

# 2025 | 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, 2023**

Executive Director

LIVE MEETING

City Council Meeting - 6/4/24

AGENDA ITEM

1. Public hearing regarding Resolution adopting the fiscal year 2025 annual budget.  
2. Resolution adopting the fiscal year 2025 annual budget establishing revenue and expenditure budgets for all City departments.

MOTION

MOVED BY: Mark Stonecipher  
SECOND BY: Bradley Carter

PASSED

VOTE SUMMARY

✓ 7	✓ David Holt	✓ Bradley Carter	✓ James Cooper
✗ 2	✓ Barbara Peck	✓ Todd Stone	✓ Matthew Hinkle
	✗ JoBeth Hamon	✗ Nikki Nice	✓ Mark Stonecipher

City Council  
June 4, 2024  
Item XI







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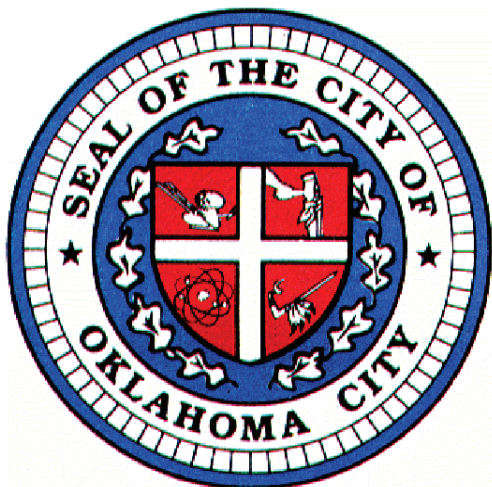


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# MISSION AND VISION STATEMENTS



## MISSION STATEMENT

The mission of the City of Oklahoma City is to provide exceptional service to residents and visitors. We do this by ensuring the safety of the public, delivering quality services, and maintaining infrastructure to support the growth of the city.

## VISION STATEMENT

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

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





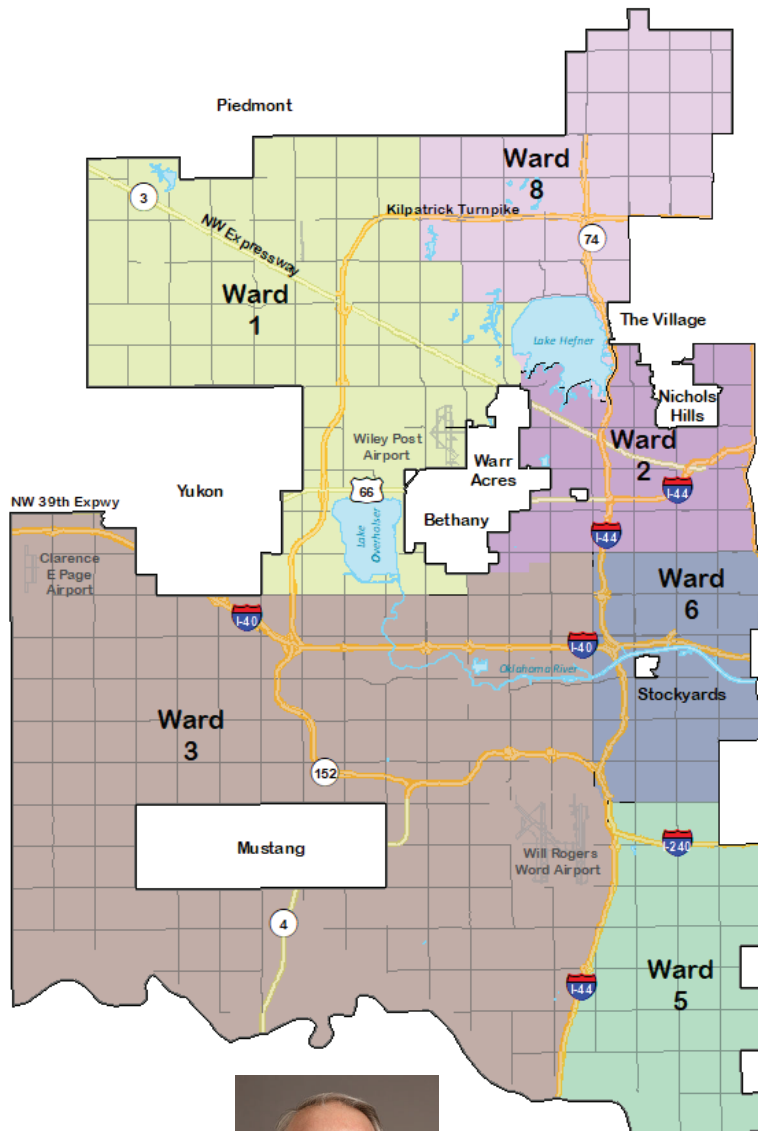
# MAYOR, CITY COUNCIL AND WARD BOUNDARIES



Bradley Carter  
Ward 1



Barbara Peck  
Ward 3



Mark K. Stonecipher  
Ward 8



James Cooper  
Ward 2



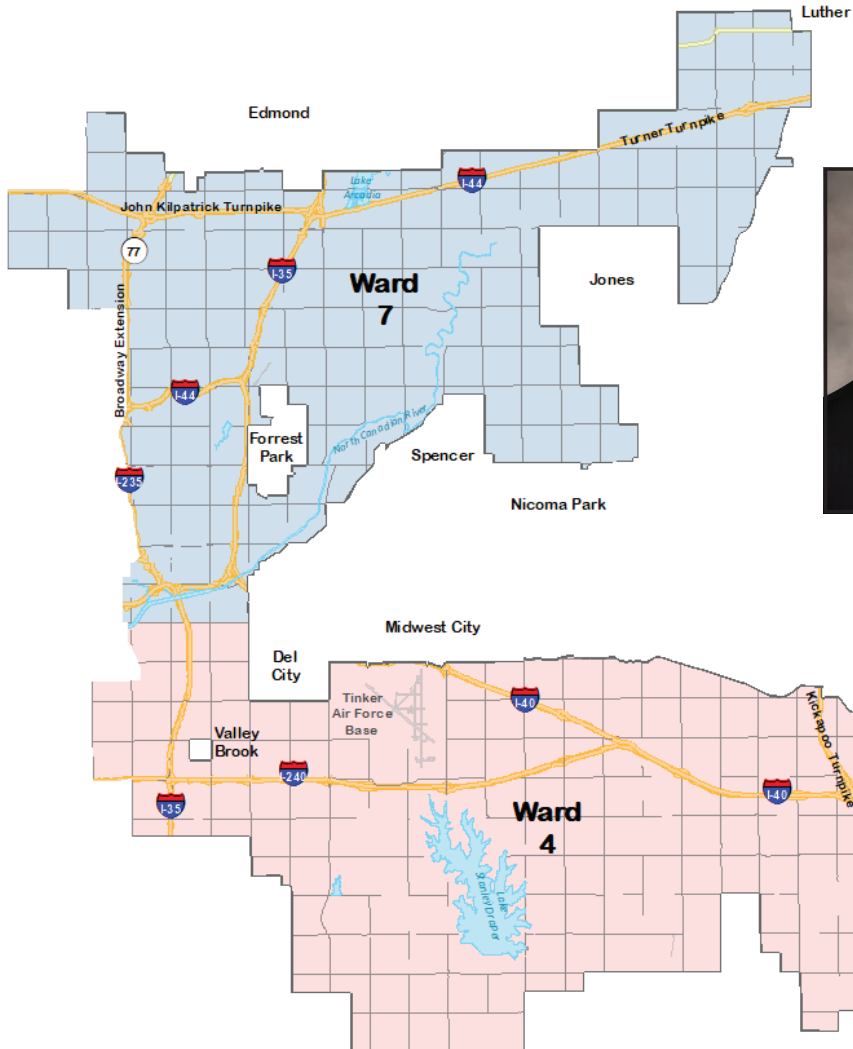
JoBeth Hamon  
Ward 6



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](http://www.okc.gov). Final Adopted Budget Books are available on a limited basis and copies can be requested from the Office of Management and Budget at (405) 297-2257.

# MESSAGE FROM THE CITY MANAGER



## The City of OKLAHOMA CITY

### THE HONORABLE MAYOR AND CITY COUNCIL:

I am pleased to present to you the proposed Fiscal Year 2024-2025 (FY25) budget. This year marks our first budget reduction in several years. Strong sales tax growth in fiscal years 2022 and 2023 allowed us to add staff and enhance services to our residents. That momentum, despite slowing revenue growth in the current fiscal year (FY24), has allowed us to continue to open new facilities and add services, such as the Willa D. Johnson Center and the addition of the first Bus Rapid Transit Line. Unfortunately, this sluggish growth trend is projected to continue over the next fiscal year. If accurate, that projection will make the 2nd consecutive year that growth has been below 2%. Accordingly, to provide the same service levels in Fiscal Year 2025 it was necessary for departments to propose reductions in the amount of 2% in most cases and 0.75% for Police and Fire due to the size of their respective budgets.

The FY25 budget totals \$2.0 billion, which is an increase of \$85 million compared to the Fiscal Year 2024 amended budget as of Jan 1, 2024. This proposed budget reaches a new high-water mark for the city, as the first year we've exceeded \$2.0 billion. To reconcile the budget reductions requested above with the increase of the prior statement we need to separate the operating from non-operating funds. Operating funds decreased by over \$3 million as departments cut back on positions and expenses. Meanwhile non-operating funds increased \$80 million driven primarily by the MAPS 4 Program Fund.

The General Fund is the City's primary operating fund and is budgeted at \$615.2 million, a decrease of \$1.8 million (0.3%) compared to FY24's amended budget. The budget includes funding for 5,117 full-time positions, which is an increase of 9 positions from FY24 total.

### Budget Development

This year's budget process had two primary objectives: 1) Preserve service levels for our residents; 2) Continue to make progress on our long-term strategies to address homelessness, taskforce recommendations, and capital projects.

As previously discussed, this year's sales tax is running at less than 2% with the next predicted to also be lackluster. Supporting revenues, such as franchise fees, have also retracted in the current year, leaving us \$4 million under projection in FY24; and a forecast in FY25 of less than FY24. Meanwhile, expense line items have increased across contract services, supplies, and our most notably our personnel costs.

A full discussion of our various revenue sources can be found in the Revenue Summary section of the budget book on page B-2.

The City has retained its top-tier AAA rating from both Standard & Poor's and Moody's on our 2024 General Obligation bonds. The ability to fund our capital projects with debt issuance at the best

# MESSAGE FROM THE CITY MANAGER

possible rates is a critical component of OKC's financial plan. More than \$100 million dollars is directed annually to streets, buildings, and other infrastructure across OKC.

## **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 FY25 with a budget of \$67.9 million for projects that have already begun and those that have been identified by the Citizens Advisory Board.

## **MAPS 3**

Approved by voters in 2009, MAPS 3 is a \$777 million capital improvement program. MAPS 3 has funded construction of the Oklahoma City Streetcar, 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 FY25, the remaining funds and interest earnings are budgeted for a total of \$34.5 million to complete the remodel of Union Station and finish other projects already underway.

## **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 FY25 budget for the MAPS 4 Program is \$367.6 million as projects from each of the 16 categories start to enter into the construction phase this fiscal year.

## **Major Budget Changes**

This year required reductions across most departments. Many of the departments proposed reductions to vacant positions, reductions in non-critical line-item expenses and finally filled positions to achieve the necessary cuts. I will address many of these changes 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 60% of the General Fund. The Fire department added new services in FY25, while the Police Department focused on alignment of its existing positions with workload.

The Fire Department adds 20 civilian positions in FY25 to stand up a Crisis Response Program. The program will be funded primarily by the General Fund and a portion of a recurring opioid settlement. The Crisis Response Program's mission will be to respond to higher acuity mental health calls and overdoes calls with teams of paramedics and mental health professionals. This exciting new program will collaborate with Police Department response and offer our residents medical assessments, clinical assessments, and follow on services during their most vulnerable life experiences. It is expected that this alternative response approach will also alleviate pressure on more traditional responses from Fire and Police uniformed personnel.

## MESSAGE FROM THE CITY MANAGER

Addressing a similar need, Fire adds 3 Senior Dispatchers to address rising call volumes. Increased workload on these positions has caused a steady decline in the number of incidents dispatched within 60 seconds since FY21.

The Municipal Court Department deletes a net of 2 positions.

- Deletes Probation Officer funded in the Juvenile Justice Fund
- Deletes Office Clerk in Probation Services
- Deletes Office Coordinator in Probation Services
- Deletes Quality Control Coordinator
- Adds 2 Senior Customer Service Representatives

The Police Department reduces a net of 3 civilian support positions in FY25 across a variety of programs:

- Adds two Administrative Specialists to the Training and Human Resources Program to assist with to assist with recruiting
- Adds a Crime Analyst to the Traffic Safety Program to assist with analyzing software and forecasting traffic causes and trends
- Adds funding to the Real Time Information Center for FY25 operations to provide resources to department in assisting efforts to address and deter crime
- Deletes a vacant Administrative Support Technician from the Special Operations Program
- Deletes a vacant Latent Print Examiner from the Investigations Program
- Deletes two vacant Office Assistants from the Patrol Program
- Deletes two vacant Community Relation Coordinators from the Investigations Support Program
- Deletes two vacant Police Service Technicians from the Police Operations Program

In addition to position changes, the F25 Police Budget also includes \$9.5 million in funding toward Capital construction and remodeling costs and additional funding for supplies, equipment and Contingency, from the Police Sales Tax Fund.

### Public Services

Public Services, at 19% 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's budget concerned itself with updates to its exiting positions to achieve better alignment with the current type and amount of work. It proposed several changes in position type, that ultimately netted to zero positions added and deleted.



## MESSAGE FROM THE CITY MANAGER

The Public Works Department deletes a net of 5 positions across multiple programs. Examples include:

- Admin Coordinator
- Safety Analyst
- Civil Engineer 2
- Concrete Finisher

The Development Services Department reduces three positions across its different divisions:

- Deletes a vacant Code Inspector Provisional from the Code Inspection Program
- Deletes a vacant Unit Operations Leader from the Permits and Licensing Program
- Deletes a vacant Business Intelligence Specialist from the Development Center

The Planning Department changes a position type in the Subdivision and Zoning division to better support long range planning and urban redevelopment and revitalization. It also moved primary responsibility of the SHINE contract to the Utilities Department.

The Public Transportation and Parking Department increases the City subsidy to COTPA by \$3.5 million in FY25 to support increases in contract rates for the Street Car, parts and maintenance in its bus operations program, and overtime wages.

The Utilities Department adds a SCADA System Analyst funded by the Tinker Air Force Base contract and moves some of its operational expenses related to the Root and FOG programs out of its City funds and into the Trust.

### 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.

The Parks and Recreation Department adds funding for the opening of the Woodson Park East Sports Complex as well as 3 maintenance positions to support that operation. The department is also negotiating the repurpose of two of its facilities. Minnis Lakeview Center has historically underperformed due to low population density. The building is partially leased by Community Action Agency, and it is proposed that they expand their lease to the entire facility. Likewise, Schilling Community Center, located on the east side of OKC, is also underperforming at about 30% less than other community centers. The department is negotiating an agreement with the Police Athletic League to take over operation of the facility.

### General Government

General Government is the smallest function in Oklahoma City's General Fund at 9.0%. This function

## MESSAGE FROM THE CITY MANAGER

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 no positions for FY25. Public Information and Marketing adds funding for ongoing maintenance costs in the Print Shop Program. The Metropolitan Area Projects (MAPS) Program makes up the majority of the department's budget, the non-operating portion, which for FY25 makes up 95% of the City Manager's department budget due to the MAPS Program having large scale community enhancement projects for residents.

The Finance Department deletes 3 positions across its Procurement, Risk, and Accounting functions.

The General Services Department reduces a Skilled Trades Position and lowers its fuel budget based on projection.

The Human Resources Department Adds revenue from Oklahoma City Municipal Facilities Authority to the Total Rewards program to fund one Employee Benefits Coordinator position.

The Information Technology Department has a net reduction of 1 position to make its requested budget target.

The Municipal Counselor's Office adds a Municipal Counselor funded by the Utilities Department to address their growing needs for legal support.

### **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-11.

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. 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,

## MESSAGE FROM THE CITY MANAGER

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 online at <https://www.okc.gov/departments/finance/policies> and a table addressing policy compliance is on page F-20.

### **Conclusion**

The next fiscal year continues the economic slowdown our economist correctly predicted would emerge in the current year. It seems likely that this lethargic growth will span at least a portion of next year, but I remain hopeful that that the trend will be short lived. Despite this optimism, I believe that we have made the necessary financial decisions based on the figures we have at this time. I'm proud that despite these small reductions across many of our departments, we still expect to deliver the high level of services our residents have come to expect.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "C. Freeman", with a stylized flourish at the end.

