146,217	139,654	155,000	130,000
624	# of days until disposal on average	405	466	479	450	450
625	# of cases filed	111,633	97,198	88,707	120,000	90,000
Court Case, Compliance and Enforcement - Court Financial Processing						
626	% of payments processed and posted to proper case	100%	100%	100%	100%	100%
627	% of court payment transactions processed electronically	74%	76%	78%	73%	75%
628	# of court payment transactions processed - Electronically	79,372	70,962	66,479	77,000	60,000
629	# of court payment transactions processed - In Person	27,504	21,811	18,963	29,000	20,000
Municipal Judicial Services - Municipal Judicial Services						
630	% of court participants (defense attorneys, enforcement personnel, and jurors) satisfied with judicial services	98%	98%	98%	95%	95%
631	# of hearings provided	47,773	61,553	62,106	65,000	65,000
632	$ expense per hearing provided	11.12	8.81	8.34	8.97	8.97

Municipal Court

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Probation Services - Probation Services						
633	% of justice-involved adults completing probation without further involvement with the OKC Municipal Court within a two-year period	93%	96%	95%	95%	95%
634	% of justice-involved adults successfully completing supervised probation within established period of time	92%	88%	80%	90%	90%
635	% of justice-involved juveniles successfully completing probation within established period of time	95%	93%	96%	95%	95%
636	# of justice-involved adults successfully completing supervised probation within a specified time frame	305	414	432	400	400
637	# of justice-involved juveniles successfully completing probation within a specified time frame	316	400	340	522	522
Security and Facility Operations - Municipal Court Security and Facility Operations						
638	% of days per year the court facility will be maintained without security incident	100%	99%	98%	100%	100%
639	% of Municipal Court employees will report that they feel safe while working	N/A	81%	81%	90%	91%
640	% of visitors will report feeling safe while conducting business at Municipal Court	83%	87%	87%	95%	95%
641	# of days without a security incident	250.00	248.00	246.26	249.00	249.00
642	# of days court facility is open	250	251	251	249	249

Parks and Recreation

Long-Term Issue - Public Expectations for Quality Programs and Levels of Service

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.*
- *Establishing best practice program standards*
- *Increase contractual services*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2025, 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 users surveyed are satisfied with the quality of parks and recreation programs and facilities*
- *2% annual increase in the number of program participants and event attendees.*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
643	% of citizens visiting a park and/or participating in a park program	73%	73%	76%	80%	80%
644	% of customer surveyed who are satified with recreation facilities and programming	90%	82%	90%	85%	85%

Parks and Recreation

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
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:*						
- *Addressed 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.*						
- *Evaluate best practices and operational policies to enhance personal safety while utilizing facilities and programs.*						
▪ *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 2025, Parks and Recreation Department will improve public safety and perceptions of safety in City parks as evidenced by:						
645	% 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 park assets.*
  - *Proactive maintenance of Parks assets and amenities.*

Strategic Result(s) to measure annual progress on Long-Term Issue

By 2025, 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 10%.*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
646	% of residents surveyed who are satisfied with the maintenance of city parks	71%	71%	66%	75%	75%
647	% of respondents from the annual resident survey who are satisfied with City's trails	65%	65%	61%	70%	70%

Parks and Recreation

Long-Term Issue - Access to Recreational Opportunities

Providing quality recreational opportunities that are inclusive, diverse, and accessible will strengthen our community and make our city a more attractive place to live, work and play. Failing to provide park spaces, amenities and programs that are inclusive, diverse and accessible to all residents will result in reduced health coefficients, lower quality of life, reduced property values, decreased economic growth and higher crime rates where recreational opportunities are deficient.

Strategies to address the Long-Term Issue

- *Invest in new parks and facilities to provide park access to under-served and developing areas of the city.*
- *Identify areas where park services and amenities are deficient within marginalized communities to improve equitable access.*
- *Identify and evaluate barriers which limit access to recreational opportunities.*
- *Expand and cultivate public-private partnerships to increase recreational opportunities where needed throughout the park system.*

Strategic Result(s) to measure annual progress on Long-Term Issue

The Parks and Recreation Department will further improve access to recreational opportunities as evidenced by:

- *By 2027, 50% of residents will live within a 10-minute walk of a park*
- *By 2023, present to City Council a recreational facility assessment study and develop and identify strategies to improve access*
- *By 2025, complete a study on barriers to recreational opportunities*
- *By 2027, develop a capital plan to invest in new athletic fields as identified in the 2019 Athletic Field Master Plan*
- *By 2025, implement recommendations from the Recreation Program and Facility Needs Assessment Study*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
648	% of citizens within a half mile of a recreation facility, trail or park	71%	70%	69%	75%	75%

Administrative - Executive Leadership

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
649	% of key measures and strategic results achieved	16%	32%	29%	78%	78%
650	% of citizens reporting they are satisfied with their Civic Center Music Hall experience	74%	74%	74%	75%	75%
651	% of citizens satisfied with Parks and Recreation Department	61%	65%	63%	68%	68%
652	% of citizens satisfied with the maintenance of new or upgraded parks and facilities	71%	71%	64%	75%	75%
653	% of citizens visiting a park and/or participating in a park program	73%	73%	76%	80%	80%
654	% of citizens within a half mile of a recreation facility, trail or park	71%	70%	69%	75%	75%

Parks and Recreation

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Administrative - Executive Leadership						
655	% of performance evaluations completed by the review date	76%	64%	64%	95%	95%
Grounds Management - Grounds Maintenance						
656	% of parks mowed within two weeks	0%	32%	67%	94%	94%
657	% of residents surveyed who are satisfied with the maintenance of city parks	71%	71%	66%	75%	75%
658	% of equipment in service	31%	95%	94%	98%	98%
659	# of equipment repairs completed	778	696	696	800	800
660	# of public ground acres mowed	47,621.49	34,419.49	47,589.90	15,250.22	15,250.22
661	# of requests received for mowing	7	2	N/A	12	12
Grounds Management - Park Events						
662	% of park event organizers surveyed who are satisfied with event permitting services *	N/A	N/A	N/A	N/A	N/A
663	% of customers surveyed who are satisfied with park event center facilities *	N/A	N/A	N/A	N/A	N/A
664	# of event center rentals issued	21	184	163	180	180
665	# of event center rentals requested	690	870	994	200	200
666	# of permitted events requested	342	491	N/A	240	240
Grounds Management - Parks Amenities and Trails Program						
667	% of identified safety concerns addressed within one business day	N/A	N/A	N/A	0.70	0.70
668	% of respondents from the annual resident survey who are satisfied with City's trails	65%	65%	61%	70%	70%
669	# of hours inspecting and maintaining trails *	N/A	N/A	2,916	N/A	N/A
670	# of new outdoor athletic fields total	0	0	0	6	6
671	# of playground inspections	2,841.00	2,158.00	N/A	2,900.00	2,900.00
672	# of trail miles inspected and maintained	4,038.70	2,123.00	N/A	1,800.00	1,800.00

Parks and Recreation

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Grounds Management - Parks Athletic Fields Program						
673	% of athletic fields meeting competition standards	65%	78%	78%	27%	27%
674	% of league/tournament participants who are satisfied with outdoor athletic facilities	1%	0%	1%	3%	3%
675	# of athletic fields renovated	N/A	N/A	N/A	N/A	N/A
676	# of City maintained athletic fields *	N/A	N/A	372	N/A	N/A
677	# of hours maintaining athletic fields *	N/A	N/A	12,526	N/A	N/A
678	# of athletic fields that need improvement	N/A	10	N/A	N/A	N/A
679	# of new outdoor athletic fields needed to meet population demands	N/A	97	97	N/A	N/A
Grounds Management - Traffic Hazard Abatement						
680	% of identified traffic hazards abated within 3 working days	91%	93%	N/A	102%	102%
681	# identified traffic hazards abated	64	96	N/A	110	110
682	# of potential traffic hazard inspections requested	9	249	249	275	275
Grounds Management - Urban Forestry Services						
683	% change of trees in the park inventory *	N/A	N/A	0%	N/A	N/A
684	# of new trees planted	958	214	214	500	500
685	# of tree maintenance requests completed	390	620	N/A	900	900
Natural Resources - Canal/Field Horticulture						
686	% of residents satisfied with the condition of landscaping in City parks	49%	45%	47%	60%	60%
687	% of residents satisfied with the condition of the Bricktown Canal and landscaping	N/A	N/A	70	70	70
688	# of square feet of landscaped areas maintained	407,736	407,736	407,736	407,736	407,736
Natural Resources - Fisheries Management						
689	% of fishing class participants surveyed who are satisfied	100%	99%	99%	99%	99%
690	% of sampled fishing waters with fair or better fishing standards	75%	40%	40%	75%	75%