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		FY23 Actual	FY24 Estimate	FY24 Target	FY25 Target
Police	% of person crimes cleared by arrest, prosecution or other means	57%	58%	70%	70%
	% of property crimes cleared by arrest, prosecution or other means	23%	24%	30%	30%
	% of residents who report they feel safe	50%	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	62%	60%	80%	80%
Fire	% of emergency incidents responded to within 7 minutes	70%	71%	70%	70%
EMSA	% of EMSA/Police Call Taker incidents dispatched in 2 minutes	86%	87%	70%	70%
Planning	% of residents who are satisfied with the overall quality of their neighborhood	69%	71%	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		FY23 Actual	FY24 Estimate	FY24 Target	FY25 Target
Police	% of residents who report they feel safe	50%	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	-12%	-10%	-15%	-15%
	# of prisoner days utilized by Oklahoma City at the Oklahoma County Jail	3,282	8,825	2,500	2,500
Planning	# of people who are homeless in Oklahoma City according to the Point-In-Time Count	1,436	1,436	1,200	1,200
	# of federally assisted affordable rental housing units	9,876	10,644	9,022	9,022



### Uphold high standards for all city services

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY23 Actual	FY24 Estimate	FY24 Target	FY25 Target
City Manager's Office	% of residents satisfied with the quality of City Services	66%	66%	75%	75%
	% of service requests received through the Action Center acted upon within 10 working days	95%	94%	96%	96%
Utilities	% of wastewater overflow/backup calls responded to within one hour	97%	96%	95%	95%
	% of water emergencies (main/service line breaks) responded to within one hour	96%	98%	95%	95%
	% of scheduled solid waste routes collected by 5:00 pm	97%	95%	95%	95%
Public Works	% of pothole repairs within 5 calendar days of work order issued	52%	62%	80%	80%



## Enhance recreation opportunities and community wellness

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY23 Actual	FY24 Estimate	FY24 Target	FY25 Target
Parks and Recreation	% of residents that report regular leisure time physical activity	65%	68%	70%	70%
	% of residents within ½ mile of a recreation facility, trail or park	69%	75%	75%	75%
	% of residents satisfied with maintenance of City parks	66%	68%	75%	75%
	% of residents visiting a park and/or participating in a park program	76%	77%	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		FY23 Actual	FY24 Estimate	FY24 Target	FY25 Target
Public Works	% of residents satisfied with the condition of major City streets	28%	27%	40%	40%
	# of miles of sidewalks constructed	90.00	73.00	77.00	80.00
Parks and Recreation / MAPS Office	# of miles of trails constructed	30.00	31.00	31.00	31.00
Public Transportation and Parking	# of bus passengers per service hour	12.97	13.96	11.77	12.48
	# of EMBARK bus service hours	204,256.00	204,697.00	268,983.00	236,150.00
	Average EMBARK frequency (minutes) during peak hours	33.10	35.75	30.00	30.00
Planning	Average commute time (minutes) in Oklahoma City	21.80	22.10	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		FY24			
		FY23 Actual	Estimate	FY24 Target	FY25 Target
Finance	Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
	% of General Fund budget maintained in unbudgeted reserve	24.23%	22.00%	22.00%	22.00%
	% of General Fund revenue from Sales and Use tax	69%	71%	65%	65%



## Encourage a robust local economy

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY23	FY24	FY24	FY25
		Actual	Estimate	Target	Target
Finance	# of people employed	717,026	727,995	672,063	672,063
	Average weekly earnings	1,043	1,076	933	933
Airports	# of enplanements at Will Rogers World	2,099,010	2,277,981	2,080,000	2,080,000

### 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-16 to G-23	G-16 to G-23	G-16 to G-23	G-16 to G-23	G-16 to G-23	G-16 to G-23	G-16 to G-23
Development Services	G-24 to G-29						
Finance						G-30 to G-37	G-30 to G-37
Fire	G-38 to G-44						
Parks				G-78 to G-87			
Planning	G-88 to G-96	G-88 to G-96			G-88 to G-96		
Police	G-97 to G-104	G-97 to G-104					
Public Transportation & Parking					G-105 to G-112		
Public Works			G-113 to G-122		G-113 to G-122		
Utilities			G-123 to G-132				

## 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](http://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 2025 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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Tritima Jackson  
Management & Budget Analyst

## Budget Calendar For Fiscal Year 2025

<b>July – Dec 2023</b>	Departments update strategic business plans for FY24 in the Leading for Results process.
<b>November 2023</b>	OMB begins process of estimating FY25 revenues.
<b>November 2023</b>	OMB prepares Human Resources cost worksheets and budget preparation reports.
<b>December 2023</b>	City Manager establishes budget targets.
<b>December 2023</b>	OMB conducts budget training classes and distributes operating budget instructions.
<b>February 2024</b>	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.
<b>March 2024</b>	Assistant City Managers review departmental budget requests. OMB forwards budget recommendations to the City Manager.
<b>April 2024</b>	City Manager reviews budget submissions. OMB prepares proposed budget document.
<b>May-Jun 2024</b>	Annual budget introduced on April 30.  City Council holds public hearings and considers the proposed budget on April 30, May 14 and May 28.  City Council adopts the budget on June 4.  OMB files adopted Annual Budget with State Auditor and Inspector by June 30.
<b>July 2024</b>	FY 2025 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 2023 population was estimated at just over 720,000, and the metropolitan statistical area's (MSA) population was estimated at a little over 1.4 million. The population of the MSA has grown 6% since 2017, almost twice as quickly as the country as a whole.



With an unemployment rate of 3.4% in January 2023, the area represents the 135th 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, 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 2023, the City's voters approved the newest generation of MAPS, funding for a new downtown arena, securing Oklahoma City as the home of the OKC Thunder beyond 2050. The new arena will be funded by a 72 month, one-cent sales tax. Funding will start when the MAPS 4 tax ends.



In December 2019, the City's voters approved MAPS 4. MAPS 4 is an eight-year, temporary sales and use tax which will generate \$978 million to fund sixteen projects across the metro area. MAPS 4 has a broad focus on an array of human and community needs, such as homelessness and family justice, in addition to capital improvements, including a multi-purpose stadium, the Clara Luper Civil Rights Center and a new Fairgrounds arena. As preparations for these new projects have been made, the city celebrated the completion of a remaining MAPS 3 project with the opening of Scissortail Park in September 2019 with a free concert headlined by Oklahoma natives Kings of Leon that drew 28,000 people. 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 bike 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

## **Oklahoma City ranks No. 1 for lowest Cost of living among large cities in 2023**

*January, 2024 - [C2ER](#)*

The latest C2ER report ranks Oklahoma City No. 1 for the lowest cost of living among all reporting large cities over 500,000 population. The C2ER Annual Cost of Living Index for Oklahoma City in 2023 was 85.1 (or 14.9 points below the national average).

## **Oklahoma ranks No. 9 for manufacturing**

*January, 2024 - [Site Selection Group](#)*

Earlier in 2023, Site Selection Group ranked Oklahoma as the No. 9 best state for manufacturing. The criteria included labor volume and demand, targeted skill sets, operating costs, organized labor and accessibility.

## **2023 resident survey shows OKC is setting the national standard as a place to live, work, and retire**

*October, 2023 - [City of Oklahoma City](#)*

Satisfaction with Oklahoma City as a place to live, work, raise children, visit, and retire is significantly above the national average according to results from the City's annual survey administered in July 2023. OKC ranked 33% above the national average as a place to live, 19% above as a place to work, and 12% above as a place to retire. As a place to raise children, Oklahoma City ranked 6% above the national average, and as a place to visit OKC ranked 4% above the national average.

## **OKC ranks No. 12 for fastest growing metro**

*September, 2023 - [Lending Tree](#)*

LendingTree analyzed U.S. Census Bureau data to determine the largest and smallest share of homeowners and renters — individually and combined — in the nation's 50 largest metropolitan areas who moved into their current home in 2019 or later. Within the study, Oklahoma City ranked No. 12 for the fastest growing metro since 2019.

## **OKC continues to be one of the best run cities in the U.S.**

*June, 2023 - [WalletHub](#)*

In the most recent analysis, WalletHub ranked Oklahoma City No. 11 for best run city in America. WalletHub compared the operating efficiency of 149 of the largest U.S. cities to reveal which among them are managed best.

## **Oklahoma City named one of the best food cities in the world**

*June, 2023 - [Taste Atlas](#)*

Oklahoma City was named one of the best food cities in the world by Taste Atlas. OKC found itself among the list alongside places like Florence, Italy, São Paulo, Brazil, Tokyo, Japan and more. Taste Atlas released its list of 100 best cities to try local food and Oklahoma City came in at #87.

## **Oklahoma ranks No. 4 for living affordability**

*March, 2023 - [Savoteur](#)*

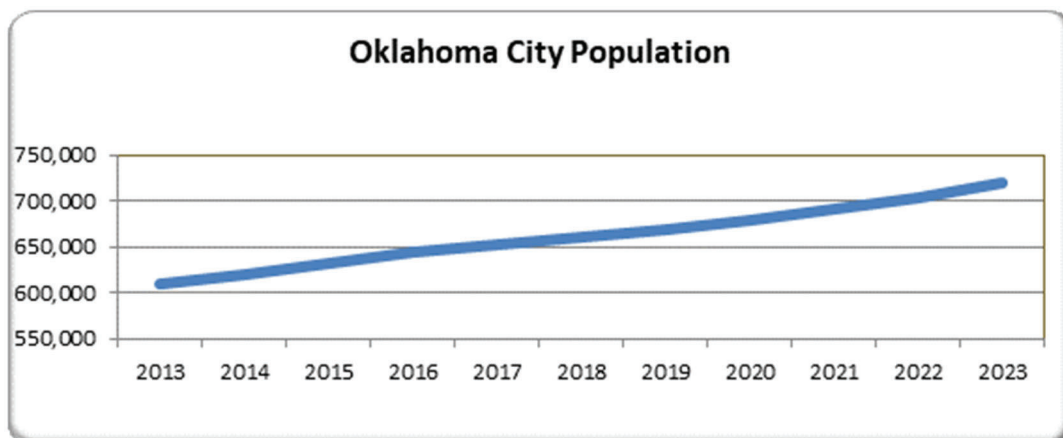
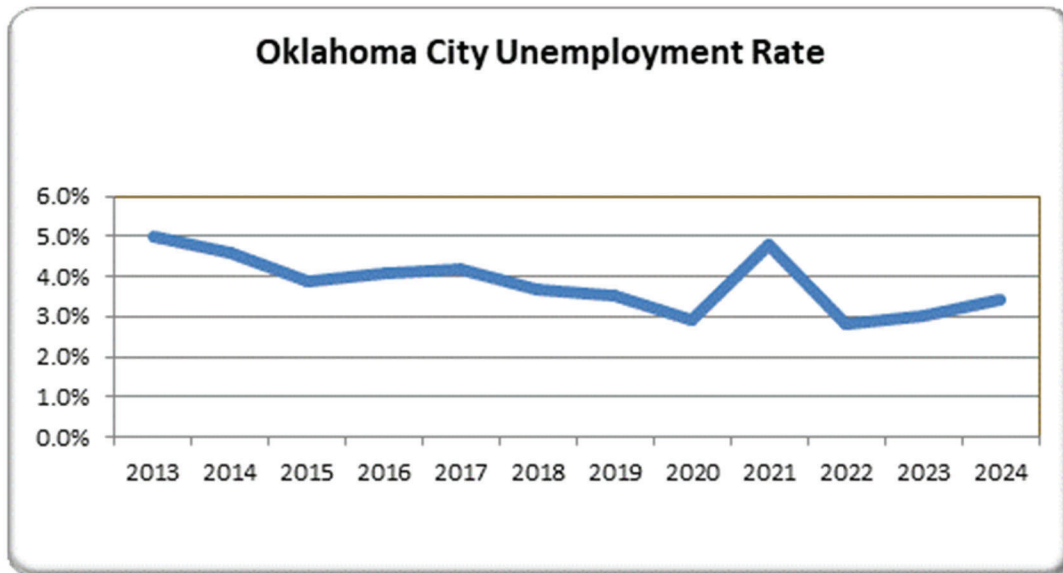
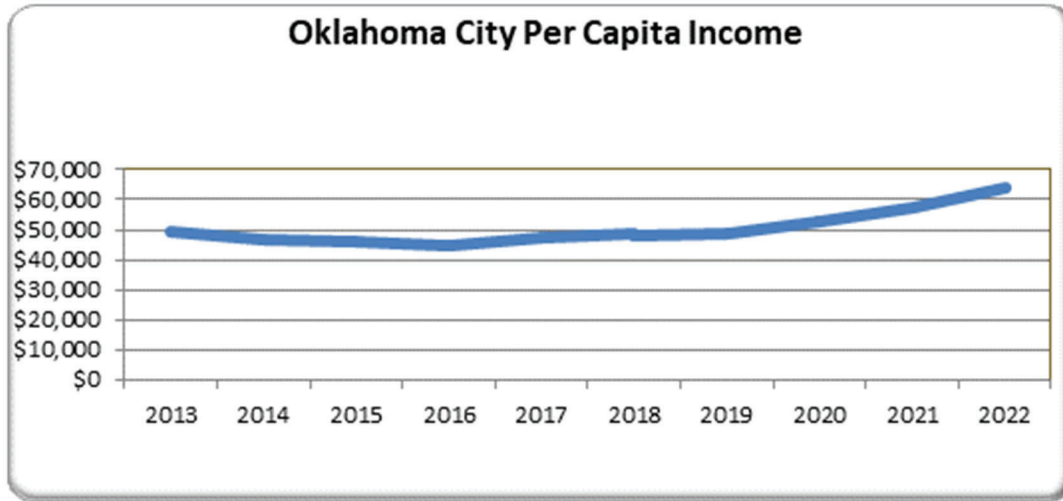
In the most recent analysis, Savoteur ranked Oklahoma No. 4 for the most affordable state to live in the United States. The study utilized data from the Council for Community and Economic Research (C2ER) cost of living index, U.S. Census Bureau, and Zillow's home value index.

## **OKC receives AAA bond rating from Moody's and AAA for 15th-straight year**

*March, 2023 - [Moody's & AAA](#)*

Moody's Investors Service and S&P Global Ratings have each affirmed the City of Oklahoma City's top-notch bond rating and stable long-term outlook. It's the 15th year in a row OKC achieved the highest rating.

## METRO AREA DEMOGRAPHIC AND ECONOMIC DATA





# MAJOR METROPOLITAN AREA EMPLOYERS

Company Name	# Employees	Sector
State of Oklahoma	37,600	Government
Tinker Air Force Base	26,000	Military
Oklahoma State University - Stillwater Campus	13,940	Higher Education
University of Oklahoma - Norman	11,530	Higher Education
INTEGRIS Health	11,000	Health Care
Amazon	8,000	Warehouse & Distribution
Hobby Lobby Stores Inc	6,500	Wholesale & Retail
Mercy Hospital	6,500	Health Care
SSM Health Care of Oklahoma, Inc.	5,600	Health Care
FAA Mike Monroney Aeronautical Center	5,150	Aerospace
City of Oklahoma City	5,100	Government
University of Oklahoma Health Sciences Center	5,000	Higher Education
OU Medical Center	4,360	Health Care
Paycom	4,200	Technology
The Boeing Company	3,740	Aerospace
Midfirst Bank	3,100	Finance
Norman Regional Hospital	2,740	Health Care
AT&T	2,700	Telecommunications
Love's Travel Stops & Country Stores	2,500	Retail
OGE Energy Corp	2,240	Utility
Dell	2,100	Sales & Business Services
Oklahoma City Community College	2,100	Higher Education
BancFirst	2,050	Finance
American Fidelity	1,950	Finance/Insurance
Citizen Potawatomi Nation	1,950	Government
UPS	1,830	Transportation
Devon Energy Corp	1,800	Oil & Gas
Continental Resources	1,400	Oil & Gas
Johnson Controls	1,400	Manufacturing
University of Central Oklahoma	1,380	Higher Education
Stillwater Medical Center	1,320	Health Care
Costco Member Service Center	1,310	Customer Service
Great Plains Coca-Cola Bottling Company	1,300	Beverage Distribution
INTEGRIS-Deaconess Hospital	1,300	Health Care
Chesapeake Energy Corp	1,200	Oil & Gas
The Climate Control Group	1,200	Manufacturing
Farmers Insurance Group	1,160	Customer Service
Bank of Oklahoma	1,100	Finance
Dolese Bros. Co.	1,060	Manufacturing
Cox Communications	1,000	Telecommunications
Rose State College	1,000	Higher Education

Source: Economic Development Division of the Greater Oklahoma City Chamber — March 2024

## QUALITY OF LIFE

The new 44,810-square-foot MAPS 3 Senior Wellness Center 3 opened its door on December 7, 2023. It has been wildly popular and within 3 months, has gained over 1,800 members. The final Senior Wellness Center located in south OKC, is the last project included in the original MAPS 3 program. It will be completed before the end of FY2024. Part of the excess revenues collected from the MAPS 3 sales tax will be spent on the renovation of Union Station, a historical building located in the MAPS 3 Scissortail Park that once served as a railway terminal, as an add-on project to the original MAPS 3 program expected to be completed in 2025.

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. 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.

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

An abundant amount of recreation activities, a robust economy, low unemployment rate and an average commute time of 22 minutes, as well as ranking high in housing, healthcare and environmental quality all contribute to the great quality of life Oklahoma offers. As one of the best places for young adults to thrive, this creative and progressive city is buzzing with life.

## TRANSPORTATION



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

Oklahoma City operates three municipal airports. Will Rogers World Airport (WRWA) supports and enhances Oklahoma City economic growth and development through continued improvements to facilities and services. WRWA is served by eight major airlines offering non-stop service to 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), also a department of the City, and commonly known as EMBARK, operates several public transit services in Oklahoma City, including fixed-route buses, ADA paratransit and mobility programs, the OKC Streetcar, Oklahoma River Cruises ferry service, downtown parking, and now RAPID NW, the first bus rapid transit service in the region. 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 nine bus routes in Norman.

RAPID NW launched in December 2024. It is a premium transit mode providing high-frequency service with fewer stops, enhanced vehicles, stations, and passenger amenities that use transit signal prioritization for faster service. With 32 stops and two park-and-ride locations, RAPID NW connects the urban core and far northwest Oklahoma City, including several neighborhoods, major employers, hospitals, educational institutions, and other amenities with frequent, comfortable rapid transit service. Since opening, it has become EMBARK's most successful route. It is the first of three proposed lines that will launch in the coming years.