Parks and Recreation

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Natural Resources - Fisheries Management						
691	# of fish stocked	1,606,637	567,760	567,760	500,000	500,000
692	# of fishing education program attendees	1,147	801	801	800	800
693	# of fishing education programs held	18	16	16	30	30
694	# of fishing permits sold	8,773	8,046	8,046	18,000	18,000
695	$ expenditure per fish stocked	0.15	0.44	0.43	0.41	0.41
Natural Resources - Martin Nature Park						
696	% of customers surveyed who are satisifed with the nature park, trail access, and educational opportunities	N/A	N/A	N/A	99%	99%
697	% of requested hikes completed	252%	116%	148%	100%	100%
698	# of Martin Nature Park nature programs participants	1,155	5,048	5,048	2,500	2,500
699	# of nature park visitors	182,628	227,162	213,122	230,000	230,000
700	# of nature programs conducted	58	113	113	80	80
701	# of nature programs requested	47	97	97	125	125
Natural Resources - Will Rogers Gardens						
702	% of Will Rogers Gardens rental survey respondents who are satisfied with their rental experience	N/A	N/A	N/A	99%	99%
703	% of time Will Rogers Gardens is rented	36%	41%	41%	60%	60%
704	% of Will Rogers Gardens' class program participants surveyed who were satisfied with their education program	N/A	N/A	N/A	99%	99%
705	# of hours rented at Will Rogers' Gardens	6,950.00	7,878.00	7,843.95	11,427.00	11,427.00
706	# of Will Rogers Gardens' program participants	2,022	1,660	1,908	1,800	1,800
707	# of hours available to rent Will Rogers Gardens	19,167	19,167	19,205	19,045	19,045
708	# of Will Rogers Gardens' rental hours requested	6,950.00	7,878.00	7,843.95	8,500.00	8,500.00
Public - Private Partnership - Community Partnership						
709	# of annual volunteer hours	97,664	129,511	129,511	135,000	135,000
710	# of partnerships	57	55	55	65	65

Parks and Recreation

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Public - Private Partnership - Community Partnership						
711	$ of volunteer value	6,135,710	7,204,193	7,204,193	7,300,000	7,300,000
712	$ value of donations	N/A	920,112	920,112	75,000	75,000
713	% increase in volunteer hours *	N/A	32.61	N/A	N/A	N/A
Public - Private Partnership - Trust and Foundation Support						
714	% of golf participants satisfied with the overall quality and condition of the municipal golf courses	N/A	N/A	N/A	75%	75%
715	% of guests satisfied with the overall quality and maintenance of the Civic Center's performance facilities.	24%	88%	88%	95%	95%
716	% of Myriad Botanical Gardens guests satisfied with the overall quality of garden facilities and services	N/A	N/A	N/A	85%	85%
717	% of Riversport guests satisfied with the overall quality of the Riversport facilties and services	N/A	52%	N/A	90%	90%
718	% of Scissortail Parks guests satisfied with the overall quality of park facilities and services	N/A	N/A	N/A	95%	95%
719	% of senior participants surveyed who are satisfied with the overall quality of classes and events	99%	N/A	N/A	97%	97%
720	# of golf rounds played at municipal golf courses	N/A	317,965	318,685	N/A	N/A
721	# of guests attending Civic Center Music Hall performances	N/A	162,349	185,410	157,298	157,298
722	# of guests attending private Civic Center Music Hall events.	N/A	5,779	8,170	4,755	4,755
723	# of memberships at the Senior Health and Wellness Centers *	N/A	N/A	N/A	N/A	N/A
724	# of participants at Riversport	N/A	41,844	N/A	N/A	N/A
725	# of visitors to Scissortail Park events	N/A	140,130	N/A	N/A	N/A
726	# of visitors to the Myriad Botanical Gardens Crystal Bridge	25,046	0	N/A	75,000	75,000
Recreation, Health and Wellness - Aquatics, Health and Wellness						
727	# of outdoor swimming facility participants per operating day	94	328	390	169	169
728	% of customers surveyed who are satisfied with the City's aquatic facilities and programming opportunities	45%	26%	43%	50%	50%

Parks and Recreation

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Recreation, Health and Wellness - Aquatics, Health and Wellness						
729	% of participants surveyed who are satisfied with health and wellness programs	0	N/A	N/A	90	90
730	# of aquatics classes held	121	80	52	150	150
731	# of aquatics classes scheduled	171	131	88	160	160
732	# of Health and Wellness Program participants	3,138	6,312	3,672	72	72
733	# of indoor swimming facility participants per operating day *	N/A	N/A	276	N/A	N/A
734	# of swim lesson participants	447	226	N/A	600	600
735	# of visits to indoor aquatic facilities *	N/A	N/A	5,520	N/A	N/A
736	# of visits to outdoor aquatics facilities *	N/A	N/A	213,060	N/A	N/A
Recreation, Health and Wellness - Athletics Program						
737	% of sport participants surveyed who are satisfied with the organization of the sports activity	91%	83%	88%	98%	98%
738	% of residents who are satisfied with athletic programs	38%	37%	41%	45%	45%
739	% of sport participants surveyed who are satisfied *	N/A	N/A	91%	N/A	N/A
740	# of adult league participants	3,921	4,828	4,879	2,738	2,738
741	# of sport participants surveyed total *	N/A	N/A	408	N/A	N/A
742	# of sport participants surveyed who are satisfied *	N/A	N/A	372	N/A	N/A
743	# of volunteer coaches	174	235	233	134	134
744	# of youth league participants	1,654	1,689	1,438	3,243	3,243
Recreation, Health and Wellness - General Recreation						
745	% of customer surveyed who are satified with recreation facilities and programming	90%	82%	89%	85%	85%
746	# of recreation center class participants	25,598	N/A	61,356	40,000	40,000
747	% of resident Survey respondents that are satisfied with City recreation centers	45%	39%	43%	51%	51%
748	% of scheduled classes held	66%	74%	76%	66%	66%

Parks and Recreation

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Recreation, Health and Wellness - General Recreation						
749	# of customer surveyed total	436	309	264	425	425
750	# of customer surveyed who are satified with recreation facilities and programming	391	253	235	361	361
751	# of recreation center classes held	281	425	435	338	338
752	# of recreation center classes scheduled	376	709	659	600	600
753	# of recreation center visits	N/A	55,598	59,536	55,000	N/A
754	# of senior class participants (class enrollment)	3,197	5,431	4,734	6,000	6,000

Planning

	FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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;*
- *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 and Historic Perservation efforts.*
- *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.*
- *Increase the availability of safe, quality affordable housing by securing funding to build new units and rehabilitate existing units.*

Planning

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Community Development						
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 Resident 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 Resident Survey.*						
755	% of people who are homeless who remain in permanent housing for more than six months	85%	90%	N/A	90%	90%
756	% of residents that say they are satisfied or very satisfied with the appearance of the city	60%	57%	51%	56%	56%
757	% of residents that say they are satisfied or very satisfied with their feeling of safety	57%	54%	50%	55%	57%

Planning

Long-Term Issue - Urban Revitalization

If not addressed, older districts and neighborhoods will continue to experience increased vulnerability and decline, resulting in:

- *Vacant or underutilized properties and lack of new investment;*
- *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 in need of revitalization.*
- *Guide appropriate infill development and revitalization through appropriate zoning and design review tools.*
- *Promote neighborhood stability and the rehabilitation and the adaptive reuse of historic properties as stated in preserveokc.*
- *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*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
758	% 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	93%	93%	93%	85%	85%
759	% of citizens satisfied with neighborhood attributes	54%	54%	51%	58%	60%

Planning

FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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);*
- *Implement the Sustainability Plan (adaptokc) with increased focus on air quality, energy, and climate resilience programs.*
- *Develop policies, strategies, and incentives to increase the variety of housing types and affordability.*
- *Modify codes, regulations and policies to ensure consistency with the comprehensive plan (planokc).*
- *Promote the implementation of a multi-modal transportation system and continue to implement bikewalkokc.*