With a growing population of 1.43 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 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 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.

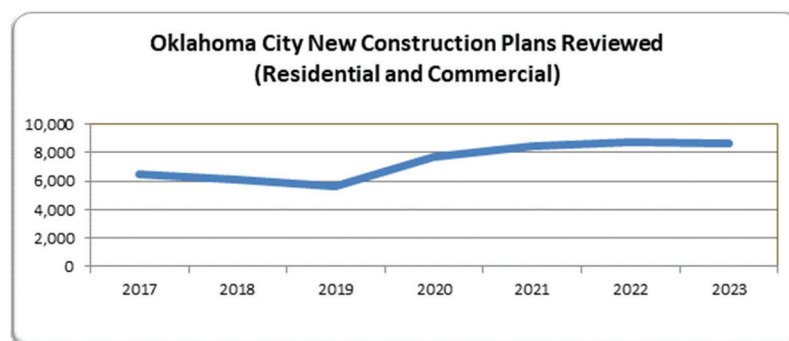
## DEVELOPMENT ACTIVITY

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.

The MAPS 4 Fairground Coliseum construction is on schedule to be completed in 2025 to replace the 60-year-old Jim Norick Arena. aka the “Big House”. When completed, the 216,000-square-foot coliseum will have more than 7,000 seats for various events. It is expected to bring in more than 1.1 million visitors, more than \$200 million in direct spending, and more than \$400 million in economic impact annually. The Paycom Arena received a new scoreboard, new seats, elevators, and various improvements. All other MAPS 4 projects are in the design phase and several of them will start construction before the end of FY24.

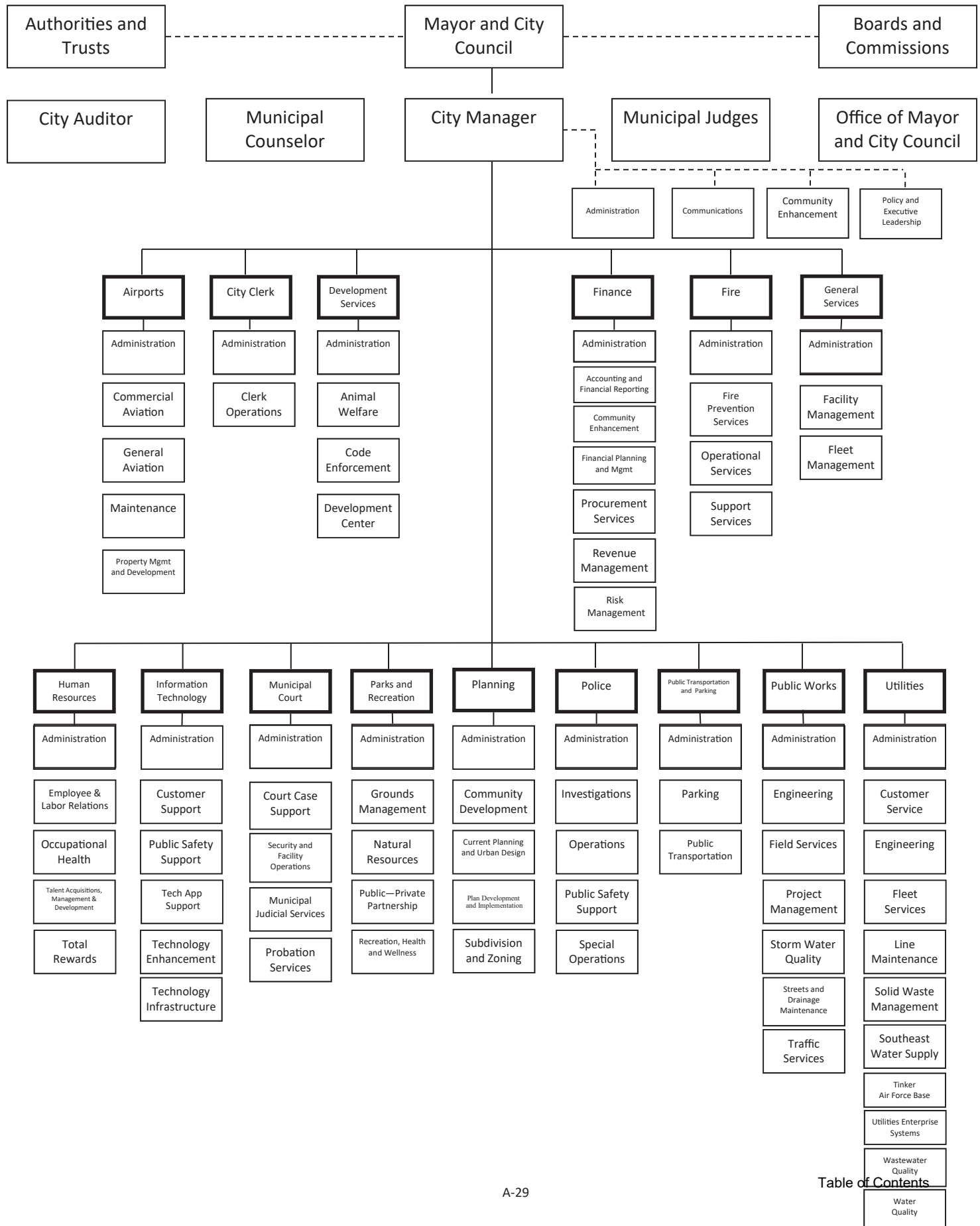
The OKANA Resort and Indoor Waterpark is scheduled to be complete in the summer of 2025. The project was approved for tax increment financing support in the amount of \$102,200,000 in 2022, with total cost estimated at \$400,000,000. The project includes a 400-room hotel, indoor and outdoor recreation facilities, retail and dining venues, conference and meeting space, and a structured parking garage.

The Harmony is a senior affordable housing project nearing completion in Northeast OKC. The project includes renovation of a historic school and surrounding new construction to create 40 housing units geared toward seniors. The development is expected to be complete in the fall of 2024.



*Source: City of Oklahoma City's Development Services*

# ORGANIZATION CHART

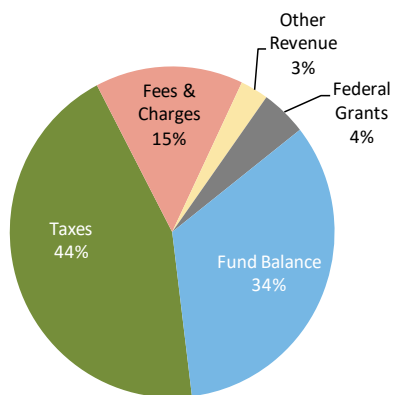


# CONSOLIDATED BUDGET OVERVIEW

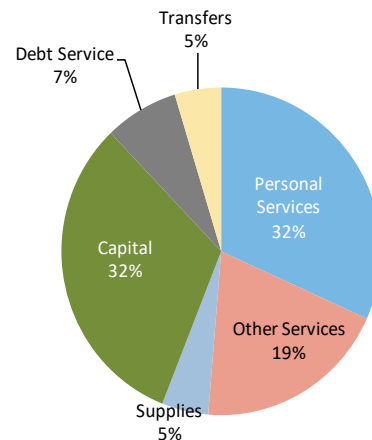
## CONSOLIDATED OVERVIEW REVENUE AND EXPENDITURE SUMMARY FOR ALL FUNDS

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenue Overview</b>			
Taxes	\$860,956,004	\$885,559,609	\$878,023,485
Fees & Charges	269,026,749	286,038,446	292,049,545
Transfers In	38,633,052	13,434,643	22,233,224
Other Revenue	50,703,585	43,538,245	55,549,275
Federal Grants	34,651,471	108,356,382	90,224,894
Fund Balance	0	583,441,979	667,212,151
<b>Total Revenue</b>	<b>\$1,253,970,860</b>	<b>\$1,920,369,304</b>	<b>\$2,005,292,574</b>
<b>Expenditure Overview</b>			
Personal Services	\$550,035,197	\$617,341,817	\$636,222,411
Other Services	218,134,547	419,395,276	392,459,178
Supplies	64,214,667	104,871,589	94,553,720
Capital	108,568,241	520,856,323	638,286,705
Debt Service	122,532,994	160,588,216	149,529,311
Transfers	112,687,250	97,316,083	94,241,249
<b>Total Expenditures</b>	<b>\$1,176,172,896</b>	<b>\$1,920,369,304</b>	<b>\$2,005,292,574</b>

**FY25 REVENUES**



**FY25 EXPENDITURES**

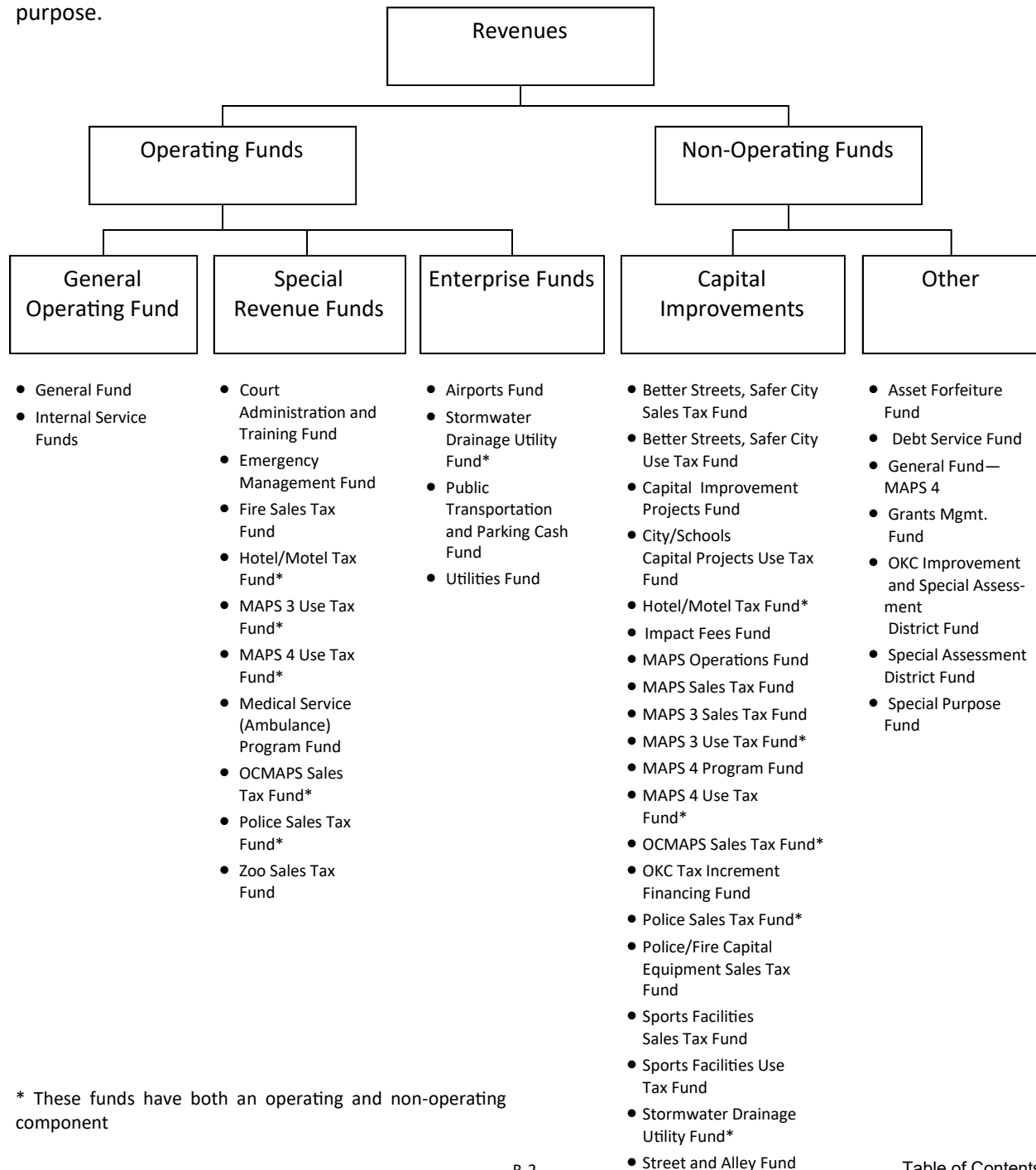




# REVENUE SUMMARY

**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.



## OPERATING FUNDS

Before beginning the discussion of revenues, it should be noted that all projected growth rates for FY25 are based on changes from estimated year end totals for FY25.

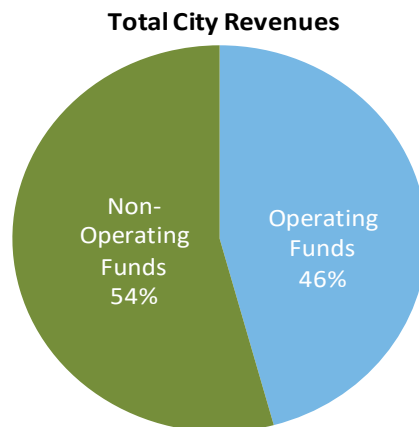
The City classifies its funds as either operating or non-operating. The distinction is that some funds and, in some cases, portions of funds directly support operations; and other funds provide for capital improvements or are so limited in their purpose that they do not support daily operations. This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

An example of this is dedicated sales 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.

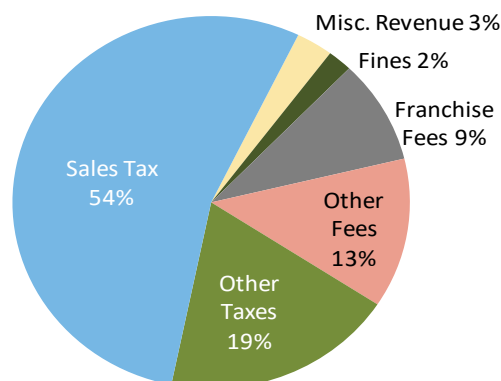
The Operating Funds category includes three major types of funds: General Operating Funds, Special Revenue Funds and Enterprise Funds, all of which will be discussed further. The bulk of the discussion focuses on the General Fund, the City's largest fund at \$615.2 million or 30.68% of the FY25 budget.

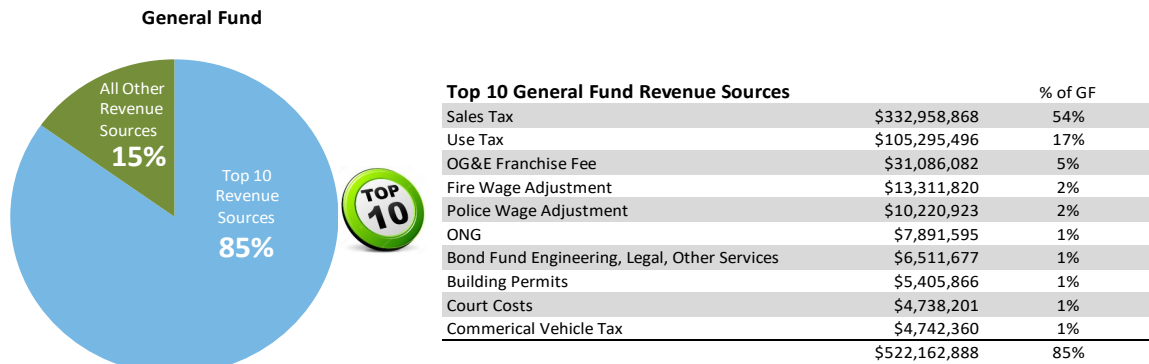
### GENERAL FUND

Due to the lower than expected sales and use tax in late FY24 and an expected decrease in early FY25, the economic outlook in FY25 forecasts a contraction 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 FY25 General Fund budget.



### General Fund Revenue by Source





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.

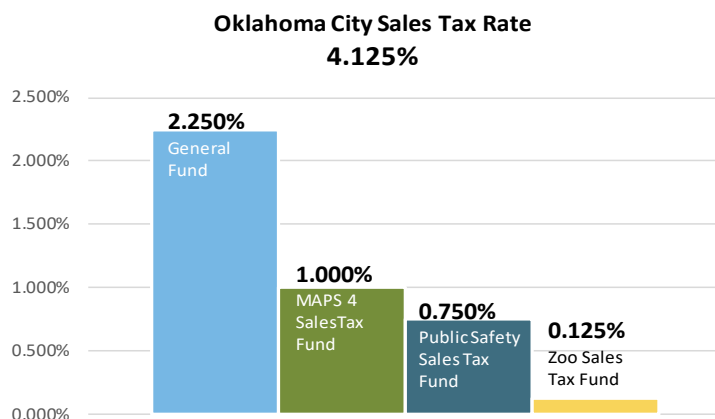
### GENERAL FUND - TAXES

The largest category of revenue in the General Fund is taxes at \$451.1 million or 73.3%. Within the taxes category, all revenue sources are authorized by the state and collected by the Oklahoma Tax Commission.

#### Sales Tax

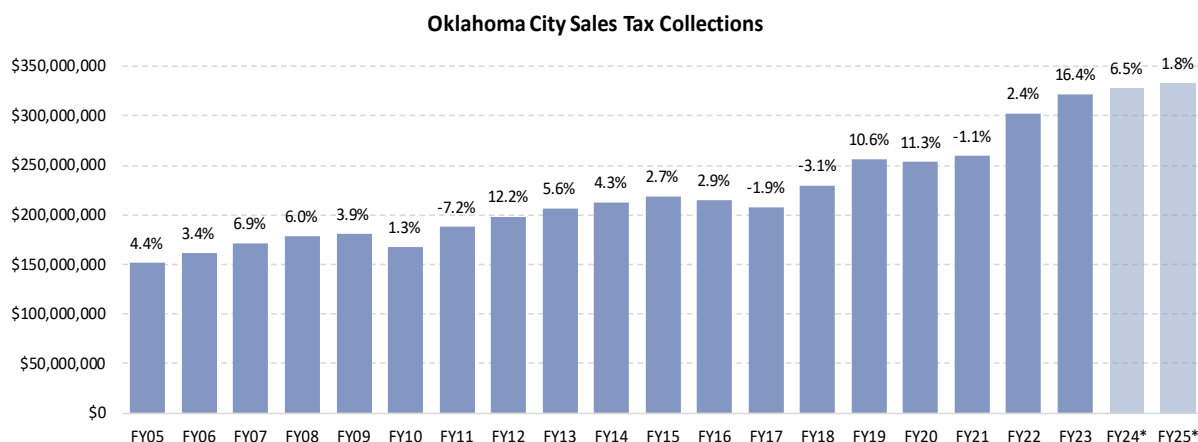
Sales tax is the largest single revenue source for the General Fund and the City. Sales tax is applied to most retail transactions, as provided by state law, and is collected by local vendors who then remit the revenue to the Oklahoma Tax Commission. The City maintains agreements with the Oklahoma Tax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

The City's 4.125% sales tax levy is divided between various funds as authorized by voters as shown in the graphic below. The General Fund receives the largest portion of sales tax at 2.250% and is where the City's day-to-day operations are funded. MAPS 4 is an 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 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 FY25 budget based upon a 1.5% growth rate in sales tax as



\*Sales Tax Collection Projections

compared to projected FY24 year end collections. Sales tax collections are projected to be \$333.0 million and account for 54% of the FY25 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 in 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 a 11.6% growth rate and sales tax has averaged 4.6% growth over the past 10 years. The use tax rate is 4.125% of the purchase price and is budgeted at \$105.3 million or 17.1% of the General Fund budget for FY25. Together, sales and use tax make up 71.2% 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 \$3.7 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 FY25 by 7.19% or \$459K with a budget of \$5.9 million which is less than 1% of the General Fund revenue 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 which is a tax on each pump. The second type of occupation tax is on businesses or occupations related to alcoholic beverages. In FY25, marginal growth of 1% is anticipated with a budget of \$1.5 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 \$1.8 million in FY25 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 \$53.8 million or 8.75% of the FY25 General Fund operating revenue budget. Three of largest remitters of franchise fees are Oklahoma Gas & Electric (OG&E) with FY25 estimated revenue of \$31.1 million, Oklahoma Natural Gas (ONG) at \$7.9 million and Water Utilities at \$4.2 million. OG&E and ONG are top 10 General Fund revenue sources and make up 6.0% of the operating budget. Other franchise fee remitters are the Oklahoma City Water Utilities Trust, Cox Cable, 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 \$13.8 million or 2.3% of the General Fund revenue budget. Building permits are a top 10 revenue source at a projected \$5.4 million or 1.0% of the budget.

### **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 \$43.7 million or 7.1% of the FY25 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 \$4.7 million with flat growth for FY25. No longer a top 10 revenue source, traffic fines is projected at \$3.2 million with flat growth for FY25. The Fines category is \$9.3 million or 1.5% 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 \$43.4 million or 7.1% of the FY25 budget.

### **Administrative Charges**

Administrative Charges are \$26.0 million or 4.2% of the FY25 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 \$17.3 million in FY25 or 2.8% 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 FY25, the Transfers category is projected at \$64,158. In total, the Transfers category makes up a marginal share of the General Fund revenue budget.

### **Fund Balance**

No fund balance is budgeted in FY25.

## **GENERAL FUND HISTORICAL REVENUE SHORTFALL OR SURPLUS**

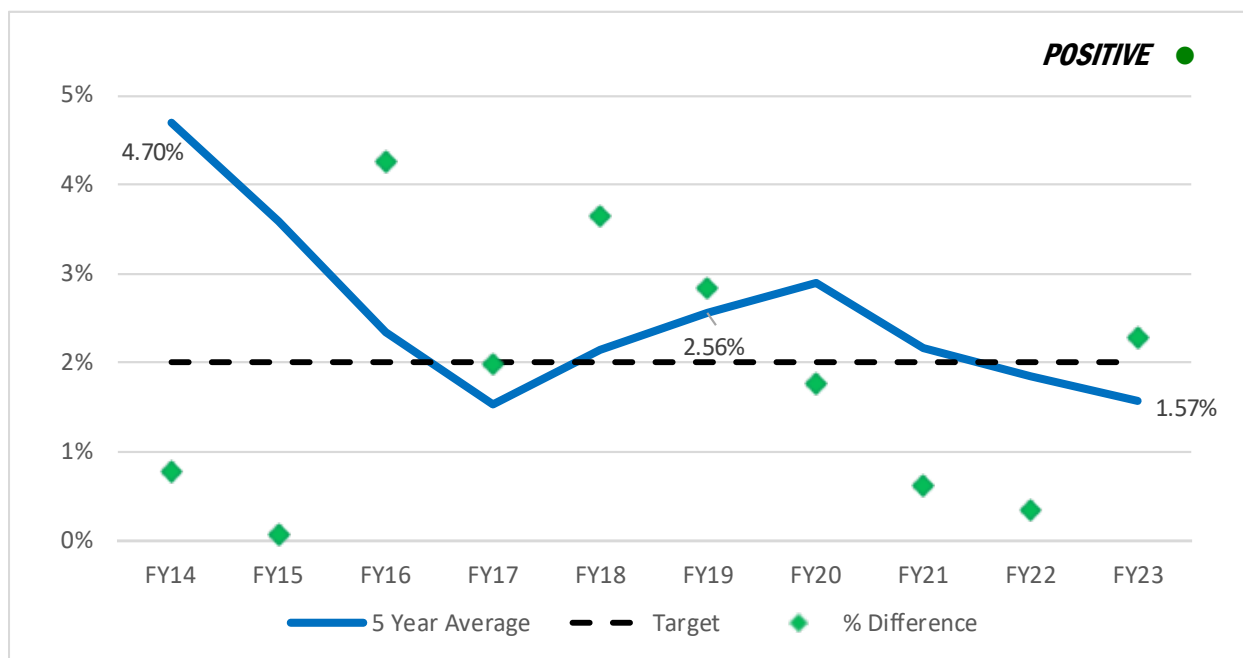
The chart on the following page illustrates the differences between General Fund revenue projections and revenues actually received each fiscal year. Significant continued variances in actual collections from projected amounts, whether it be shortfall or surplus, can be reason for concern. Either scenario 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 2024, for the fourteenth 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 1.9% 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 was 1.6%. 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 downturn 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 of 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%. In FY23 higher than expected sales and use tax receipts led to a growth of 2.3%. The City continues to work with Dr. Russell Evans 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 FY25 budget of \$89.7 million, which is a 6.8% increase compared to the FY24 adopted budget. Major changes to each internal service fund are summarized in the department section of the budget book. Internal Service funds combined are 4.5% of the \$2.0 billion FY25 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 FY25.

#### **Emergency Management Fund**

The Emergency Management Fund supports the E-911 system for Oklahoma City and is budgeted at \$11.3 million in FY25, which is an 6.5% increase over the FY24 adopted budget. The fund is supported by tariffs on both cell phone and traditional telephone lines that are assessed on each user. Even with the addition of cell phone tariff revenue, the General Fund is still expected to support E-911 operations through a transfer of \$2.6 million in FY25.

#### **Hotel/Motel Tax Operating Fund**

The Hotel/Motel Tax Fund FY25 budget is \$29.4 million and is supported by a 5.5% hotel occupancy tax. This fund is divided between operating activities (\$17.0 million) dedicated to the promotion of special events, convention and tourism development; and non-operating activities (\$12.3 million) dedicated to capital projects at the State Fairgrounds.

#### **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 FY25 budget is \$1.2 million. This amount will decrease 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 \$11.6 million in FY25.

#### **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 FY25 budget is \$12.1 million.

### 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.

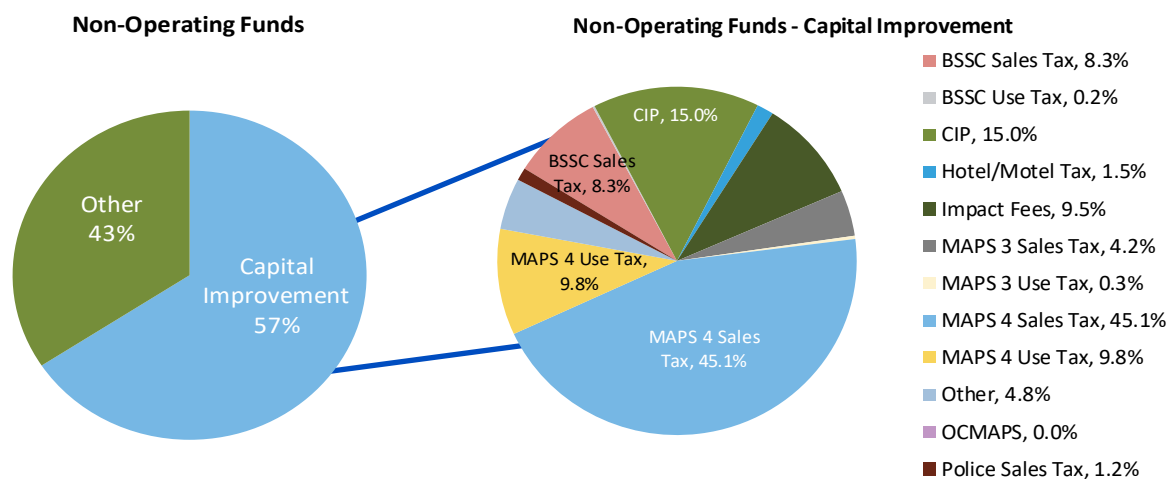
## NON-OPERATING FUNDS

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 FY25, the budget for non-operating funds is \$1.2 billion, a 6.9% increase from the FY24 adopted budget. 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 61.8% of the total FY25 \$2.0 billion budget.

### CAPITAL IMPROVEMENTS

The majority of non-operating funds are for capital improvements and has a FY25 budget of \$814.8 million, an increase of 15.4%. 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 FY25: 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 FY25 budget is \$68.0 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 FY25 budget is \$1.5 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 to be \$12.3 million.

### **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 FY25 budget is \$77.5 million, which is an increase of 34.7% over the FY24 adopted budget. The increase is due to the carry over of fund balance from FY24.

### **MAPS 3 Sales Tax Fund**

The MAPS 3 Sales 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 FY25 budget is \$34.6 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 FY25 non-operating budget, comprised of fund balance and interest, is \$2.5 million. 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 FY25 budget of \$367.6 million is comprised of a General Fund transfer of \$148.0 million and fund balance usage of \$219.7 million.

### **MAPS 4 Use Tax Non-Operating Fund**

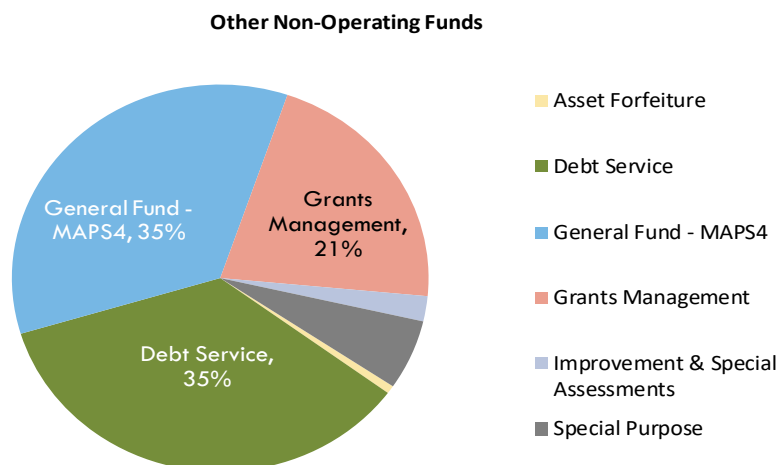
The MAPS 4 Use Tax fund was established at the same time as the MAPS 4 Program Fund and is also a temporary, 8-year one-cent use tax that will primarily be used to fund the City's operating cost of

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 FY25 budget for the non-operating portion is \$80.2 million.

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 FY25 for each of these funds are based primarily on the level of projected fund balance remaining at the end of FY24.

#### OTHER NON-OPERATING FUNDS

The Other Non-Operating Funds are budgeted at \$424.3 million in FY25. 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 \$149.5 million or 35.2% of the category. It is supported directly by property taxes that will be in effect during FY25.



### **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 FY25 budget of \$8.9 million.

### **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 FY25 budget is decreasing 16.7% to \$90.2 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 FY25 budget is \$24.8 million, an decrease of 8.6%.

### **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 \$148.0 million or 34.9% of the category.

# REVENUE DETAIL TABLE

	Actual FY23	Adopted FY24	Adopted FY25
<b>General Operating Funds</b>			
<b>General Fund</b>			
<b><i>Taxes</i></b>			
Sales Tax	\$321,900,646	\$328,475,233	\$332,958,868
Use Tax	94,194,031	100,282,909	105,295,496
Other Taxes	3,678,785	3,366,487	3,704,537
Commercial Vehicle Tax	5,019,508	4,787,267	4,742,360
Motor Fuels Tax	1,580,759	1,595,210	1,180,909
Occupational Tax	1,432,623	1,441,794	1,456,213
Alcoholic Beverage Tax	1,827,361	1,963,045	1,754,538
<b>Total Taxes</b>	<b>\$429,633,713</b>	<b>\$441,911,945</b>	<b>\$451,092,921</b>
<b><i>Franchise/Utility Fees</i></b>			
Oklahoma Natural Gas	\$9,364,170	\$9,809,236	\$7,891,595
Oklahoma Gas & Electric	29,581,052	29,884,464	31,086,082
Caddo Electric Coop.	280,511	313,666	244,085
Oklahoma Electric Coop.	1,655,387	1,731,403	1,426,644
Tri-Gen	654,207	686,328	505,176
AT&T	178,682	140,778	126,700
AT&T Video	924,890	628,261	470,518
Cox Cable	4,544,579	4,377,076	3,777,249
Cox Fiernet	0	0	0
Other Telephone	111,369	132,452	96,525
Utility Fees - Water	3,834,585	3,930,000	4,234,000
Utility Fees - Wastewater	2,394,057	2,391,000	2,530,000
Utility Fee - Solid Waste	1,191,471	1,344,000	1,416,000
<b>Total Franchise/Utility Fees</b>	<b>\$54,714,959</b>	<b>\$55,368,664</b>	<b>\$53,804,574</b>
<b><i>Licenses, Permits, and Fees</i></b>			
Abandoned Building Registration	\$123,565	\$134,598	\$83,248
Fire Prevention Permits	375,500	383,504	425,051
Alarm Permits	539,306	514,344	455,347
Police Alarm Fees	71,295	48,262	53,330
Oil & Gas Well Inspections	217,690	251,166	209,894
General Licenses	686,615	742,941	690,920
Building Permits	5,618,278	6,041,958	5,405,866
Electrical Wiring Permits	1,766,523	1,933,394	2,001,945
Plumbing Permits	1,938,154	1,925,995	1,799,409
Boiler & Elevator Permits	179,969	141,305	237,387
Offsite Wagering Fee	36,670	35,452	35,108
Pre-Qualification Application Fee	232,720	224,781	260,527
Refrig. & Forced Air Permits	1,230,947	1,357,583	1,247,035
Sidewalk & Paving Fees	505,883	686,915	556,712
Work Zone Permits	40,150	45,272	34,829
Other Fees	331,091	47,589	52,564
Hunting and Fishing Permits	125,379	88,870	130,487
Vending Stamps	137,315	159,566	85,000
Garage Sale Permits	78,756	63,642	82,040
<b>Total Licenses, Permits, &amp; Fees</b>	<b>\$14,235,806</b>	<b>\$14,827,137</b>	<b>\$13,846,699</b>