Planning

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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, 19% of development/redevelopment will be in the inner-loop.*						
▪ *Increase the percentage of commute trips made by walking, bicycling, or public transportation from 2.13% to 2.16% by 2024.*						
▪ *The past five-year average of annual carbon monoxide highest 8-hour average (parts per million) from OKC North monitoring station (1037) will decline.*						
▪ *The past five-year average of annual nitrogen dioxide highest 1-hour average (parts per million) from OKC North monitoring station (1037) will decline.*						
▪ *The past five-year average of annual particulate matter (PM-2.5) highest 24-hour average (parts per million) from OKC North monitoring station (1037) will decline.*						
760	% of new development and redevelopment that occurs in the inner-loop	15%	12%	18%	19%	18%
761	% of commute trips made by walking, bicycling, or public transportation	2.21%	2.10%	2.10%	2.15%	2.15%
Administrative - Executive Leadership						
762	% of key measures and strategic results achieved	44%	50%	56%	75%	75%
763	% of performance evaluations completed by the review date	85%	78%	78%	95%	95%
764	% of residents that say they are satisfied or very satisfied with the appearance of the city	60%	57%	51%	56%	56%
765	% of residents that say they are satisfied or very satisfied with their feeling of safety	57%	54%	50%	55%	57%
Administrative - Arts and Cultural Affairs						
766	% change in City investment in public art *	N/A	N/A	N/A	354%	-38%
767	% change in Non-1% for Art projects annually *	N/A	N/A	N/A	11%	0%
768	% change in Non-1% for Art projects completed *	N/A	N/A	N/A	0%	0%
769	% change in 1% for Art projects annually *	N/A	N/A	N/A	-3%	6%
770	% change in 1% for Art projects completed *	N/A	N/A	N/A	8%	8%
771	# of 1% for Art projects completed annually *	N/A	N/A	N/A	5	5

Planning

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Administrative - Arts and Cultural Affairs						
772	# of 1% for Art projects managed annually *	N/A	N/A	N/A	34	36
773	# of Non-1% for Art projects completed annually *	N/A	N/A	N/A	5	5
774	# of Non-1% for Art projects managed annually *	N/A	N/A	N/A	10	10
Administrative - Office of Sustainability						
775	# of adaptokc policies initiated by "start by" date *	N/A	N/A	N/A	51	55
776	# of Air Quality policies initiated by the (start by date) according to the plan *	N/A	N/A	N/A	6	7
777	# of Energy Productivity policies initiated (by start date) according to the plan *	N/A	N/A	N/A	13	15
778	# of Natural Built policies initiated by the (start by date) according to the plan *	N/A	N/A	N/A	14	15
779	# of outreach and education event participants	915	634	634	700	700
780	# of outreach and education events held	35	25	25	25	30
781	# of Waste Reduction policies initiated by the (start by date) according to the plan *	N/A	N/A	N/A	8	10
Current Planning and Urban Design - Current Planning						
782	% of rezoning applications that are a PUD or SPUD *	N/A	N/A	44%	67%	67%
783	% of affected departments will participate in planning initiatives where cross-departmental issues have been identified	100%	100%	100%	100%	100%
784	# of development applications reviewed by staff	258	273	272	250	250
785	# of preliminary plats reviewed by staff	44	49	37	50	50
Current Planning and Urban Design - Urban Design and Community Appearance						
786	% of residents surveyed who say they are satisfied or very satisfied with the appearance of the community	60%	57%	51%	60%	63%
787	% of change in property values within all Design Districts	-5%	24%	24%	7%	7%
788	# of applications reviewed in design districts	518	524	445	650	600

Planning

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Current Planning and Urban Design - Urban Design and Community Appearance						
789	# of Historic Landmark Design ations reviewed *	N/A	N/A	0	2	1
790	# of National Register Nominations reviewed	7	4	3	7	6
Housing Community Development - Community Development						
791	% of poverty within the Neighborhood Revitalization Strategy Area (NRSA) *	N/A	N/A	N/A	28%	27%
792	% of citizens satisfied with neighborhood attributes	54%	54%	54%	58%	60%
793	% 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	73%	74%	73%	72%	74%
794	% of residents that say they are satisfied or very satisfied with property maintenance in their neighborhoods in the City's annual Citizen Survey	64%	61%	60%	62%	63%
795	# of down payment assistances provided	28	14	14	30	30
796	# of housing rehabilitations completed	115	106	117	150	125
797	# of housing units assisted or built through all program services	115	107	107	175	150
798	# of new housing units constructed	21	1	1	10	10
Housing Community Development - Grant and Financial Management						
799	% of grant awards that are in compliance with the terms of their agreement	100%	99%	99%	100%	100%
800	% of match versus award for infrastructure grants *	N/A	N/A	N/A	20%	20%
801	# of grant funding agreements managed	33	55	49	45	45
802	# of infrastructure-related grant applied for annually *	N/A	0	N/A	12	6
803	$ of infrastructure-related grant match *	N/A	N/A	N/A	1,250,000	1,250,000
804	$ of infrastructure-related grants awarded to the City of Oklahoma City *	N/A	N/A	N/A	5,000,000	5,000,000

Planning

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Housing Community Development - Homelessness Services						
805	% of people who are homeless who remain in permanent housing for more than six months	85%	90%	N/A	90%	90%
806	# of People who were formerly homeless housed through the Continuum of Care Program Permanent Supportive Housing Program	709	704	N/A	900	900
807	# of people who are homeless in Oklahoma City according to the Point in Time Count	1,573	1,339	1,339	1,200	1,200
Plan Development and Implementation - Comprehensive Planning						
808	% of new development and redevelopment that occurs in the inner-loop	15%	12%	12%	19%	18%
809	% Comprehensive plan policies in progress or implemented	76%	76%	76%	76%	76%
810	# of Comprehensive Plan policies in progress or implemented each year	236	236	236	236	236
811	# of square feet of development city wide	29,625,835	29,679,912	29,679,912	26,000,000	28,000,000
Plan Development and Implementation - Neighborhood and Commercial District Revitalization						
812	% change in new construction and building remodels in Strong Neighborhoods Initiative (SNI) Neighborhoods	N/A	21.00%	106.00%	10.00%	10.00%
813	% 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	93%	93%	93%	85%	85%
814	% change in new construction and building remodels in CDRP, TIF, and BIDs	-67%	183%	183%	7%	7%
815	# of events sponsored by the Districts in the CDRP Program	98	121	127	100	100
Plan Development and Implementation - Transportation Planning						
816	% of bikewalkokc policies and initiatives completed, implemented or in progress *	N/A	N/A	N/A	0%	0%
817	% of commute trips made by walking, bicycling, or public transportation	2.21%	2.10%	2.10%	2.15%	2.15%

Planning

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Plan Development and Implementation - Transportation Planning						
818	% reduction in traffic fatalities and serious injuries annually per capita *	N/A	N/A	N/A	0%	0%
819	# of annual traffic fatalities (all modes) *	N/A	N/A	N/A	90	90
820	# of crashes resulting in injuries (all modes) *	N/A	N/A	N/A	2,310	2,310
821	# of residents within a half mile of a bike facility *	N/A	N/A	N/A	93,542	102,896
822	# of residents within a quarter mile of a sidewalk *	N/A	N/A	N/A	201,063	207,095
Subdivision and Zoning - Subdivision and Zoning						
823	% of applicants that receive a rezoning development application decision within 120 days of application submission	100%	100%	100%	98%	98%
824	% of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	100%	100%	100%	98%	98%
825	Average # of days for applicants proposing a new subdivision to receive a development application decision	51	51	51	54	54
826	# of case maps created *	N/A	N/A	1,932	1,800	1,800
827	# of zoning and subdivision applications processed	577	597	585	550	800

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.*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
828	% of residents citywide reporting they feel safe [1]	57%	54%	50%	60%	60%
829	% of residents reporting they are satisfied with the quality of police services citywide [1]	71%	73%	72%	73%	73%
830	% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrives	71%	67%	62%	80%	80%
831	% of property crimes cleared by arrest, prosecution, or other means [2]	23%	24%	23%	30%	30%
832	% of person crimes cleared by arrest, prosecution, or other means [2]	62%	54%	57%	70%	70%

Police

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Greater Need for Police Presence and Services						
833	% of residents reporting they feel safe in the Downtown area [1]	42%	39%	37%	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.