**REVENUES**

	Actual FY23	Adopted FY24	Adopted FY25
<b><i>Administrative Charges</i></b>			
Airport Administrative Payments	\$873,390	\$984,638	\$1,056,497
Airport Police Payments	3,571,945	3,805,104	3,816,582
Water/Wastewater Admin Payments	6,026,860	6,825,560	7,425,386
Drainage Utility Administrative Payment	1,186,560	1,301,998	1,386,959
Solid Waste Mgmt. Admin Payments	1,169,362	998,680	1,081,700
Convention & Tourism Admin Payments	430,326	514,999	656,721
Zoo Administrative Payments	275,000	300,000	300,000
Golf Administrative Payments	92,435	98,563	95,752
Other Administrative Payments	177,097	204,668	217,492
MAPS3 Administrative Payments	1,087,806	1,265,336	1,397,874
Better Streets Administrative Payments	337,858	243,287	207,170
Risk Management Administrative Payments	722,641	855,727	975,448
Public Transportation Administrative Pmts.	1,302,901	1,778,113	1,882,964
Parking Administrative Payments	191,971	236,065	284,646
IT Administrative Payments	1,660,868	1,900,644	2,300,510
Print Shop Administrative Payments	131,023	146,313	167,220
Fleet Services Admin Payments	35,236	56,377	71,564
Banking Fee Payments	101,317	145,449	109,123
Nuisance Abatement Payments	189,221	126,091	209,972
Econ Dev,TIF Engineering, Legal, Other Svcs	365,635	782,459	860,272
Mowing, Litr, and Landscaping Adm Payments	1,330,474	1,376,307	1,420,089
Pavement Maintenance Payments	980,242	2,224,359	100,000
<b><i>Total Administrative Charges</i></b>	<b>\$22,240,168</b>	<b>\$26,170,737</b>	<b>\$26,023,941</b>
<b><i>Other Service Charges</i></b>			
Bond Fund Engineering, Legal, Other Services	\$8,715,269	\$7,527,950	\$6,511,677
Animal Shelter Fees	227,543	259,428	130,180
Engineering Fees	3,828,694	3,639,383	4,813,852
Planning Fees	850,875	874,930	808,475
Fire Service Recovery	42,000	28,000	28,000
Fire Wage Adjustment Reimbursement	12,770,848	13,153,973	13,311,820
Police Wage Adjustment Reimbursement	9,805,560	10,099,726	10,220,923
Police Fees	2,725,238	2,981,850	3,912,520
Parking Meters	1,207,756	1,815,072	1,016,940
Reimbursement - Grants	4,819,701	525,694	611,890
Refunds and Reimbursements - Operating	1,081,895	1,174,763	801,345
Mowing Services - OCRRA	35,393	0	0
Damage to City Property	133,768	780	147,406
Other Charges	4,423	224,352	3,250
Miscellaneous Service Charges	293,193	0	0
Recreation Fees	1,486,781	1,765,595	1,408,749
<b><i>Total Other Service Charges</i></b>	<b>\$48,028,936</b>	<b>\$44,071,496</b>	<b>\$43,727,027</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b><i>Fines</i></b>			
Traffic Fines	\$4,314,464	\$4,067,808	\$3,187,419
Parking Fines	1,001,490	924,870	747,791
Court Fees	6,360,525	6,010,730	4,738,201
Court of Record, Jury Division	664,759	657,803	396,352
Criminal Court	122,080	116,798	109,375
Jail Cost Recovery Program	124,380	120,142	71,525
Other Fines	23,305	18,950	30,001
Juvenile Fines	71,089	70,082	33,099
<b><i>Total Fines</i></b>	<b>\$12,682,092</b>	<b>\$11,987,183</b>	<b>\$9,313,763</b>
<b><i>Other Revenue</i></b>			
Leases	\$3,202,753	\$3,175,445	\$3,792,554
Sale of City Property	12,358	65,907	32,092
Check Service Charge	460	271	339
Royalties	314,204	410,802	209,252
Miscellaneous	4,504,498	4,158,637	8,558,348
Wrecker Service Payments	0	0	0
Operating Interest	3,294,843	2,838,009	4,708,590
<b><i>Total Other Revenue</i></b>	<b>\$11,329,115</b>	<b>\$10,649,071</b>	<b>\$17,301,175</b>
<b><i>Transfers</i></b>			
Transfers from OCPPA - DAS	\$0	\$0	\$0
Transfers - Miscellaneous	61,721	63,522	64,158
<b><i>Total Transfers</i></b>	<b>\$61,721</b>	<b>\$63,522</b>	<b>\$64,158</b>
<b><i>Fund Balance</i></b>	<b>\$0</b>	<b>\$11,959,745</b>	<b>\$0</b>
<b>Total General Fund - Operating**</b>	<b>\$592,926,510</b>	<b>\$617,009,500</b>	<b>\$615,174,258</b>
<b><i>Internal Service Funds**</i></b>			
Interest	\$342,713	\$58,684	\$0
Information Technology	34,507,870	38,901,480	41,215,482
Risk Management	19,817,733	26,749,141	28,068,836
Print Shop	878,301	1,076,901	1,135,285
Fleet Services	10,079,605	11,360,152	11,135,082
Other	335,739	258,387	0
Services	0	0	0
Transfers	(1,713,983)	(1,287,067)	(1,661,486)
Fund Balance	0	1,830,740	1,926,292
<b>Total Internal Service Funds</b>	<b>\$64,247,978</b>	<b>\$78,948,418</b>	<b>\$81,819,491</b>
<b>Total General Operating Funds</b>	<b>\$657,174,488</b>	<b>\$695,957,918</b>	<b>\$696,993,749</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Special Revenue Funds</b>			
<b>Court Administration &amp; Training Fund</b>			
Fees	\$123,876	\$105,240	\$106,844
Fines	122	237	0
Interest	2,176	1,813	2,406
Fund Balance	0	21,816	17,750
<b>Total Court Administration &amp; Training Fund</b>	<b>\$126,173</b>	<b>\$129,106</b>	<b>\$127,000</b>
<b>Emergency Management Fund</b>			
Tariffs	\$6,292,384	\$7,211,710	\$8,393,153
Interest	30,660	34,783	39,283
Transfers	2,540,240	3,095,854	2,649,450
Other	0	0	0
Fund Balance	0	254,693	200,000
<b>Total Emergency Management Fund</b>	<b>\$8,863,284</b>	<b>\$10,597,040</b>	<b>\$11,281,886</b>
<b>Fire Sales Tax Fund</b>			
Sales Tax	\$53,653,000	\$54,665,872	\$55,771,138
Interest	526,523	490,694	882,829
Other	434,655	15,838	15,295
Service Charges	74,813	0	0
Fund Balance	0	3,025,309	2,763,735
<b>Total Fire Sales Tax Fund</b>	<b>\$54,688,991</b>	<b>\$58,197,713</b>	<b>\$59,432,997</b>
<b>Hotel/Motel Tax Fund**</b>			
Hotel/Motel Tax	\$8,324,258	\$7,761,584	\$9,045,350
Interest	80,530	78,020	132,740
Other	75,000	500,000	0
Transfers	6,519,280	6,209,267	7,236,280
Fund Balance	0	192,124	633,440
<b>Total Hotel/Motel Tax Fund</b>	<b>\$14,999,068</b>	<b>\$14,740,995</b>	<b>\$17,047,810</b>
<b>MAPS Operations Fund**</b>			
Use Tax	\$0	\$0	\$0
Interest	21,970	0	0
Other	0	0	0
Transfers	(1,907,971)	0	0
Fund Balance	0	0	0
<b>Total MAPS Operations Fund</b>	<b>(\$1,886,001)</b>	<b>\$0</b>	<b>\$0</b>
<b>MAPS 3 Use Tax Fund**</b>			
Use Tax	(\$20,392)	\$0	\$0
Interest	33,254	426	36,118
Other	112,290	0	0
Service Charges	31,923	0	0
Transfers	0	0	0
Fund Balance	0	459,039	1,208,765
<b>Total MAPS 3 Use Tax Fund</b>	<b>\$157,075</b>	<b>\$459,465</b>	<b>\$1,244,883</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>MAPS 4 Use Tax Fund**</b>			
Use Tax	\$0	\$0	\$0
Interest	272,487	532,004	3,518,622
Service Charges	766,631	0	0
Transfers	10,191,558	8,819,291	8,104,105
Fund Balance	0	8,290,993	0
<b>Total MAPS 4 Use Tax Fund</b>	<b>\$11,230,676</b>	<b>\$17,642,288</b>	<b>\$11,622,727</b>
<b>Medical Service Program Fund</b>			
Medical Service Program Fee	\$7,111,145	\$9,764,344	\$7,282,481
Interest	259,718	78,808	228,712
Other	0	0	0
Fund Balance	0	4,263,200	4,551,642
<b>Total Medical Service Program Fund</b>	<b>\$7,370,863</b>	<b>\$14,106,352</b>	<b>\$12,062,835</b>
<b>OCMAPS Sales Tax Fund**</b>			
City/Schools Sales Tax	\$0	\$0	\$0
Interest	1,002	0	0
Other	0	0	0
Transfers	0	0	0
Fund Balance	0	49,944	3,247
<b>Total OCMAPS Sales Tax Fund</b>	<b>\$1,002</b>	<b>\$49,944</b>	<b>\$3,247</b>
<b>Police Sales Tax Fund**</b>			
Sales Tax	\$53,653,000	\$54,665,872	\$55,771,138
Interest	667,825	634,870	1,092,957
Other	419,806	0	0
Service Charges	122,552	159,000	151,107
Transfers	(3,600,000)	(2,748,178)	(6,131,812)
Fund Balance	0	1,119,455	3,600,683
<b>Total Police Sales Tax Fund</b>	<b>\$51,263,184</b>	<b>\$53,831,019</b>	<b>\$54,484,073</b>
<b>Zoo Sales Tax Fund</b>			
Sales Tax	\$17,884,333	\$18,221,958	\$18,487,117
Interest	0	1,000	0
Other	139,019	864,439	90,909
Fund Balance	0	0	0
<b>Total Zoo Sales Tax Fund</b>	<b>\$18,023,352</b>	<b>\$19,087,397</b>	<b>\$18,578,026</b>
<b>Total Special Revenue Funds</b>	<b>\$164,837,666</b>	<b>\$188,841,319</b>	<b>\$185,885,484</b>



	Actual FY23	Adopted FY24	Adopted FY25
<b>Enterprise Funds</b>			
<b>Airports Fund</b>			
Transfer from Airport Trust (OCAT)	\$20,708,322	\$22,536,007	\$24,671,062
Interest	63,888	64,743	77,290
Other	4,953	24,434	27,142
Fund Balance	0	2,801,012	2,369,838
<b>Total Airports Fund</b>	<b>\$20,777,163</b>	<b>\$25,426,196</b>	<b>\$27,145,332</b>
<b>Stormwater Drainage Utility Fund**</b>			
Fees	\$19,242,433	\$19,554,916	\$19,979,264
Interest	299,916	267,303	299,724
Other	0	0	0
Permits	147,650	161,628	137,203
Reimbursements	255,766	270,000	255,766
Service Charges	705,154	2,096,865	307,080
Transfers	(2,000,000)	(3,000,000)	(4,800,000)
Fund Balance	0	4,095,399	6,806,505
<b>Total Stormwater Drainage Utility Fund</b>	<b>\$18,650,919</b>	<b>\$23,446,111</b>	<b>\$22,985,542</b>
<b>Transportation and Parking Fund</b>			
Interest	\$19,424	\$17,715	\$33,158
Service Charges	343,942	672,148	715,070
Transfers	5,060,344	6,137,341	6,522,022
Fund Balance	0	128,430	0
<b>Total Transportation and Parking Fund</b>	<b>\$5,423,710</b>	<b>\$6,955,634</b>	<b>\$7,270,250</b>
<b>Utilities Fund</b>			
Interest	\$484,490	\$512,171	\$557,429
Other	\$0	\$0	\$0
Transfers	117,146,000	107,112,970	111,011,774
Fund Balance	0	2,193,931	1,200,000
<b>Total Utilities Fund</b>	<b>\$117,630,490</b>	<b>\$109,819,072</b>	<b>\$112,769,203</b>
<b>Total Enterprise Funds</b>	<b>\$162,482,281</b>	<b>\$165,647,013</b>	<b>\$170,170,327</b>
<b>Subtotal Operating Funds</b>	<b>\$984,494,435</b>	<b>\$1,050,446,250</b>	<b>\$1,053,049,560</b>
Less Operating Interfund Transfers (1)	(116,658,570)	(129,274,717)	(134,908,451)
<b>Total Operating Funds</b>	<b>\$867,835,865</b>	<b>\$921,171,533</b>	<b>\$918,141,109</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Non-Operating Funds</b>			
<b>Non-Operating Capital Improvements</b>			
<b>Better Streets, Safer City Sales Tax Fund</b>			
Sales Tax	\$67,970	\$0	\$0
Interest	1,697,160	300,000	2,500,003
Fund Balance	0	82,820,189	65,491,425
<b>Total Better Streets, Safer City Sales Tax Fund</b>	<b>\$1,765,129</b>	<b>\$83,120,189</b>	<b>\$67,991,428</b>
<b>Better Streets, Safer City Use Tax Fund</b>			
Use Tax	(\$557,073)	\$0	\$0
Interest	72,726	89,555	36,111
Other	18,105	0	0
Fund Balance	0	2,191,560	1,449,251
<b>Total Better Streets, Safer City Use Tax Fund</b>	<b>(\$466,242)</b>	<b>\$2,281,115</b>	<b>\$1,485,362</b>
<b>Capital Improvement Projects Fund</b>			
Interest	\$2,278,651	\$1,694,470	\$3,960,000
Other	188,263	1,756,374	157,369
Service Charges	2,250	0	0
Transfers	51,492,316	6,250,000	5,750,000
Fund Balance	0	142,443,251	112,373,103
<b>Total Capital Improvement Projects Fund</b>	<b>\$53,961,480</b>	<b>\$152,144,095</b>	<b>\$122,240,472</b>
<b>City and Schools Capital Projects Use Tax Fund</b>			
Use Tax	\$0	\$0	\$0
Interest	51,051	50,461	49,718
Other	153,208	123,899	80,399
Transfers	0	0	0
Fund Balance	0	2,564,940	1,882,717
<b>Total City and Schools Cap. Projects Use Tax Fund</b>	<b>\$204,259</b>	<b>\$2,739,300</b>	<b>\$2,012,834</b>
<b>Hotel/Motel Tax Fund**</b>			
Hotel/Motel Tax	\$9,989,110	\$9,313,901	\$10,854,420
Interest	97,389	89,048	186,828
Transfers	3,373,126	2,844,504	1,117,378
Fund Balance	0	5,271,964	171,384
<b>Total Hotel/Motel Tax Fund</b>	<b>\$13,459,624</b>	<b>\$17,519,417</b>	<b>\$12,330,010</b>
<b>Impact Fees Fund</b>			
Impact Fees	\$10,659,822	\$7,283,717	\$17,346,747
Interest	1,020,455	437,862	2,067,196
Fund Balance	0	49,848,807	58,110,945
<b>Total Impact Fees Fund</b>	<b>\$11,680,277</b>	<b>\$57,570,386</b>	<b>\$77,524,888</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Internal Service Funds**</b>			
Interest	\$60,937	\$30,000	\$0
Other	12,545	15,000	0
Transfers	1,846,286	1,602,480	1,711,486
Fund Balance	0	3,352,553	6,150,844
<b>Total Internal Service Funds</b>	<b>\$1,919,769</b>	<b>\$5,000,033</b>	<b>\$7,862,330</b>
<b>MAPS Operations Fund**</b>			
Use Tax	\$0	\$0	\$0
Interest	60,607	9,875	0
Transfers	1,907,971	0	0
Fund Balance	0	4,377,616	4,017,456
<b>Total MAPS Operations Fund</b>	<b>\$1,968,577</b>	<b>\$4,387,491</b>	<b>\$4,017,456</b>
<b>MAPS Sales Tax Fund</b>			
Sales Tax	\$0	\$0	\$0
Interest	5,925	15,687	8,757
Other	0	0	0
Fund Balance	0	312,603	170,324
<b>Total MAPS Sales Tax Fund</b>	<b>\$5,925</b>	<b>\$328,290</b>	<b>\$179,081</b>
<b>MAPS 3 Sales Tax Fund</b>			
Sales Tax	\$69,415	\$0	\$0
Interest	950,171	755,342	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	44,992,391	34,556,171
<b>Total MAPS 3 Sales Tax Fund</b>	<b>\$1,019,586</b>	<b>\$45,747,733</b>	<b>\$34,556,171</b>
<b>MAPS 3 Use Tax Fund**</b>			
Use Tax	\$0	\$0	\$0
Interest	67,862	66,460	72,387
Other	115,775	0	0
Transfers	0	0	0
Fund Balance	0	3,425,637	2,396,505
<b>Total MAPS 3 Use Tax Fund</b>	<b>\$183,637</b>	<b>\$3,492,097</b>	<b>\$2,468,892</b>
<b>MAPS 4 Program Fund</b>			
Interest	\$4,692,348	\$0	\$0
Transfers	131,318,473	145,775,659	147,981,719
Fund Balance	0	79,565,095	219,619,655
Other	1,112,150	0	0
<b>Total MAPS 4 Program Fund</b>	<b>\$137,122,970</b>	<b>\$225,340,754</b>	<b>\$367,601,374</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>MAPS 4 Use Tax Fund**</b>			
Use Tax	\$30,987,254	\$32,013,732	\$34,500,371
Interest	1,076,171	950,561	1,305,640
Other	0	0	0
Service Charges	84,153	75,605	60,847
Transfers	(10,191,558)	(8,220,892)	(8,104,105)
Fund Balance	0	52,913,042	52,441,266
<b>Total MAPS 4 Use Tax Fund</b>	<b>\$21,956,020</b>	<b>\$77,732,048</b>	<b>\$80,204,019</b>
<b>OCMAPS Sales Tax Fund**</b>			
Interest	\$974	\$0	\$0
Other	0	0	0
Transfers	0	0	0
Fund Balance	0	31,341	32,097
<b>Total OCMAPS Sales Tax Fund</b>	<b>\$974</b>	<b>\$31,341</b>	<b>\$32,097</b>
<b>Oklahoma City Sports Facilities Sales Tax Fund</b>			
Sales Tax	\$0	\$0	\$0
Interest	481	381	626
Other	0	0	0
Fund Balance	0	23,779	24,352
<b>Total OKC Sports Facilities Sales Tax Fund</b>	<b>\$481</b>	<b>\$24,160</b>	<b>\$24,978</b>
<b>Oklahoma City Sports Facilities Use Tax Fund</b>			
Use Tax	\$0	\$0	\$0
Interest	75	64	88
Other	0	0	0
Fund Balance	0	3,729	3,819
<b>Total OKC Sports Facilities Use Tax Fund</b>	<b>\$75</b>	<b>\$3,793</b>	<b>\$3,907</b>
<b>Oklahoma City Tax Increment Financing Fund</b>			
Tax Increment Financing Match	\$0	\$5,250,000	\$3,970,000
Interest	16,429	0	16,368
Fund Balance	0	550,000	0
<b>Total Oklahoma City TIF Fund</b>	<b>\$16,429</b>	<b>\$5,800,000</b>	<b>\$3,986,368</b>
<b>Police Sales Tax Fund**</b>			
Sales Tax	\$0	\$0	\$0
Interest	49,908	38,044	105,624
Other	0	0	0
Service Charges	0	0	0
Transfers	3,600,000	2,748,178	6,131,812
Fund Balance	0	1,636,631	3,353,182
<b>Total Police Sales Tax Fund</b>	<b>\$3,649,908</b>	<b>\$4,422,853</b>	<b>\$9,590,618</b>