834	# of aggravated assaults per 100,000 residents	482.93	362.17	355.21	360.13	360.13

Police

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.						
835	% of residents reporting they are satisfied with the quality of police services citywide	71%	73%	72%	73%	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.						
836	% of Police Officers with new generation body worn cameras	N/A	100%	100%	100%	100%
837	% of Police Vehicles with dash mounted cameras	N/A	100%	100%	100%	100%
Administrative - Executive Leadership						
838	% of key measures and strategic results achieved	31%	41%	38%	75%	75%
839	% of underutilized vehicles in the fleet	7%	8%	10%	10%	10%
Administrative - Human Resources						
840	% of applications received from minority applicants	23%	27%	23%	60%	30%
841	% of performance evaluations completed by the review date	84%	76%	76%	95%	95%
842	# of minority recruits hired	59	16	16	30	30

Police

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Administrative - Human Resources						
843	# of applications for sworn positions received by department	1,188	1,825	1,708	2,000	2,000
Administrative - Professional Standards						
844	% of administrative investigations completed within six months	94%	86%	86%	87%	87%
845	# of administrative investigations	50	42	42	30	30
846	# of criminal investigations	1	0	0	6	6
Administrative - Public Information						
847	# of views per social media post	23,226	22,590	N/A	28,100	24,000
848	# of media requests responded to	7,383	9,241	9,241	8,000	9,000
849	# of resident requests responded to	871	942	942	1,000	1,000
850	# of social media posts	2,153	2,918	2,918	2,000	3,000
851	# of written news releases produced through the PIO	449	326	326	400	400
Investigations - Investigations						
852	% of person crimes cleared by arrest, prosecution, or other means	62%	54%	54%	70%	70%
853	% of property crimes cleared by arrest, prosecution, or other means	23%	24%	22%	30%	30%
854	# of investigations conducted (all investigations including Municipal Court charges as well as State and Federal Court charges)	18,490	27,964	27,899	30,000	30,000
855	# of incidents routed for review	58,576	77,287	76,059	70,000	70,000
Investigations - Investigations Support						
856	% of National Accreditation Board standards achieved during assessment	N/A	100%	100%	100%	100%
857	# of evidential items processed	N/A	1,518	2,154	970	1,750
858	# of responses to crime scenes	N/A	1,241	1,078	1,455	1,455
859	# of crime lab tests conducted	54,459	41,970	37,336	55,000	55,000

Police

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Investigations - Investigations Support						
860	# of firearms entered into the National Integrated Ballistic Information Network	2,301	3,072	3,069	2,000	3,000
861	# of National Accreditation Board standards achieved	N/A	203	203	203	203
Operations - 911 Communications						
862	% of 911 calls answered within 10 seconds	91%	86%	82%	90%	90%
863	% of life threatening (Priority 1) calls dispatched within 2 minutes 30 seconds	77%	73%	74%	85%	85%
864	# of calls serviced	1,062,873	1,060,320	1,097,153	1,100,000	1,100,000
Operations - Crime Prevention and Awareness						
865	% of crime prevention and awareness training participants who report they received important/useful information	100%	100%	100%	98%	100%
866	# of crime prevention and awareness participants trained	334	1,158	2,122	8,000	3,000
Operations - Patrol						
867	# of aggravated assaults per 100,000 residents	482.93	362.17	355.21	360.13	360.13
868	% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrives	71%	67%	66%	80%	80%
869	% of residents citywide reporting they feel safe	57%	54%	50%	60%	60%
870	% of residents reporting they are satisfied with the quality of police services citywide	71%	73%	72%	73%	73%
871	% of officers that achieve the minimum performance standards for their patrol shift and division	78%	86%	86%	85%	85%
872	% of Police Officers with new generation body worn cameras	N/A	100%	100%	100%	100%
873	% of Police Vehicles with dash mounted cameras	N/A	100%	100%	100%	100%
874	# of calls for service answered	421,583	385,151	N/A	425,000	425,000
875	# of hours of time on call provided	298,119.00	265,883.00	N/A	300,000.00	300,000.00
876	# of mental health calls	N/A	19,944	19,321	21,000	20,000

Police

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Operations - Patrol						
877	# of mental health transports	N/A	4,983	4,291	6,000	5,000
878	# of self-initiated contacts provided	75,357	65,132	67,313	75,000	75,000
Operations - Youth Services						
879	# of crimes reported to School Resource Officers in schools per 1,000 students	0.74	4.93	4.33	4.68	4.68
880	# served in outreach programs	6,237	34,165	34,165	10,000	50,000
881	# served by Youth Enrichment Service (Y.E.S.) Officers	3,465	11,354	10,109	8,000	12,000
882	# of youths processed through Community Intervention Center.	901	1,294	1,308	1,200	1,300
883	# of youths served by the Family Awareness and Community Teamwork (F.A.C.T)	N/A	3,168	5,183	2,510	2,800
884	# of youths served by the Juvenile Intervention Program	1,071	26	27	60	45
885	# of youths served by the Police Athletic League	9,542	29,165	24,937	10,000	44,000
Public Safety Support - Court Enforcement and Investigations						
886	% of total warrants cleared of total received	1%	N/A	N/A	0%	0%
887	# of warrants cleared by officers	126	0	0	0	0
888	# of warrants received by officers	13,021	0	0	0	0
889	# of security breaches	0	0	0	0	0
890	# of service responses	1,279	3,016	2,084	3,000	3,000
Public Safety Support - Inmate Processing/Incarceration Alternative						
891	% change in the number of people incarcerated for municipal charges	-97%	1,027%	1,155%	-15%	-15%
892	% 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%
893	# of arrestees processed	12,147	13,051	12,768	15,000	15,000
894	# of Detox admissions provided	184	2,690	2,701	3,600	3,600

Police

			FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Public Safety Support - Inmate Processing/Incarceration Alternative							
895		# of inmate days utilized by Oklahoma City at the Oklahoma County Detention Center	2,616	2,496	2,021	5,000	2,500
Public Safety Support - Permit Services							
896		% of alarm responses with alarm permits	31%	62%	64%	46%	46%
897		% of total alarm responses that are false alarms	97%	71%	67%	96%	96%
898		# of all permits processed	31,230	34,683	34,248	41,500	41,500
Public Safety Support - Records Management							
899		% of reports validated within 24 hours	100%	100%	100%	100%	100%
900		# of reports validated	138,774	144,610	147,099	144,000	144,000
Public Safety Support - Training							
901		% of officers who rate training as high or very high in supporting the knowledge and skills needed to provide public safety services	63%	90%	91%	75%	75%
902		% of Commissioned Supervisors who have been provided Leadership Development Training each year	N/A	17%	N/A	100%	100%
903		# of recruits that graduate from the Police Academy	49	44	44	60	90
904		# of training hours provided	1,484	2,000	2,000	2,000	2,000
Special Operations - Emergency Management							
905		% of Federal and State required all hazard emergency or disaster plans reviewed and updated	100%	100%	100%	100%	100%
906		# of exercises conducted	4	5	5	3	3
907		# of impressions made from the OEM Twitter Account	N/A	148,210	180,556	133,000	133,000
908		# of reaches made from the OEM Facebook Account	N/A	52,115	130,076	57,428	57,428
909		# of residents contacted through public education and outreach presentations, events or opportunities	220	931	1,993	240	240
910		# of responder training courses coordinated or conducted.	11	16	28	12	12
911		# of responses to significant events, emergencies or disasters	62	30	24	24	24

Police

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Special Operations - Special Operations Support						
912	# of drive-by shootings per 100,000 residents	12.90	10.67	10.94	12.23	12.23
913	# of Special Projects' illicit drug cases presented for prosecution per 100,000 residents	366.66	308.66	290.58	550.00	320.00
914	# of computer, digital, electronic and other media device forensic examinations completed	1,187	1,051	1,052	1,000	1,000
915	# of criminal nuisance abatement cases	386	363	349	400	375
Special Operations - Uniform Support and Traffic Safety						
916	# of traffic collisions per 1,000 residents of Oklahoma City	21.67	22.39	20.98	24.00	24.00
917	% of residents that are satisfied with traffic enforcement	58%	57%	50%	60%	60%
918	# of traffic contacts per 1,000 residents of Oklahoma City	141.85	112.11	104.36	183.84	183.84
919	# of traffic fatalities per 1,000 residents of Oklahoma City	0.13	0.16	0.14	0.12	0.12
920	# of special event security hours provided	4,500.00	18,285.50	15,984.33	18,000.00	18,000.00
921	# of traffic collision investigations completed	14,948	15,734	15,033	15,000	15,000
922	# of traffic contacts made	97,842	78,785	74,773	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*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
923	Annual vacancy rate	7%	8%	8%	8%	8%
924	% of public transportation customers surveyed rating service as satisfactory	76%	72%	72%	78%	78%
925	% of on-time bus departures	71%	69%	68%	75%	75%
926	% of EMBARK Plus paratransit pick-ups on time	95.27%	94.54%	94.41%	95.00%	95.00%
927	% of on-time streetcar departures	92%	95%	94%	97%	97%

Public Transportation and Parking

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Service						
928	% of federally required EMBARK Plus paratransit pickups denied due to capacity constraints	0.89%	0.83%	0.85%	0.00%	0.00%
929	# of parking complaints per 1,000 transactions	0.00%	0.00%	6.87%	0.20%	2.00%
930	# of passenger trips provided	1,846,089	2,224,040	2,598,521	2,791,047	3,166,438

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*

931	# of preventable accidents per 100,000 miles	1.60	1.26	2.06	1.48	2.07
932	% of FTE Employees without an on-the-job injury (OJI)	89%	91%	N/A	91%	91%
933	% of vehicle preventive maintenance procedures completed on time	100%	100%	100%	100%	100%

Public Transportation and Parking

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Safety						
934	% of passengers surveyed will report they feel safe at the transit center, bus stops, or while riding the bus	74%	73%	73%	80%	80%
935	# of security incidents per 100,000 passengers	0.2167	0.0450	0.0979	0.1000	0.1500

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*

936	% increase in available public parking through management of private parking assets	0.00%	0.00%	0.00%	2.00%	2.00%

Public Transportation and Parking

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Administrative - Executive Leadership						
937	% of key measures and strategic results achieved	31%	36%	32%	75%	75%
938	% of newly hired employees who retain employment with EMBARK for more than 24 months	48%	52%	52%	63%	63%
939	% of performance evaluations completed by the review date	40%	59%	59%	80%	80%
940	Annual Turnover Rate of Employees	24%	22%	29%	18%	18%
941	# of full-time employees supported	302	304	306	325	325
942	Annual vacancy rate	7%	8%	8%	8%	8%
Administrative - Customer Relations						
943	% of businesses along the streetcar route contacted each month	0%	1%	N/A	2%	2%
944	% of customer calls answered in 30 seconds	93%	94%	92%	95%	95%
945	% of customer inquiries, requiring staff research and review, responded to within 5 business days	77%	65%	64%	83%	83%
946	# of customer calls answered	41,139	39,963	40,690	42,000	42,000
947	# of customer inquiries, requiring staff research and review, responded to within 5 business days	1,017	1,120	1,063	1,250	1,250
948	# of customer calls received	42,773	42,028	43,523	42,000	42,000
949	# of customer inquiries received requiring staff research and review	1,325	1,722	1,651	1,500	1,500
Administrative - Safety, Security, and Training						
950	% of FTE Employees without an on-the-job injury (OJI)	89%	91%	N/A	91%	91%
951	# of preventable accidents per 100,000 miles	1.60	1.26	1.51	1.48	2.07
952	# of security incidents per 100,000 passengers	0.2167	0.0450	0.0342	0.1000	0.1500
953	% of employees who have completed required training	100%	100%	100%	100%	100%
954	% of new employees who have passed the CDL test	97%	124%	133%	100%	100%
955	% of passengers surveyed will report they feel safe at the transit center, bus stops, or while riding the bus	74%	73%	73%	80%	80%

Public Transportation and Parking

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Administrative - Safety, Security, and Training						
956	% of total non-preventable vehicle accident claims collected on	9%	10%	N/A	100%	100%
957	% of total vehicle accident files completed within 10 days	95%	95%	96%	100%	100%
958	# of OJI's per 200,000 hours worked	13	10	N/A	20	20
959	# of non-collision passenger injury claims substantiated per 100,000 passengers	1	6	9	5	0
Parking - Municipal Off Street Parking						
960	% of time operational equipment is working (uptime)	97%	96%	96%	97%	98%
961	# of parking complaints per 1,000 transactions	0.40%	1.40%	6.82%	1.00%	1.00%
962	% of monthly vehicle spaces occupied	58%	62%	66%	67%	67%
963	# of hours of parking purchased	1,307,839	5,640,024	5,864,958	5,600,000	6,250,000
964	# of parking customers served	133,869	365,319	367,010	361,000	361,000
965	# of parking transactions completed	953,022	2,034,724	N/A	1,929,182	1,935,000
966	# of preventative off-street work orders completed	1,281	3,140	3,041	3,500	5,000
967	$ total revenue from parking transactions	3,136,322	6,255,090	6,412,735	5,260,543	5,950,000
968	% increase in available public parking through management of private parking assets	0.00%	0.00%	0.00%	2.00%	2.00%
Parking - On-Street Parking Meter						
969	% of time operational equipment is working (uptime)	100%	100%	100%	100%	100%
970	# of parking complaints per 1,000 transactions	0.00%	0.00%	2.17%	0.20%	2.00%
971	# of metered on-street parking spaces available	1,531	1,531	1,531	1,875	2,145
972	# of on-street work orders completed	622	4,161	3,861	4,500	5,000
973	# of parking meters	188	188	188	215	215
974	# of total parking transactions	427,481	478,980	467,084	600,000	600,000
Public Transportation - Bus Operations						
975	# of bus passengers per day	5,058	6,093	6,362	7,647	8,651

Public Transportation and Parking

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Public Transportation - Bus Operations						
976	# of bus passengers per service hour	9.03	10.45	11.09	12.58	11.77
977	% of on-time bus departures	71%	69%	69%	75%	75%
978	% of public transportation customers surveyed rating service as satisfactory	76%	72%	72%	78%	78%
979	# of passenger trips provided	1,846,089	2,224,040	2,323,740	2,791,047	3,166,438
980	# of service hours provided	204,489	212,772	209,588	221,875	268,983
Public Transportation - Bus Stop Management						
981	% of bus stops that are ADA compliant	43%	42%	42%	37%	40%
982	% of bus stops with a shelter	22%	22%	22%	26%	41%
983	% of customers satisfied with cleanliness of bus stops	63%	63%	63%	80%	80%
984	% of bus stop repair work orders completed on time	92%	77%	61%	100%	100%
985	# of bus shelters constructed	15	5	5	25	205
986	# of bus stops made ADA compliant	4	0	0	40	40
Public Transportation - EMBARK Norman						
987	# of Norman bus passengers per service hour	11.23	12.85	12.79	13.04	13.04
988	% of Norman public transportation customers surveyed rating service provided as satisfactory	84%	84%	84%	85%	85%
989	% of on-time Norman fixed route bus departures	80%	79%	81%	81%	81%
990	% of on-time Norman paratransit pick-ups	99%	98%	98%	99%	99%
991	# of Norman fixed route passenger trips provided	189,664	244,482	241,632	251,881	251,881
992	# of Norman paratransit trips provided	16,338	21,625	22,226	21,000	21,000
Public Transportation - EMBARK Plus Paratransit						
993	% of total EMBARK Plus customer trip requests completed	81.31%	82.39%	82.90%	98.00%	98.00%
994	% of EMBARK Plus paratransit pick-ups on time	95.27%	94.54%	94.91%	95.00%	95.00%
995	% of federally required EMBARK Plus paratransit pickups denied due to capacity constraints	0.89%	0.83%	0.89%	0.00%	0.00%

Public Transportation and Parking

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Public Transportation - EMBARK Plus Paratransit						
996	# of EMBARK Plus trips provided	43,869	45,665	43,951	45,000	45,000
997	# of EMBARK Plus trips requested	56,261	56,940	54,818	58,000	58,000
Public Transportation - Facilities Management						
998	% of customers satisfied with cleanliness of Transit Center	73%	75%	75%	85%	85%
999	% of facility preventive maintenance procedures completed on-time	100%	100%	100%	100%	100%
1000	# of preventative maintenance procedures completed	53	34	37	45	45
1001	# of scheduled facility service requests completed	410	299	138	250	250
1002	# of unscheduled facility service requests completed	497	333	512	700	700
Public Transportation - Fleet Management						
1003	% of customers satisfied with cleanliness of buses	70%	72%	72%	75%	75%
1004	% of fixed-route fleet available	79%	84%	83%	85%	85%
1005	% of vehicle preventive maintenance procedures completed on time	100%	100%	100%	100%	100%
1006	# of miles driven between service interruptions	69,219.58	65,142.25	61,835.63	70,000.00	70,000.00
1007	# of vehicle repair work orders completed	5,848	6,166	6,006	6,200	6,200
Public Transportation - MOBILITY MANAGEMENT						
1008	% of senior transportation customers rating services as satisfactory	100%	100%	100%	100%	100%
1009	# of passengers per day utilizing mobility management services	546.56	704.57	749.55	500.00	500.00
1010	# of bus passes distributed to homeless or low-income individuals	53,984	63,055	67,319	60,000	60,000
1011	# of senior transportation trips provided	25,636	45,987	47,310	45,000	45,000
1012	# of Social Service Agency Trips Provided	59,321	68,993	73,243	63,000	63,000
Public Transportation - Oklahoma River Cruises						
1013	# of passengers per River Cruise service hour	N/A	5.14	5.27	5.21	5.21