**REVENUES**

	Actual FY23	Adopted FY24	Adopted FY25
<b>Police/Fire Capital Equipment Sales Tax Fund</b>			
Police and Fire Equipment Sales Tax	\$0	\$0	\$0
Interest	32,123	30,698	37,505
Other	1,850	0	0
Fund Balance	0	1,512,797	1,368,353
<b>Total Police/Fire Equipment Sales Tax Fund</b>	<b>\$33,973</b>	<b>\$1,543,495</b>	<b>\$1,405,858</b>
<b>Stormwater Drainage Utility Fund**</b>			
Fees	\$0	\$0	\$0
Interest	186,036	0	395,602
Service Charges	1,509,241	0	0
Transfers	2,000,000	3,000,000	4,800,000
Fund Balance	0	13,630,675	14,037,979
<b>Total Storm Water Drainage Utility Fund</b>	<b>\$3,695,277</b>	<b>\$16,630,675</b>	<b>\$19,233,581</b>
<b>Street &amp; Alley Capital Fund</b>			
Interest	\$2	\$0	\$0
Other	0	0	0
Fund Balance	0	100	102
<b>Total Street &amp; Alley Capital Fund</b>	<b>\$2</b>	<b>\$100</b>	<b>\$102</b>
<b>Total Non-Operating Capital Improvements</b>	<b>\$252,178,132</b>	<b>\$705,859,365</b>	<b>\$814,751,826</b>
<b>Other Non-Operating Funds</b>			
<b>Asset Forfeiture Fund</b>			
Asset Seizure Revenues	\$2,749,216	\$2,125,387	\$1,951,268
Other	48,912	26,880	19,966
Service Charges	53	0	0
Interest	46,183	38,422	53,596
Transfers	0	0	0
Fund Balance	0	1,092,562	831,273
<b>Total Asset Forfeiture Fund</b>	<b>\$2,844,364</b>	<b>\$3,283,251</b>	<b>\$2,856,103</b>
<b>Debt Service Fund</b>			
Ad Valorem (Property)	\$114,335,051	\$121,229,086	\$94,519,311
Interest	3,702,711	1,500,000	2,000,000
Other	8,768,352	9,000,000	8,000,000
Fund Balance	0	28,849,130	45,000,000
<b>Total Debt Service Fund</b>	<b>\$126,806,115</b>	<b>\$160,578,216</b>	<b>\$149,519,311</b>
<b>General Fund - MAPS 4**</b>			
Sales Tax	\$142,936,364	\$145,775,659	\$147,981,719
Fund Balance	0	0	0
<b>Total General Fund - MAPS 4</b>	<b>\$142,936,364</b>	<b>\$145,775,659</b>	<b>\$147,981,719</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Grants Management Fund</b>			
Grant Awards	\$34,651,471	\$108,356,382	\$90,224,894
<b>Total Grants Management Fund</b>	<b>\$34,651,471</b>	<b>\$108,356,382</b>	<b>\$90,224,894</b>
<b>OKC Improvement &amp; Special Assessment Dist.</b>			
Assessments	\$4,205,023	\$6,012,549	\$6,891,473
Interest	55,150	32,220	86,320
Service Charges	0	750	645
Transfers	0	0	0
Fund Balance	0	0	0
<b>Total OKC Improv. &amp; Spcl Assess. Districts Fund</b>	<b>\$4,260,174</b>	<b>\$6,045,519</b>	<b>\$6,978,438</b>
<b>Special Assessment Districts Fund</b>			
Assessments	\$0	\$1,997,000	\$1,947,000
Interest	0	0	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	0	0
<b>Total Special Assessment Districts Fund</b>	<b>\$0</b>	<b>\$1,997,000</b>	<b>\$1,947,000</b>
<b>Special Purpose Fund</b>			
Donations	\$3,865,854	\$1,681,940	\$849,669
Fees	74,509	100,726	40,000
Interest	618,178	201,912	492,446
Other	872,500	2,142,500	2,810,000
Service Charges	87,837	59,120	164,176
Transfers	125,000	1,600,000	2,000,000
Fund Balance	0	21,345,757	18,448,051
<b>Total Special Purpose Fund</b>	<b>\$5,643,878</b>	<b>\$27,131,955</b>	<b>\$24,804,342</b>
<b>Total Other Non-Operating Funds</b>	<b>\$317,142,365</b>	<b>\$453,167,982</b>	<b>\$424,311,807</b>
<b>Total Non-Operating Funds</b>	<b>\$569,320,497</b>	<b>\$1,159,027,347</b>	<b>\$1,239,063,633</b>
<b>Subtotal All Funds</b>	<b>\$1,437,156,362</b>	<b>\$2,080,198,880</b>	<b>\$2,157,204,742</b>
Less Interfund Transfers (2)	(183,185,502)	(159,829,576)	(151,912,168)
<b>Total All Funds</b>	<b>\$1,253,970,860</b>	<b>\$1,920,369,304</b>	<b>\$2,005,292,574</b>

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

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



	Actual FY23	Adopted FY24	Adopted FY25
<b>(1) Transfers between Operating Funds</b>			
Gen Fund Transfer to Emerg Mgmt	\$2,540,240	\$3,095,854	\$3,260,927
Gen Fund to Transit Fund via COTPA	3,947,937	5,004,696	5,329,426
Gen Fund to City and Schools Use Tax Fund	0	0	0
Various Funds to Internal Service Fund	65,283,509	78,087,674	81,554,685
Fire Sales Tax to General Fund	12,770,848	13,153,973	13,311,821
Police Sales Tax to General Fund	9,805,560	10,099,726	10,220,926
Grants to General Fund	4,819,701	525,694	611,890
Gen Fund to Parking Cash Fund	1,114,426	1,146,999	1,204,785
Special Purpose to Maps 3	0	0	0
Various Non-Operating Pmts to Gen Fund	(556)	1,653	0
Various Funds Admin Pmts to Gen Fund	16,376,906	18,158,448	19,413,991
<b>Total</b>	<b>\$116,658,570</b>	<b>\$129,274,717</b>	<b>\$134,908,451</b>
<b>(2) Transfers to Non-Operating Funds</b>			
Gen Fund Transfer to MAPS 4 Prog Fund	\$131,351,129	\$145,775,659	\$145,775,659
Various to CIP Fund	51,492,316	13,809,679	5,903,341
Various Miscellaneous Transfers	0	0	0
Various Funds to Special Purpose	125,000	111,431	100,361
Various Funds to Grant Fund	217,058	132,807	132,807
<b>Total</b>	<b>\$183,185,502</b>	<b>\$159,829,576</b>	<b>\$151,912,168</b>

## 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 \$918,141,109.

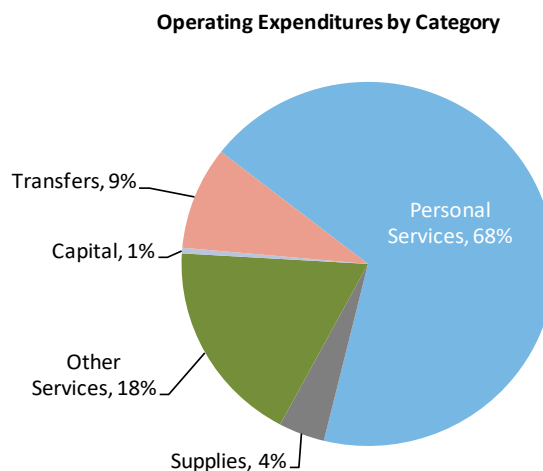
### EXPENDITURE CATEGORIES

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

As shown in the chart below, Personal Services is the largest portion of the City’s operating expenditures accounting for 68% of the total operating budget. Expenses like salaries, taxes, retirement benefits, and insurance make up the majority of operating costs because City services are labor-intensive and closely tied to the employees who carry out the various functions of the City.

The second largest area of operating expenditures is Other Services at 18% of the operating budget. These expenses include contracts for service, utilities and chargebacks for internal services (Information Technology, Fleet Services, Print Shop, and Risk Management). Other Services is also the category where contingency is budgeted in each fund, as well as payments from City funds to City trusts such as the General Fund payment to the Central Oklahoma Transportation and Parking Authority. Supplies, at 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.

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.

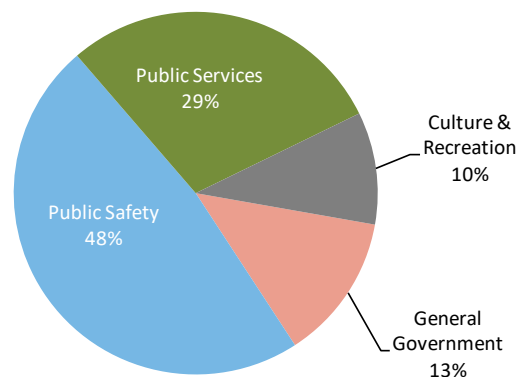
The next function of city government is Public Safety which includes Police, Fire, Animal Welfare and Municipal Courts. This function comprises 48% of the operating expenditure budget.

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.

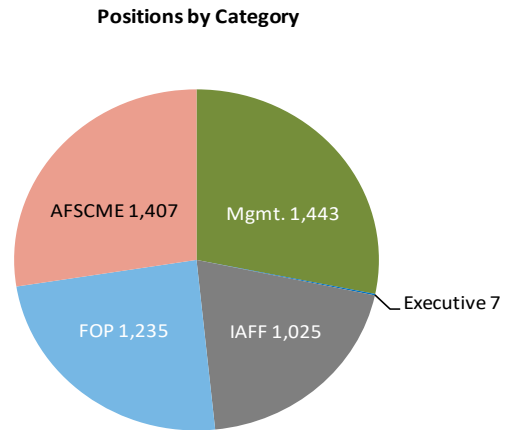
**Operating Expenditures by Function**



## BUDGETED POSITIONS

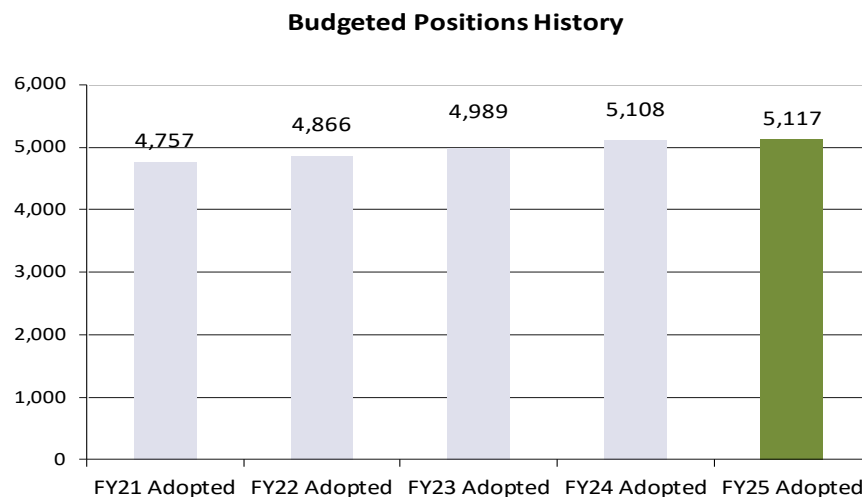
The FY25 Budget contains authorization for 5,117 positions throughout the City. This is an increase of 9 positions (0.2%) from the FY24 adopted budget. The table on the following page shows the changes on a department-by-department basis.

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 1,407 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 1,025 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 1,443 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**

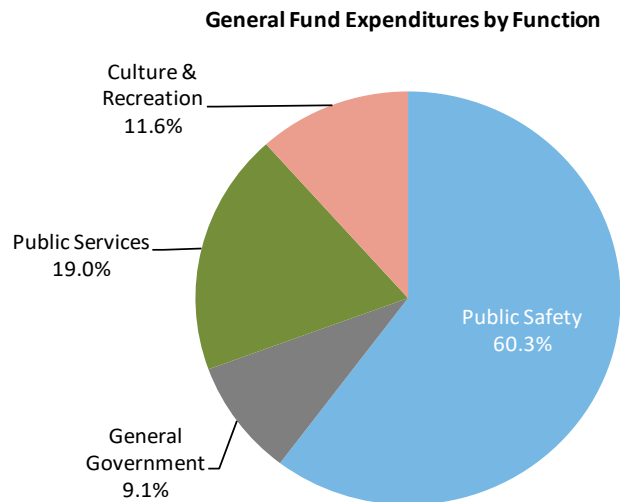
Department	FY23 Adopted	FY24 Adopted	FY25 Adopted	Change	%
Airports	144.00	149.00	149.00	0.00	0.0%
City Auditor	8.00	8.00	8.00	0.00	0.0%
City Clerk	10.00	10.00	10.00	0.00	0.0%
City Manager	52.40	56.40	56.40	0.00	0.0%
Development Services	190.00	195.00	192.00	(3.00)	(1.5%)
Finance	90.00	91.00	89.00	(2.00)	(2.2%)
Fire	1,061.00	1,111.00	1,133.00	22.00	2.0%
Fire Grants	0.00	0.00	0.00	0.00	N/A
General Services	80.00	80.00	79.00	(1.00)	(1.3%)
Human Resources	34.00	36.00	36.00	0.00	0.0%
Information Technology	123.00	131.00	130.00	(1.00)	(0.8%)
Mayor and Council	6.60	6.60	6.60	0.00	0.0%
Municipal Counselor	58.00	61.00	62.00	1.00	1.6%
Municipal Court	65.00	65.00	63.00	(2.00)	(3.1%)
Parks and Recreation	186.00	187.00	190.00	3.00	1.6%
Planning	38.7	39.80	43.55	3.75	9.4%
Planning Grants	21.3	21.20	17.45	(3.75)	(17.7%)
Police	1,564.00	1,578.35	1,577.00	(1.35)	(0.1%)
Police Grants	3.00	2.65	1.00	(1.65)	(62.3%)
Public Transportation and Parking	46.00	50.00	49.00	(1.00)	(2.0%)
Public Works	400.00	404.00	399.00	(5.00)	(1.2%)
Utilities	808.00	825.00	826.00	1.00	0.1%
<b>Subtotal</b>	<b>4,989.00</b>	<b>5,108.00</b>	<b>5,117.00</b>	<b>9.00</b>	<b>0.2%</b>

## THE GENERAL FUND

The General Fund is the largest fund within the City budget and makes up \$615,174,258 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 60.3% of the total budget is expended in this area.

Public Services is the second largest area of spending at 19.0%. However, its share of the General Fund is significantly smaller than in the operating budget because a large portion of Public Service funding comes from Enterprise Funds (such as Airports and Utilities).