Public Transportation and Parking

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Public Transportation - Oklahoma River Cruises						
1014	% of river cruise customers rating service as satisfactory	N/A	100%	98%	98%	98%
1015	% of scheduled river cruise service hours lost	N/A	9%	12%	5%	5%
1016	# of river cruise passengers transported	0	4,206	4,539	4,300	4,300
1017	# of river cruise service hours provided	0.00	817.60	860.58	825.00	825.00
Public Transportation - Spokies Bike Share						
1018	# of Spokies trips per bike per day	0.0990	0.1689	0.1913	0.2500	0.2500
1019	% of Bikes available for use	92.19%	98.08%	98.08%	93.00%	93.00%
1020	# of Bike trips	2,133	3,144	3,563	3,500	3,500
1021	# of Bikes available for use	59	51	51	100	100
Public Transportation - STREETCAR						
1022	# of streetcar passengers per day	477.41	608.45	616.54	650.00	650.00
1023	# of streetcar passengers per service hour	6.68	8.98	9.24	10.50	10.50
1024	% of on-time streetcar departures	92%	95%	95%	97%	97%
1025	% of surveyed customers who are satisfied with the quality of service	96%	95%	95%	97%	97%
1026	Average frequency for streetcar	13.13	11.98	12.78	11.50	11.50
1027	# of miles between streetcar service interruptions	69,376	56,177	50,089	70,000	70,000
1028	# of streetcar passenger trips provided	174,254	222,086	225,177	250,000	250,000

Public Works

Long-Term Issue - Condition of Streets

Increasing difficulty to address resident expectations of the quality of city streets, if not addressed with additional maintenance and reconstruction, will result in further dissatisfaction and lack of resident confidence.

Strategies to address the Long-Term Issue

- *Continue to provide efficient management that combines routine maintenance, street resurfacing, and new construction to improve overall condition of city streets.*
- *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.*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
1029	% of pothole repairs completed within 5 calendar days of work order issued	N/A	50%	53%	80%	80%
1030	% of utility cut repairs completed within 28 calander days of receipt from line maintenance	N/A	0%	5%	80%	80%

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*

1031	# of miles resurfaced and widened annually	114.01	91.90	195.81	102.00	102.00
1032	$ expended on resurfacing and widening	82,807,588	61,364,883	61,364,883	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%

1033	% of citizens satisfied with the condition of streets	N/A	58%	67%	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

1034	Average Citywide Paving Condition (PCI) rating	68	69	69	75	75

Public Works

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.						
1035	Dollar Value of General Obligation Bond Funds expended	N/A	128,924,079	133,950,866	115,000,000	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.						
1036						
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.*						
1037	% of sales tax street resurfacing projects completed or under construction	99%	99%	99%	100%	100%
1038						

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.

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
1039	% of drainage repairs completed within 30 calendar days	82%	78%	77%	80%	80%
1040						
1041	% of bridges that have an acceptable rating	87%	87%	87%	91%	91%

Public Works

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.						
1042	% of plans approved within 120 days	N/A	20%	16%	85%	85%
Administrative - Executive Leadership						
1043	% of key measures and strategic results achieved	28%	39%	41%	75%	75%
1044	% of performance evaluations completed by the review date	58%	65%	65%	95%	95%
1045	% of underutilized vehicles (excluding heavy equipment) in the Public Works Fleet	29%	31%	30%	10%	10%
Engineering - Drainage & Bridge Engineering						
1046	% of bridges that have an acceptable rating	87%	87%	87%	91%	91%
1047	% of initial contact made within 5 calendar days of receipt of a drainage inquiry	N/A	77%	64%	90%	90%
1048	% of property owner drainage inquiry reviews and responses completed within 30 calendar days	61%	50%	50%	80%	80%
1049	% of bridges that are open to traffic	100%	100%	100%	100%	100%
1050	% of the City's drainage basin studies completed	0%	0%	0%	8%	8%
1051	# of drainage inquiry responses	341	346	332	400	400
Engineering - Engineering Technical Review						
1052	% of check prints submitted that receive a four (4) week or less review	N/A	37%	36%	40%	N/A

Public Works

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Engineering - Engineering Technical Review						
1053	# of check prints reviewed *	N/A	N/A	N/A	1,500	1,500
1054	# of plans approved	N/A	1,140	923	1,100	1,100
1055	# of work orders issued for Private Development Projects	138	155	143	150	150
1056	% of plans approved after three check prints	N/A	86%	84%	89%	89%
1057	% of plans approved within 120 days	N/A	20%	16%	85%	85%
1058	Average # of days for a submitted plan to be approved	N/A	256	289	42	42
Engineering - Paving Engineering						
1059	% of utility cut repairs completed within 28 calander days of receipt from line maintenance	N/A	0%	5%	80%	80%
1060	% of sales tax street resurfacing projects completed or under construction	99%	99%	99%	100%	100%
1061	% of streets with a Pavement Condition Index (PCI) rating of 70 or above	N/A	56%	56%	60%	60%
1062	Average Citywide Paving Condition (PCI) rating	68	69	69	75	75
1063	# miles of trails completed	N/A	13	1	9	9
1064	# of miles of new sidewalks constructed	N/A	21	35.41	25	25
1065	# of miles of on-street bike lane installed	0	18	18	25	25
1066	# of miles of streets resurfaced	114.01	91.90	84.65	100.00	100.00
1067	# of miles resurfaced and widened annually	114.01	91.90	84.65	102.00	102.00
1068	# of utility cut repairs completed	290	510	543	350	350
1069	$ expended on resurfacing and widening	82,807,588	61,364,883	61,364,883	90,000,000	90,000,000
Field Services - Construction Inspection and Construction Quality Control						
1070	% of field inspections completed daily	35%	28%	30%	32%	32%
1071	% of right of way inspections completed within one day of request	99%	99%	99%	95%	95%
1072	# of inspections completed	23,787	21,062	20,300	20,000	20,000

Public Works

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Field Services - Construction Inspection and Construction Quality Control						
1073	# of total active projects	524	482	507	500	500
1074	Estimated value of work inspected	672,691,473	659,034,174	656,498,898	650,000,000	650,000,000
Field Services - Survey						
1075	% of surveys delivered by the proposed date of completion	99%	89%	90%	100%	100%
1076	% of survey proposals provided within 3 business days of survey request	59%	100%	100%	100%	100%
1077	# of surveys completed	143	110	76	100	100
Project Management - Contract Administration						
1078	% of consulting contracts approved within 150 calendar days from advertising the project	23%	35%	17%	50%	50%
1079	# of consulting contracts approved	44	43	40	60	60
1080	# of contractor pre-qualifications applications approved	260	314	335	350	350
1081	# of contractor pre-qualifications approved that received a field evaluation during the application process	6	86	80	85	85
1082	# of Local Business Utilization participants registered	N/A	42	43	100	150
1083	# of consulting contracts managed	37	46	52	50	50
Project Management - Facilities Project Management						
1084	% of facilities projects completed within one year from notice to proceed date	N/A	67%	66%	75%	75%
1085	% of time the Oklahoma River is operational for public events	N/A	100.00%	100.00%	100.00%	99.73%
1086	% of facilities projects completed within their original established budget	N/A	35%	45%	95%	95%
1087	% of projects achieving final acceptance within 90 days of completing the project	N/A	58%	57%	81%	81%
1088	Dollar value of facilities construction projects awarded	87,606,872	36,105,392	47,589,026	45,000,000	45,000,000
1089	# of active facilitiy projects	135	155	175	145	145

Public Works

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Project Management - Facilities Project Management						
1090	# of facilities construction projects awarded	149	143	201	90	90
1091	# of facilities projects achieving final acceptance within the month	8	18	21	25	25
1092	# of facilities projects achieving final acceptance within the month that are within 90 calendar days of completion	7	13	16	21	21
1093	# of facility projects completed in the month that were within the original estimated budget	N/A	17.00	19.90	57.00	57.00
1094	# of tons debris removed from the Oklahoma River	N/A	266	250	225	225
Project Management - Infrastructure Project Management						
1095	% of infrastructure projects completed within one year from notice to proceed date	N/A	18%	18%	15%	15%
1096	% of infrastructure projects achieving final acceptance within 90 days of completing the project *	N/A	N/A	N/A	95%	95%
1097	% of infrastructure projects completed within their original established budget *	N/A	N/A	N/A	95%	95%
1098	% of listed 2017 projects completed or under construction	N/A	53%	63%	50%	50%
1099	# of active infrastructure projects	154	192	197	150	150
1100	# of infrastructure construction projects awarded	N/A	108	110	65	65
1101	Dollar Value of General Obligation Bond Funds expended	N/A	128,924,079	148,596,582	115,000,000	105,000,000
1102	Dollar value of infrastructure construction projects awarded	N/A	109,810,153	121,976,441	115,000,000	100,000,000
Storm Water Quality - Environmental Water Quality						
1103	% of storm water monitoring stations where water test results indicate no follow up is needed	87%	94%	94%	88%	88%
1104	# of pounds of floatable debris collected from creeks within the city	5,579	23,242	16,504	24,000	24,000
Storm Water Quality - Household Hazardous Waste Collection						
1105	% of household hazardous waste reused and recycled	57%	64%	64%	65%	65%

Public Works

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Storm Water Quality - Household Hazardous Waste Collection						
1106	# of pounds of household hazardous waste collected	822,253.00	729,141.00	760,278.84	675,000.00	675,000.00
1107	# of pounds of household hazardous waste reused and recycled	289,589	244,986	260,118	264,000	264,000
1108	# of residential loads processed through the Household Waste and Special Collection Events Programs	11,171	10,592	10,864	10,000	10,000
Storm Water Quality - Public Outreach						
1109	% of elementary schools in Oklahoma City contacted that participate in the Storm Water Quality program	32%	46%	46%	30%	30%
1110	# of K-12 and Higher Education contacts	N/A	27,634	22,027	2,600	2,600
1111	# of total public outreach contacts	N/A	27,634	34,997	29,400	29,400
1112	# of total participants in volunteer programs	599	1,250	1,250	1,000	1,000
1113	# of total public outreach advertising and marketing impressions	N/A	9,731,707	10,493,239	8,500,000	8,500,000
Storm Water Quality - Stormwater Permitting						
1114	% of Construction site inspections in compliance with storm water pollution prevention plan requirements	N/A	64%	63%	65%	65%
1115	% of Industrial facility audits in compliance with storm water pollution prevention plan requirements	N/A	92%	94%	90%	90%
1116	% of active construction permitted sites receiving a monthly inspection	N/A	61%	66%	65%	65%
1117	% of industrial audits completed on time monthly	61%	73%	70%	86%	86%
Streets, Traffic & Drainage Maintenance - Drainage						
1118	% of drainage repairs completed within 30 calendar days	82%	78%	77%	80%	80%
1119	# of drainage repairs completed	1,710	2,539	2,468	2,200	2,200
1120	# of miles of drainage channels maintained	N/A	92.50	31.42	75.00	75.00
1121	# of miles of drainage channels requiring maintenance	N/A	N/A	50.00	50.00	50.00

Public Works

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Streets, Traffic & Drainage Maintenance - Streets						
1122	% of pothole repairs completed within 5 calendar days of work order issued	N/A	50%	48%	80%	80%
1123	% of citizens satisfied with the condition of streets	N/A	58%	67%	45%	45%
1124	# of potholes repaired	54,412	59,503	66,009	60,000	60,000
Streets, Traffic & Drainage Maintenance - Streets Reconstruction						
1125	% of targeted miles chip seal annually *	N/A	N/A	15%	100%	100%
1126	% of targeted miles reconstruction annually *	N/A	N/A	54%	100%	100%
Streets, Traffic & Drainage Maintenance - Traffic Operations						
1127	% of priority traffic calls responded to within 30 minutes	N/A	76%	75%	80%	80%
1128	% of traffic sign work orders completed within 7 days	94%	97%	98%	98%	98%
1129	# of traffic sign installation and repairs completed	2,327	4,540	4,685	4,500	4,500
1130	# of traffic signal repairs completed	6,168	5,792	5,547	6,000	6,000
1131	# of utility locates completed	N/A	21,408	15,478	22,000	22,000
Traffic Management - Traffic and Transportation Services						
1132	% of work zone permits issued within one business days of application	N/A	99%	99%	100%	100%
1133	% of work zones inspected in compliance	85%	86%	87%	80%	80%
1134	# of permitted work zones	N/A	277	301	219	219
1135	# of work zone compliance inspections	8,882	8,305	8,187	7,200	7,200
1136	# of work zone permit requests processed	5,656	4,634	4,305	4,600	4,600
Traffic Management - Traffic Engineering						
1137	% of citizens satisfied with the flow of traffic and ease of getting around the City as indicated by the citizen's survey	48%	43%	43%	50%	50%
1138	% of field studies completed within 14 days	N/A	100%	100%	100%	100%
1139	% of traffic engineering plan reviews receiving intial response within 3 business days	N/A	100%	100%	100%	100%

Public Works

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Traffic Management - Traffic Engineering						
1140	# of field studies completed	542	855	791	900	1,000
1141	# of traffic construction design plans reviewed	724	1,016	810	500	500
1142	# of traffic modifications that increased safety (monthly avg)	263	172	146	200	200
1143	# of traffic service requests completed	3,154	2,061	1,747	2,000	2,000

Utilities

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Long-Term Issue - Asset Management						
The increasing age of the infrastructure and other capital assets, if not addressed by adequate investment, will result in higher service disruption and lower service levels.						
Strategies to address the Long-Term Issue						
▪ *Maintain assets to the intended level of service and perform repairs and upgrades to those assets, to minimize 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*						
1144		N/A	0.8332	0.8453	N/A	N/A
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.*						
1145	% of customers surveyed who are satisfied with solid waste services	91%	90%	90%	89%	89%
1146	% of customers surveyed are satisfied with water services	81%	81%	80%	86%	86%
1147	% of customers surveyed are satisfied with wastewater services	78%	80%	79%	81%	81%

Utilities

Long-Term Issue - Workforce Stability and Development

The increasing number of retirements and difficulty in recruiting and retaining qualified employees, if not addressed, will impair Utilities' ability to maintain and improve service reliability.

Strategies to address the Long-Term Issue

- *Continue to pursue training strategies to broaden employees' workplace skills.*
- *Continue the workforce succession plan to achieve career progression and meet job requirements.*

Strategic Result(s) to measure annual progress on Long-Term Issue

Ensure a qualified workforce for delivering customer service as indicated by:

- *100% of supervisors will be on track to complete Utilities University supervisory core classes in three years.*
- *100% upper and mid-management employees will be Lean Green Belt certified within one year of employment.*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
1148	% of supervisors on track to complete Utilities University supervisory core classes in three years	18%	24%	24%	75%	75%
1149	% of upper and mid-management employees Lean Green Belt certified within one year of employment	68%	80%	80%	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.*

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
1150	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

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 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.*						
1151	% of water leaks repaired within seven business days	87%	82%	76%	90%	90%
1152	# of tons recycled	16,261.08	16,712.53	16,151.17	16,500.00	16,500.00
Administrative - Administration						
1153	% of key measures and strategic results achieved	68%	72%	76%	75%	75%
1154	% of performance evaluations completed by the review date	53%	49%	49%	95%	95%
1155	% of supervisors on track to complete Utilities University supervisory core classes in three years	18%	24%	24%	75%	75%
1156	% of upper and mid-management employees Lean Green Belt certified within one year of employment	68%	80%	80%	82%	82%
Customer Service - Customer Service/Billing						
1157	% of utility customer calls answered within 30 seconds of first ring	49%	52%	16%	85%	85%
1158	% of billing discrepancies resolved within five business days	99%	99%	99%	95%	95%
1159	# of utility customer service calls	432,672	396,164	400,329	435,000	435,000
Customer Service - Field Support						
1160	% of accurate meter reads	100%	100%	100%	99%	99%
1161	% of service requests completed as scheduled	92%	91%	93%	90%	90%
1162	% of bills issued within two business days of meter read	100%	100%	100%	95%	95%

Utilities

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Customer Service - Field Support						
1163	% of water smart check-ups completed	N/A	94%	95%	90%	90%
1164	# of meter readings	2,566,613	2,884,325	2,824,846	2,800,000	2,800,000
1165	# of routine bills issued	2,689,935	2,727,656	2,735,227	2,700,000	2,700,000
1166	# of service requests	127,250	231,538	238,593	245,000	245,000
1167	# of water smart check-ups completed	N/A	190	162	232	232
1168	# of water smart check-ups total	N/A	202	171	258	258
Customer Service - Public Outreach and Education						
1169	% of workshops, training, and outreach events completed as scheduled	N/A	100%	100%	100%	100%
1170	% of homeowner and neighborhood association sprinkler system checkups completed on time as scheduled	N/A	100%	100%	100%	100%
1171	# of homeowner and neighborhood association sprinkler system checkups completed	N/A	21	21	35	35
1172	# of workshops, training, and outreach events completed as scheduled	N/A	27	27	30	30
Engineering - Asset Management						
1173	% of wastewater collection system assessed	N/A	N/A	N/A	10%	10%
1174	# of miles of wastewater collection system assessed	N/A	N/A	N/A	280	280
Engineering - Development and Records						
1175	% of water and wastewater informational requests completed within 30 minutes	94%	96%	97%	90%	90%
1176	% of water and wastewater private development non-residential plans reviewed within ten business days of receipt	N/A	72%	69%	95%	95%
1177	% of water and wastewater private development residential plans reviewed within 15 business days of receipt	N/A	78%	63%	95%	95%
1178	# of water and wastewater private development non-residential plans received	N/A	773	756	525	525