General Government makes up 9.1% 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 11.6% 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 FY23	Adopted FY24	Adopted FY25
<b>General Fund Expenses</b>			
City Auditor	\$1,344,704	\$1,516,654	\$1,563,162
City Clerk	1,307,085	1,361,120	1,458,617
City Manager	4,236,727	5,027,807	5,398,781
Development Services	20,002,288	20,958,706	21,559,019
Finance	9,645,238	10,557,143	11,076,154
Fire	123,368,111	125,327,769	130,779,584
General Services	5,605,405	6,291,581	6,250,380
Human Resources	4,891,525	5,204,837	5,640,891
Mayor & Council	1,193,203	1,348,785	1,386,556
Municipal Counselor	9,255,961	9,365,030	10,106,089
Municipal Court	8,476,983	9,476,559	9,833,998
Non-Departmental Operating	111,676,856	118,838,392	96,729,173
Parks & Recreation	35,044,807	42,974,668	47,293,179
Planning	6,621,275	7,216,784	7,309,098
Police	171,674,195	173,311,759	179,903,792
Public Transportation and Parking	30,952,366	38,723,253	42,074,118
Public Works	37,216,275	39,508,653	36,811,667
<b>Total Expenses</b>	<b>\$582,513,005</b>	<b>\$617,009,500</b>	<b>\$615,174,258</b>

# EXPENDITURE SUMMARY TABLE

	Actual FY23	Adopted FY24	Adopted FY25
<b>Operating Funds</b>			
<b>General Operating Funds</b>			
General Fund*	\$582,513,005	\$617,009,500	\$615,174,258
Internal Service Fund*	62,210,320	78,948,418	81,819,491
<b>Total General Operating Funds</b>	<b>\$644,723,325</b>	<b>\$695,957,918</b>	<b>\$696,993,749</b>
<b>Special Revenue Funds</b>			
Court Admin. and Training Fund	\$137,463	\$129,106	\$127,000
Emergency Management Fund	8,898,621	10,597,040	11,281,886
Fire Sales Tax Fund	48,886,177	58,197,713	59,432,997
Hotel/Motel Tax Fund*	14,872,318	14,740,995	17,047,810
MAPS 3 Use Tax Fund*	309,028	459,465	1,244,883
MAPS 4 Use Tax Fund*	3,638,272	17,642,288	11,622,727
Medical Service Program Fund	6,008,811	14,106,352	12,062,835
OCMAPS Sales Tax Fund	0	49,944	3,247
Police Sales Tax Fund*	44,645,488	53,831,019	54,484,073
Zoo Sales Tax Fund	18,023,302	19,087,397	18,578,026
<b>Total Special Revenue Funds</b>	<b>\$145,419,479</b>	<b>\$188,841,319</b>	<b>\$185,885,484</b>
<b>Enterprise Funds</b>			
Airports Fund	\$21,041,718	\$25,426,196	\$27,145,332
Stormwater Drainage Utility Fund*	17,491,547	23,446,111	22,985,542
Public Trans. and Parking Fund	5,083,436	6,955,634	7,270,250
Utilities Fund	118,527,381	109,819,072	112,769,203
<b>Total Enterprise Funds</b>	<b>\$162,144,082</b>	<b>\$165,647,013</b>	<b>\$170,170,327</b>
<b>Subtotal Operating Funds</b>	<b>\$952,286,886</b>	<b>\$1,050,446,250</b>	<b>\$1,053,049,560</b>
Less Interfund Transfers (1)	(116,658,570)	(129,274,717)	(134,908,451)
<b>Total Operating Funds</b>	<b>\$835,628,316</b>	<b>\$921,171,533</b>	<b>\$918,141,109</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Non-Operating Funds</b>			
<b>Capital Improvement Funds</b>			
Better Streets, Safer City Sales Tax Fund	\$17,741,558	\$83,120,189	\$67,991,428
Better Streets, Safer City Use Tax Fund	7,728,889	2,281,115	1,485,362
Capital Improvement Projects Fund	46,932,297	152,144,095	122,240,472
City and Sch Cap Proj Use Tax Fund	689,315	2,739,300	2,012,834
Hotel/Motel Tax Fund*	12,289,268	17,519,417	12,330,010
Impact Fees Fund	3,418,768	57,570,386	77,524,888
Internal Service Funds*	670,178	5,000,033	7,862,330
MAPS Operations Fund*	0	4,387,491	4,017,456
MAPS Sales Tax Fund	0	328,290	179,081
MAPS 3 Sales Tax Fund	20,527,079	45,747,733	34,556,171
MAPS 3 Use Tax Fund*	612,587	3,492,097	2,468,892
MAPS 4 Program Fund	66,959,620	225,340,754	367,601,374
MAPS 4 Use Tax Fund*	7,142,726	77,732,048	80,204,019
OCMAPS Sales Tax Fund	140,400	31,341	32,097
OKC Sports Facilities Sales Tax Fund	0	24,160	24,978
OKC Sports Facilities Use Tax Fund	0	3,793	3,907
OKC Tax Increment Financing Fund	909,658	5,800,000	3,986,368
Police Sales Tax Fund*	2,271,324	4,422,853	9,590,618
Police/Fire Cap Equip Sales Tax Fund	561,228	1,543,495	1,405,858
Stormwater Drainage Utility Fund*	1,637,520	16,630,675	19,233,581
Street and Alley Fund	0	100	102
<b>Total Capital Improvement Funds</b>	<b>\$190,232,414</b>	<b>\$705,859,365</b>	<b>\$814,751,826</b>
<b>Other Non-Operating Funds</b>			
Asset Forfeiture Fund	\$2,551,078	\$3,283,251	\$2,856,103
Debt Service Fund	122,528,449	160,578,216	149,519,311
General Fund - MAPS 4*	131,318,473	145,775,659	147,981,719
Grants Management Fund	65,963,751	108,356,382	90,224,894
OKC Improv. and Special Assess Dist.	4,500,210	6,045,519	6,978,438
Special Assessment Districts Fund	1,395,268	1,997,000	1,947,000
Special Purpose Fund	5,240,439	27,131,955	24,804,342
<b>Total Other Non-Operating Funds</b>	<b>\$333,497,668</b>	<b>\$453,167,982</b>	<b>\$424,311,807</b>
<b>Total Non-Operating Funds</b>	<b>\$523,730,082</b>	<b>\$1,159,027,347</b>	<b>\$1,239,063,633</b>
<b>Subtotal All Funds</b>	<b>\$1,359,358,398</b>	<b>\$2,080,198,880</b>	<b>\$2,157,204,742</b>
Less Interfund Transfers (2)	(183,185,502)	(159,829,576)	(151,912,168)
<b>Total All Funds</b>	<b>\$1,176,172,896</b>	<b>\$1,920,369,304</b>	<b>\$2,005,292,574</b>

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

	Actual FY23	Adopted FY24	Adopted FY25
<b>(1) Transfers between Operating Funds</b>			
Gen Fund Transfer to Emerg Mgmt	\$2,540,240	\$3,095,854	\$3,260,927
Gen Fund to Transit Fund via COTPA	3,947,937	5,004,696	5,329,426
Various Funds to Internal Service Fund	65,283,509	78,087,674	81,554,685
Fire Sales Tax to General Fund	12,770,848	13,153,973	13,311,821
Grants Funds to General Fund	4,819,701	525,694	611,890
General Fund to Parking Cash Fund	1,114,426	1,146,999	1,204,785
Various Funds Pmts to Gen Fund	(556)	1,653	0
Police Sales Tax to General Fund	9,805,560	10,099,726	10,220,926
Various Funds Admin Pmts to Gen Fund	16,376,906	18,158,448	19,413,991
<b>Total</b>	<b>\$116,658,570</b>	<b>\$129,274,717</b>	<b>\$134,908,451</b>
<b>(2) Transfers to Non-Operating Funds</b>			
Gen Fund Transfer to MAPS 4 Prog Fund	\$131,351,129	\$145,775,659	\$145,775,659
Various to CIP Fund	51,492,316	13,809,679	5,903,341
Various Funds to Special Purpose	125,000	111,431	100,361
Various Funds to Grant Funds	217,058	132,807	132,807
<b>Total</b>	<b>\$183,185,502</b>	<b>\$159,829,576</b>	<b>\$151,912,168</b>

# LONG RANGE FINANCIAL SUMMARY

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>



## *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.

### 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 programs and services. With 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 and service demand forecasting, the City can anticipate and meet community needs, enable additional economic diversification, and promote growth for years to come. This forecast focuses on operating revenues and expenditures associated with the General Fund, which finances a diverse spectrum of programs to meet the community's needs. 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.

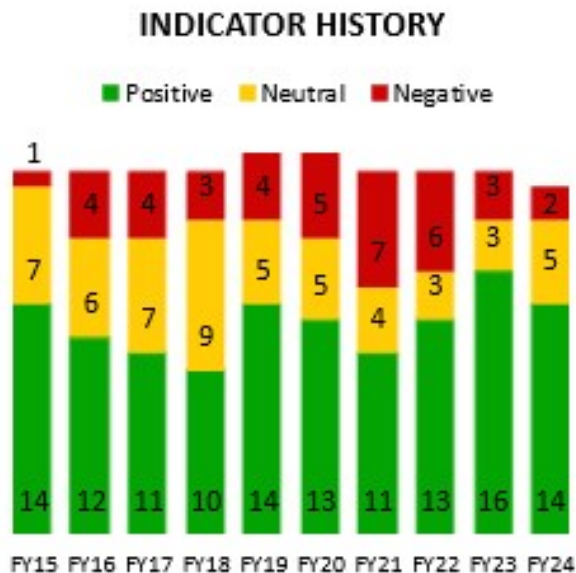
## SUMMARY

Overall, the City is in a strong good position in Fiscal Year 2024 (FY24) 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 1.5% growth over FY23 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 sales tax growth for 2024 is 2.3% and between 0.70% and 2.1% for 2025. Although consumer spending has remained consistent over last year, it is beginning to show signs of weakness as both interest rates and unemployment have gradually risen. Although inflation continues 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 continue to 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 67% positive, 24% neutral and 10% negative was a decline from last year where 73% indicators trended positive. Here were two key indicators that trended neutral from being positive last year, hotel tax revenue and average weekly earnings. Before the COVID-19 pandemic in FY19, growth continued at 3.2%, but then had a drastic decline of -20.7% in FY20 and -34.8% in FY21 due to the COVID-19 pandemic. Collections rebounded in FY23, increasing 11.1% year-over-year. In the past five years, hotel tax has grown 17.3% in nominal dollars, but decreased 1.8% in real dollars adjusted for inflation. Given the real world dollars increasing gap with reported revenue, this indicator was rated at neutral.

There were two indicators trending negative: percentage of General Fund revenues from sales tax and office vacancy rates. The City has grown more reliant on sales tax in recent years, and this trend was exacerbated over the past couple years by





# LONG RANGE FINANCIAL SUMMARY

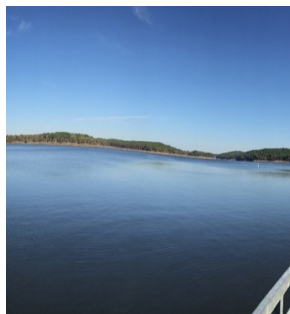
increased consumer spending in the wake of the COVID-19 pandemic and high price inflation. As a result, sales tax revenue made up 71.2% of General Fund revenues in FY23. Office vacancy rates in the Central Business District and citywide both grew at around 3% from mid-year 2022 to 2023.

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 53 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 capital equipment. Historically, these needs have been funded through both pay-as-you-go financing such as sales and use taxes, and debt financing such as General Obligation (GO) Bonds. Many of these sources provide for the acquisition of new assets, but not maintenance and repair.



## Long-Term Water Issues

Securing additional water supplies for Central Oklahoma until 2060 is a strategic priority for the Utilities Department, relying on two key pipeline projects. The construction of a one-hundred-mile pipeline from Lake Atoka to Lake Stanley Draper is underway, while Oklahoma City Water Utilities Trust (OCWUT) will soon determine the alignment and design of the 33-mile Kiamichi pipeline.



## 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.



## Public Safety Partnership

In August 2023, the OKC Public Safety Partnership was announced in a continued effort to enhance crisis intervention, refine de-escalation, and promote community engagement in law enforcement policies. The Partnership is a collaboration among City Council Members, city leaders, OKC Police and Fire Departments, community members, subject matter experts, and other stakeholders. 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.

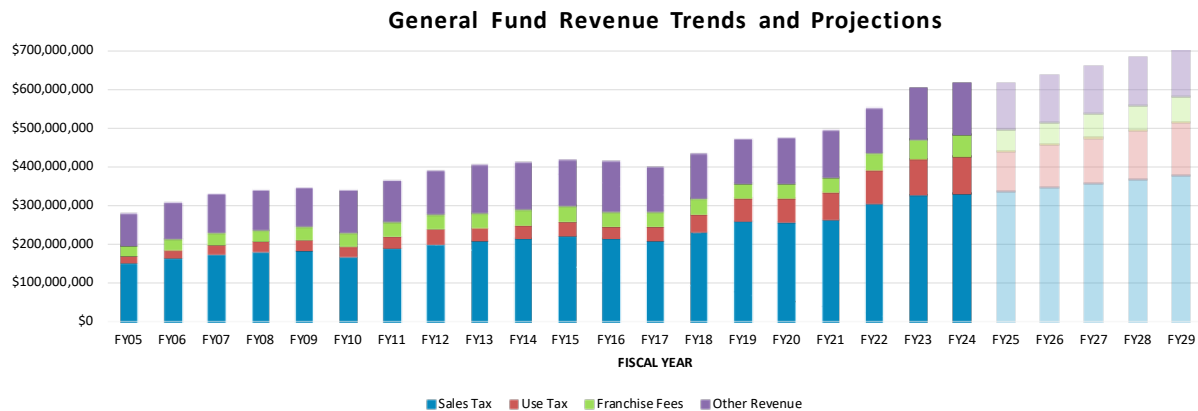
The forecast also closed the communication loop on three previously identified issues that were resolved with successful outcomes including EMBARK Rapid NW Grand Opening, improved Fire station sleep quarters, and supplemental EMS transport.

## GENERAL FUND IN-DEPTH

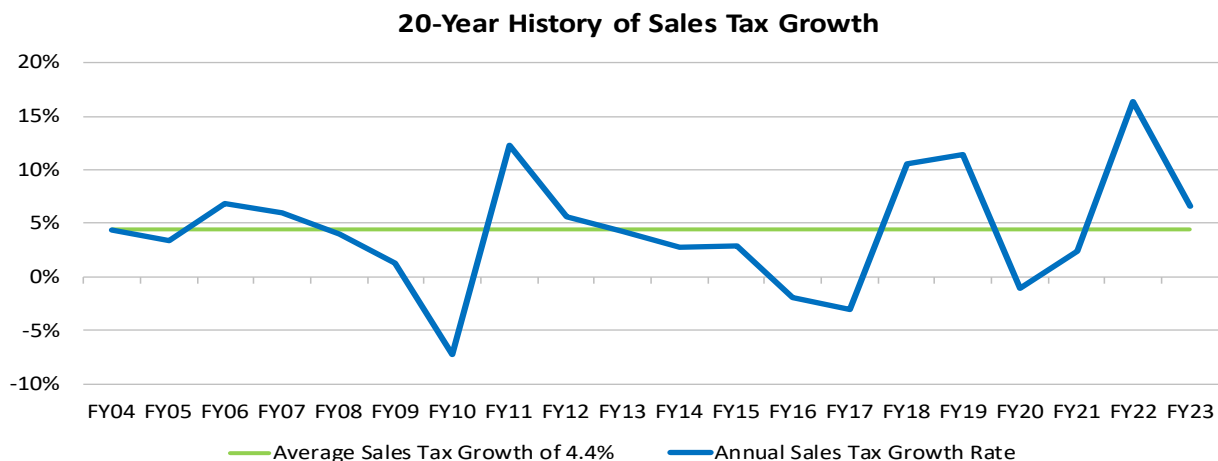
The General Fund is the largest fund within the City and serves as the mechanism from which many of the core services are primarily funded.

**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 2.9% per year over the next five years and reach \$710.5 million in FY29.

# 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.

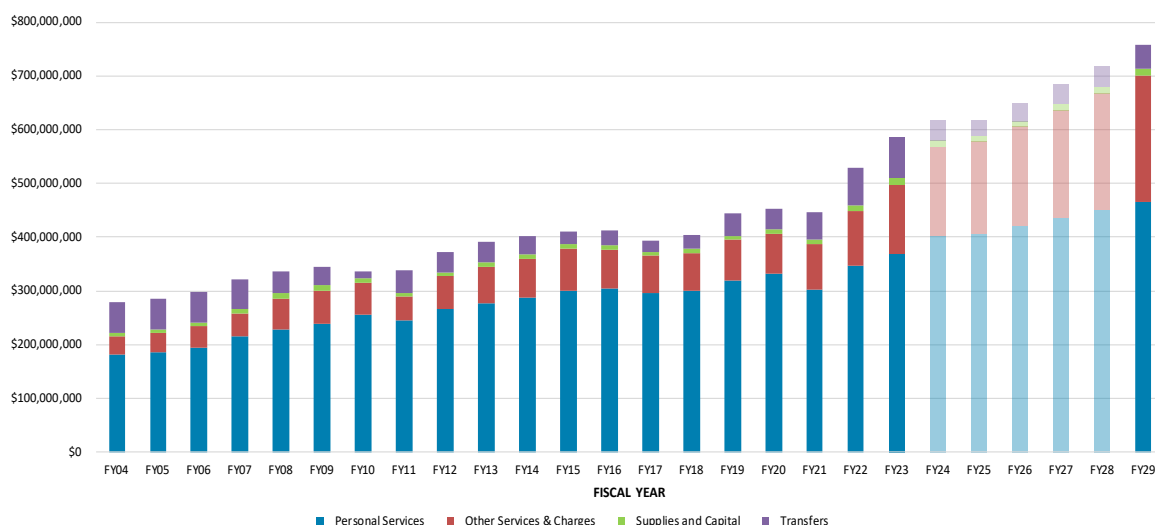


**General Fund Expenditures.** City expenditures encompass a variety of goods and services, including personal services, other services, supplies and capital, and transfers. Growth is due primarily to personal services expenditures, including salaries and benefits as full-time budgeted positions have grown by 785 or 18.2% 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 4.2% and reach \$762.7 million in FY29.

**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 re-

# LONG RANGE FINANCIAL SUMMARY

## General Fund Expense Trends and Projections

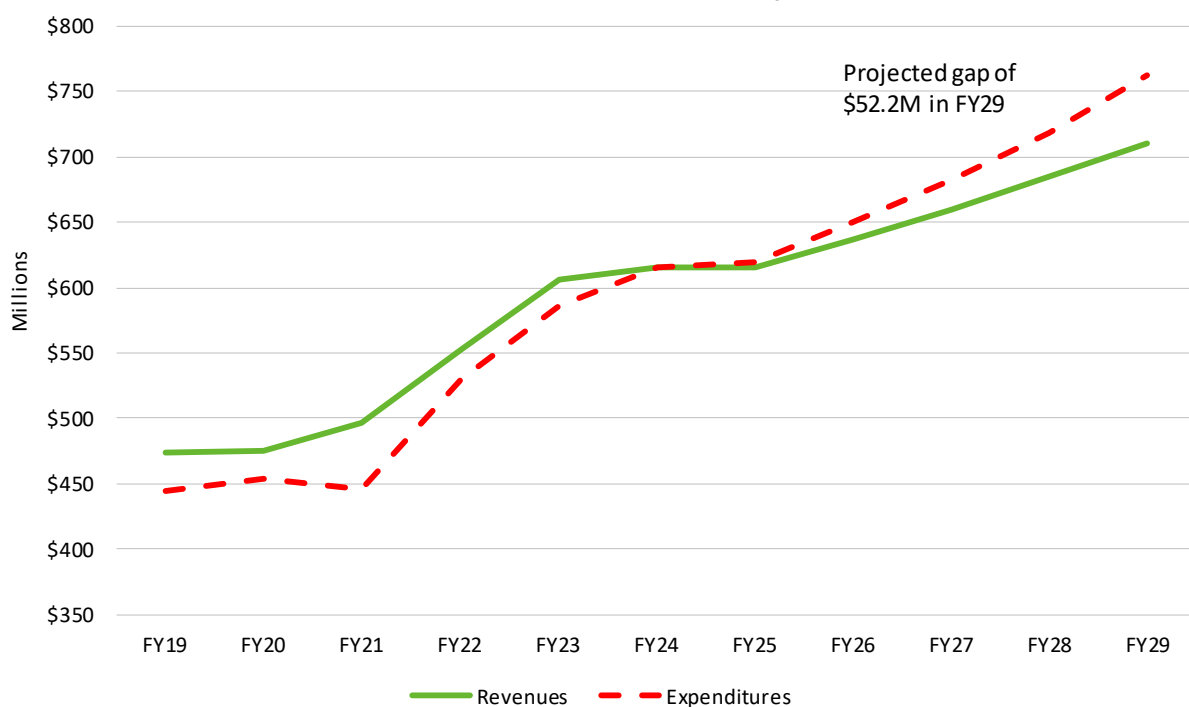


flect an average annual growth rate of 2.9%, while expenses were projected to grow at an average of 4.2% annually. Known increases to expenses, such as Bus Rapid Transit and the MAPS 3 downtown public park, were added to the projection. The imbalance in revenue and expenditure growth patterns means the General Fund has a projected gap of \$52.2 million by FY29.