Utilities

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Engineering - Development and Records						
1179	# of water and wastewater private development residential plans received	937	460	466	450	450
1180	# of water and wastewater record requests	3,649	4,299	5,035	5,000	5,000
Engineering - ENGINEERING MANAGEMENT						
1181	% of Capital Program awarded as scheduled	N/A	37%	N/A	85%	85%
1182	% of Inter-Departmental projects reviewed within five business days	85%	99%	98%	90%	90%
1183	# of Inter-Departmental projects presented for review	98	144	155	80	80
1184	$ amount of capital program awarded	N/A	444,710,000	444,710,000	404,007,000	404,007,000
Fleet Services - Fleet Services						
1185	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	85%	91%	91%	80%	80%
1186	% of scheduled vehicle and equipment preventative maintenance inspections completed within 24 hours	99%	98%	97%	95%	95%
1187	% of Utilities fleet vehicles utilized	80%	81%	81%	85%	85%
1188	% of Utilities vehicles and equipment availability	97%	97%	97%	95%	95%
1189	# of standard Utilities fleet vehicles	315	330	335	314	314
1190	# of Utilities vehicle and equipment maintenance and repairs	8,023	7,970	7,827	9,500	9,500
1191	# of Utilities vehicle and equipment preventative maintenance inspections	8,550	8,300	7,930	8,400	8,400
Line Maintenance - UTILITIES METER MAINTENANCE						
1192	% of required Utility locates completed on time	93%	98%	98%	100%	100%
1193	# of Utility Locates completed on time	47,144	60,387	59,260	46,800	46,800
Line Maintenance - Wastewater Line Maintenance						
1194	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	66%	81%	88%	70%	70%

Utilities

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Line Maintenance - Wastewater Line Maintenance						
1195	% of wastewater overflow/backup calls responded to within one hour	91%	94%	95%	95%	95%
1196	# of line maintenance wastewater work orders	11,014	9,804	10,575	9,446	9,446
1197	# of wastewater overflow/backup calls	3,083	2,842	2,820	2,820	2,820
Line Maintenance - Water Line Maintenance						
1198	% of inoperable public fire hydrants repaired within seven business days	86%	59%	57%	90%	90%
1199	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	80%	79%	78%	75%	75%
1200	% of water emergencies (main/service line breaks) responded to within one hour	84%	97%	97%	95%	95%
1201	% of water leaks repaired within seven business days	87%	82%	78%	90%	90%
1202	# of inoperable fire hydrants reported	173	197	184	300	300
1203	# of line maintenance water work orders	8,429	7,158	6,962	8,029	8,029
1204	# of public fire hydrants in system	302,162	306,901	307,999	298,541	298,541
1205	# of water leaks	2,759	2,587	2,442	2,310	2,310
1206	# water emergencies	5,427	4,367	4,397	3,889	3,889
Solid Waste - Bulk Waste Collections						
1207	% of customer requests for missed bulk waste resolved in two business days	70%	59%	85%	95%	95%
1208	% of customers reporting satisfactory bulk waste service	85%	70%	82%	84%	84%
1209	# of customers requests for missed bulk waste collection	4,270	5,447	3,873	2,900	2,900
Solid Waste - Environmental Clean-Up						
1210	% of litter collection routes completed on schedule	39%	52%	53%	45%	45%
1211	# of miles of litter routes	1,320	1,320	1,320	1,320	1,320

Utilities

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Solid Waste - Solid Waste Collection						
1212	% of scheduled solid waste routes collected by 5:00 pm	93%	92%	94%	95%	95%
1213	% of customer requests for missed cart collections resolved in one business day	73%	78%	84%	95%	95%
1214	% of customers surveyed who are satisfied with solid waste services	91%	90%	90%	89%	89%
1215	% of solid waste collection carts delivered, repaired, or replaced within three business days of request	91%	89%	90%	95%	95%
1216	# of customer requests for missed cart collection	5,309	6,762	6,773	4,654	4,654
1217	# of service requests for solid waste collection carts delivered, repaired, or replaced	49,524	50,502	50,848	50,000	50,000
1218	# of solid waste customers	214,443	218,531	219,629	216,900	216,900
Solid Waste - Solid Waste Recycling Program						
1219	% of recycle contamination	N/A	31%	30%	32%	32%
1220	% of trash recycled	5%	6%	6%	6%	6%
1221	# of tons of contaminated recycle materials	N/A	7,519	7,247	7,800	7,800
1222	# of tons of recycle materials collected	N/A	24,231	23,888	24,375	24,375
Southeast Water Supply - Pumping Station Operations and Maintenance						
1223	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	89%	93%	95%	80%	80%
1224	# of Southeast water supply pumping stations work orders completed	193	140	122	330	330
Tinker Municipalization - Tinker Capital Improvement						
1225	% of Tinker approved capital projects completed on schedule *	N/A	N/A	N/A	80%	80%
1226	# of Tinker AFB capital projects completed *	N/A	N/A	N/A	28	28

Utilities

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Tinker Municipalization - Tinker WasteWater Collection						
1227	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed *	N/A	N/A	99%	70%	70%
1228	% of wastewater emergency calls responded to within two hours *	N/A	N/A	100%	100%	100%
1229	# of Tinker AFB wastewater collection system work orders *	N/A	N/A	1,116	1,844	1,844
1230	# of Tinker AFB wastewater emergencies responded to within two hours *	N/A	N/A	12	15	15
Tinker Municipalization - Tinker Water Distribution						
1231	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed *	N/A	N/A	91%	70%	70%
1232	% of water emergencies (main/service line breaks) responded to within two hours *	N/A	N/A	100%	14%	100%
1233	# of Tinker water distribution system work orders *	N/A	N/A	1,272	2,551	2,551
1234	# of water emergencies *	N/A	N/A	120	108	15
Tinker Municipalization - Tinker Water Production						
1235	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed *	N/A	N/A	50%	50%	50%
1236	% of water production emergency calls responded to within two hours *	N/A	N/A	N/A	100%	100%
1237	# of Tinker AFB water production work orders completed *	N/A	N/A	1,188	1,368	1,368
1238	# of water production emergency calls *	N/A	N/A	0	12	12
Wastewater Quality - Lift Station Maintenance						
1239	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	88%	89%	89%	80%	80%
1240	# of wastewater quality lift station work orders	2,202	1,874	1,686	2,900	2,900

Utilities

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Wastewater Quality - Pretreatment						
1241	% of industrial customers in compliance with pre-treatment program	100%	100%	99%	95%	95%
1242	% of inspected commercial customers in compliance with pre-treatment program	100%	100%	100%	95%	95%
1243	# of commercial customers inspected	612	2,010	2,767	2,950	800
1244	# of industrial customers inspected/sampled	379	416	352	800	1,400
Wastewater Quality - Wastewater Treatment						
1245	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	95%	94%	94%	85%	85%
1246	# of wastewater quality treatment work orders	20,457	21,024	21,377	20,000	20,000
Water Quality - Booster Station Maintenance						
1247	% of planned and scheduled maintenance/repair versus unplanned repair work orders completed	92%	92%	91%	90%	90%
1248	# of water quality booster station work orders completed	197	140	135	220	220
Water Quality - Property Maintenance						
1249	% of property maintenance requests by citizens responded to within three business days of receipt	100%	100%	100%	95%	95%
1250	# of property maintenance requests	51	44	49	100	100
Water Quality - Water Treatment						
1251	% of water quality tests meeting primary drinking water standards	98%	100%	100%	100%	100%
1252	% of water quality tests meeting secondary drinking water standards	100%	93%	95%	100%	100%
1253	% of planned and scheduled versus corrective maintenance work orders completed	85%	83%	83%	80%	80%
1254	# of billion gallons of water treated	38.88	40.00	42.97	35.00	35.00
1255	# of required primary drinking water tests	23,676	23,566	23,538	23,850	23,850

Utilities

		FY21 Actual	FY22 Actual	FY23 Projection	FY23 Target	FY24 Target
Water Quality - Water Treatment						
1256	# of scheduled secondary drinking water tests	946	947	947	970	970
1257	# of water quality treatment work orders completed	1,058	1,124	1,255	1,250	1,250