## 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

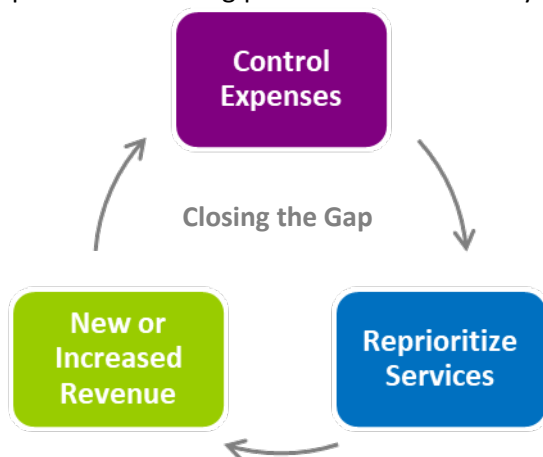
## General Fund Revenues and Expenditures



## LONG RANGE FINANCIAL SUMMARY

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

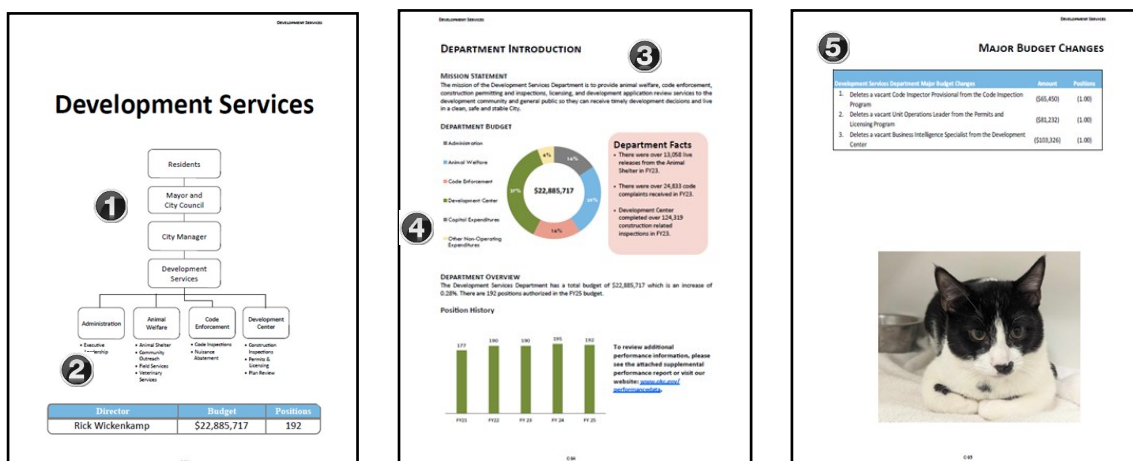
Each department develops a Mission Statement to clearly communicate the purpose of the department. The Mission Statement includes the results the department will achieve for its customers, the future direction of the department, and its commitment to public service.

### 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.

Development Services

### EXPENDITURES

Summary of Expenditures by Function	FY 23 Actual	FY 24 Adopted Budget	FY 25 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$2,733,178	\$3,344,073	\$3,570,309	7.09%
Animal Welfare	\$,264,440	\$,507,713	\$,571,238	2.34%
Code Enforcement	\$,625,867	\$,728,212	\$,786,074	1.47%
Development Center	\$,716,814	\$,268,799	\$,445,258	2.59%
<b>Total Operating Expenditures</b>	<b>\$20,902,289</b>	<b>\$25,958,796</b>	<b>\$28,339,879</b>	<b>2.86%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$88,451	\$30,357	\$22,523	-59.48%
Other Non-Operating Expenditures	\$28,406	\$,532,096	\$,575,175	-14.88%
<b>Total Non-Operating Expenditures</b>	<b>\$448,857</b>	<b>\$1,862,353</b>	<b>\$1,829,698</b>	<b>-28.79%</b>
<b>Department Total</b>	<b>\$20,499,126</b>	<b>\$27,821,150</b>	<b>\$30,169,577</b>	<b>8.28%</b>

Summary of Expenditures by Funding Source	FY 23 Actual	FY 24 Adopted Budget	FY 25 Proposed Budget	Percent Change
General Fund	\$20,002,289	\$20,958,796	\$21,559,829	2.86%
Capital Improvement Projects Fund	\$88,451	\$30,357	\$22,523	-59.48%
Grants Management Fund	28,406	0	0	N/A
Special Purpose Fund	\$381,030	\$,532,096	\$,587,225	-14.88%
<b>Total All Funds</b>	<b>\$20,499,126</b>	<b>\$27,821,150</b>	<b>\$30,169,577</b>	<b>8.28%</b>

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Development Services

### POSITIONS

Summary of Positions by Function	FY 23 Actual	FY 24 Adopted Budget	FY 25 Proposed Budget	Percent Change
Administration	4.00	4.00	4.00	0.00%
Animal Welfare	60.00	61.00	61.00	0.00%
Code Enforcement	40.00	41.00	40.00	-2.44%
Development Center	86.00	89.00	87.00	-2.25%
<b>Department Total</b>	<b>190.00</b>	<b>195.00</b>	<b>192.00</b>	<b>-1.53%</b>

Summary of Positions by Funding Source	FY 23 Actual	FY 24 Adopted Budget	FY 25 Proposed Budget	Percent Change
General Fund	190.00	195.00	192.00	-1.54%
<b>Department Total</b>	<b>190.00</b>	<b>195.00</b>	<b>192.00</b>	<b>-1.54%</b>

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Development Services


### 8 DEVELOPMENT SERVICES LINES OF BUSINESS

#### ADMINISTRATION

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

#### Administration Positions and Budget

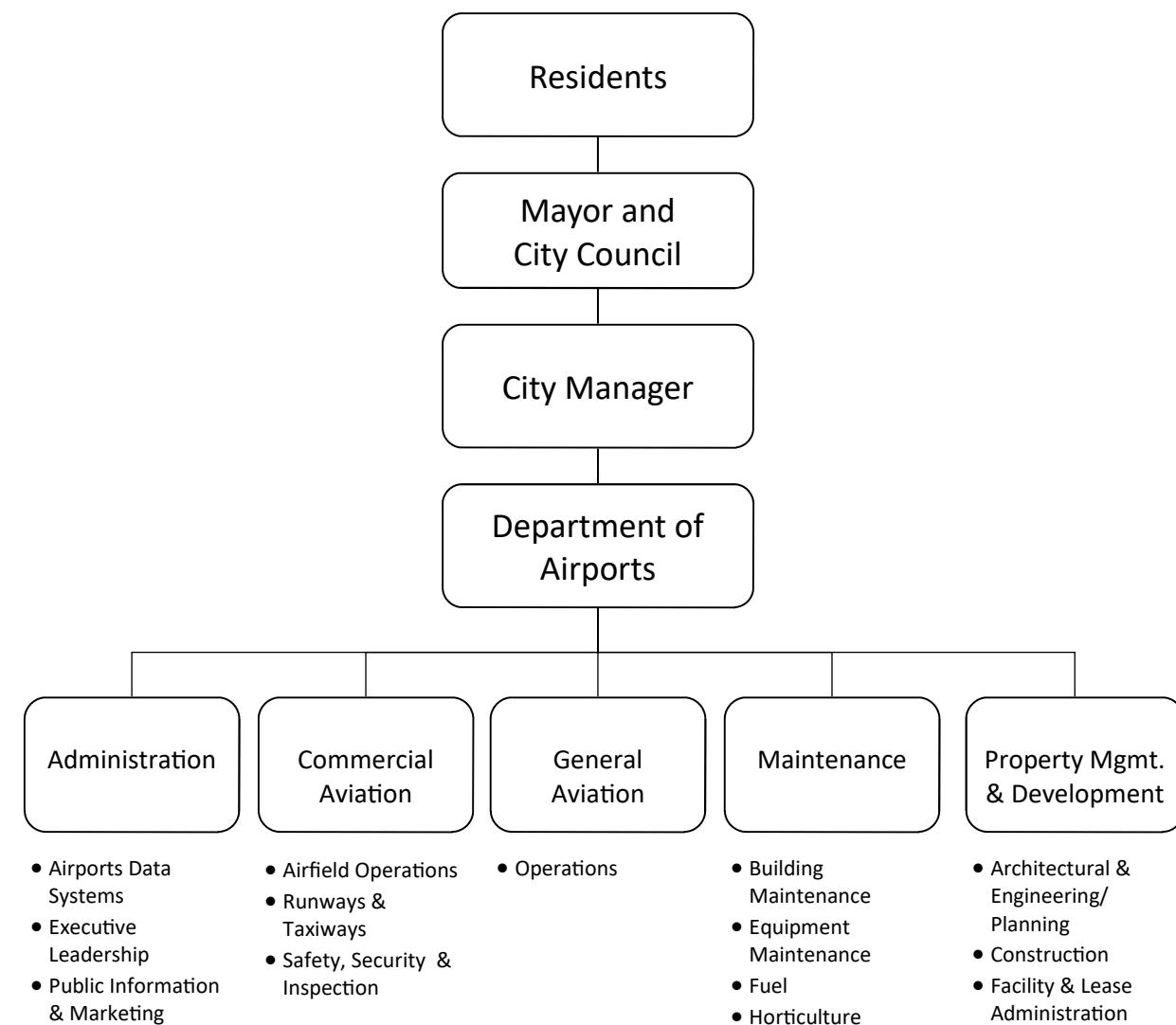
Program	FY 23 Actual	FY 24 Adopted Budget	FY 25 Proposed Budget	Percent Change
Executive Leadership	4.00	\$2,733,178	4.00	\$3,344,073
<b>Line of Business Total</b>	<b>4.00</b>	<b>\$2,733,178</b>	<b>4.00</b>	<b>\$3,344,073</b>

C-8



# Airports



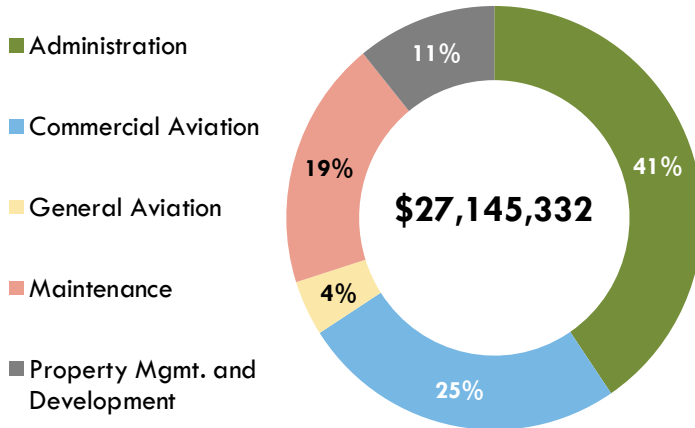
Director	Budget	Positions
Jeffrey Mulder	\$27,145,332	149

# 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



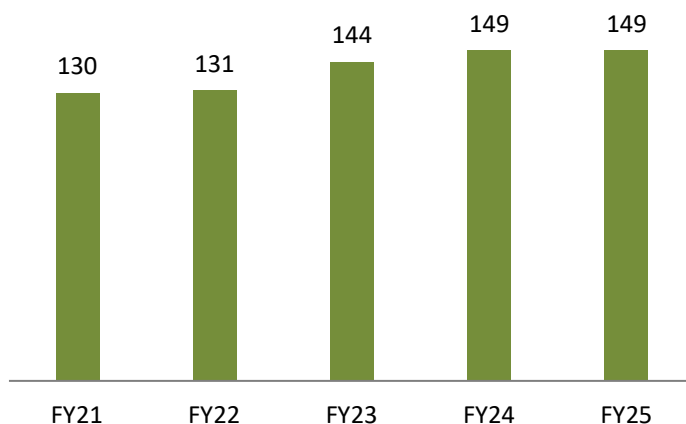
## DEPARTMENT OVERVIEW

The Airports Department has a total budget of \$27,145,332, which is an increase of 6.76% from FY24. There are 149 positions authorized in the FY25 budget, which is the same number of positions from FY24.

## Department Facts

- The Department operates three airports: Will Rogers World Airport (WRWA), Wiley Post Airport (WPA), and Clarence E. Page Airport (CEPA).
- In 2023, WRWA provided service to 4.4 million passengers.
- WRWA's two longest runways are 9,800 feet each; each runway is the equivalent of 27 football fields end-to-end.
- About 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/performance](http://www.okc.gov/performance)

## 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	\$343,251	
2.	Deletes one Business Manager and adds one Assistant Director-Airports in order to redistribute workload in Airport leadership	\$22,667	0.00
3.	Deletes one Administrative Coordinator and adds one Administrative Assistant in the Airfield Commercial Aviation Division to better align with the future needs of the division	\$5,942	0.00
4.	Deletes one Civil Engineer II and adds one Engineering Projects Manager in the Airports Construction Division in order to consolidate workload and increase supervision	\$13,612	0.00
5.	Deletes one Unit Operations Supervisor and adds one Airport Building Operations Manager in the Airports Maintenance Division to assist with increased workload and responsibilities	\$2,135	0.00
6.	Deletes one Office Coordinator and adds one Property Analyst in the Lease Administration Division to provide compliance oversight	\$12,454	0.00



## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$7,127,935	\$9,835,230	\$10,998,283	11.83%
Commercial Aviation	6,183,668	6,702,653	6,880,640	2.66%
General Aviation	1,218,741	1,077,665	1,148,173	6.54%
Maintenance	4,424,636	5,046,368	5,167,544	2.40%
Property Mgmt. and Development	2,086,739	2,764,280	2,950,692	6.74%
<b>Total Operating Expenditures</b>	<b>\$21,041,718</b>	<b>\$25,426,196</b>	<b>\$27,145,332</b>	<b>6.76%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Airport Cash Fund	\$21,041,718	\$25,426,196	\$27,145,332	6.76%
<b>Total All Funds</b>	<b>\$21,041,718</b>	<b>\$25,426,196</b>	<b>\$27,145,332</b>	<b>6.76%</b>





# POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administration	28.00	31.00	31.00	0.00%
Commercial Aviation	29.00	30.00	30.00	0.00%
General Aviation	11.00	12.00	12.00	0.00%
Maintenance	52.00	51.00	51.00	0.00%
Property Mgmt. and Development	24.00	25.00	25.00	0.00%
<b>Department Total</b>	<b>144.00</b>	<b>149.00</b>	<b>149.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Airport Cash Fund	144.00	149.00	149.00	0.00%
<b>Department Total</b>	<b>144.00</b>	<b>149.00</b>	<b>149.00</b>	<b>0.00%</b>



# 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	25.95	6,895,710	28.95	9,606,911	28.95	10,746,540
Public Information and Marketing	2.05	232,225	2.05	228,319	2.05	251,743
<b>Line of Business Total</b>	<b>28.00</b>	<b>\$7,127,935</b>	<b>31.00</b>	<b>\$9,835,230</b>	<b>31.00</b>	<b>\$10,998,283</b>

## 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Airfield Operations	8.00	\$876,269	9.00	\$929,602	9.00	\$948,226
Runways and Taxiways	18.00	1,509,212	18.00	1,700,284	18.00	1,828,050
Safety, Security, and Inspections	3.00	3,798,187	3.00	4,072,767	3.00	4,104,364
<b>Line of Business Total</b>	<b>29.00</b>	<b>\$6,183,668</b>	<b>30.00</b>	<b>\$6,702,653</b>	<b>30.00</b>	<b>\$6,880,640</b>

## 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Operations	11.00	\$1,218,741	12.00	\$1,077,665	12.00	\$1,148,173
<b>Line of Business Total</b>	<b>11.00</b>	<b>\$1,218,741</b>	<b>12.00</b>	<b>\$1,077,665</b>	<b>12.00</b>	<b>\$1,148,173</b>

## 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Building Maintenance	20.00	\$1,779,322	20.00	\$1,996,909	20.00	\$2,174,048
Equipment Maintenance	9.00	820,650	9.00	1,198,684	9.00	994,224
Fuel	7.00	764,730	7.00	768,202	7.00	813,699
Horticulture	16.00	1,059,934	15.00	1,082,573	15.00	1,185,573
<b>Line of Business Total</b>	<b>52.00</b>	<b>\$4,424,636</b>	<b>51.00</b>	<b>\$5,046,368</b>	<b>51.00</b>	<b>\$5,167,544</b>



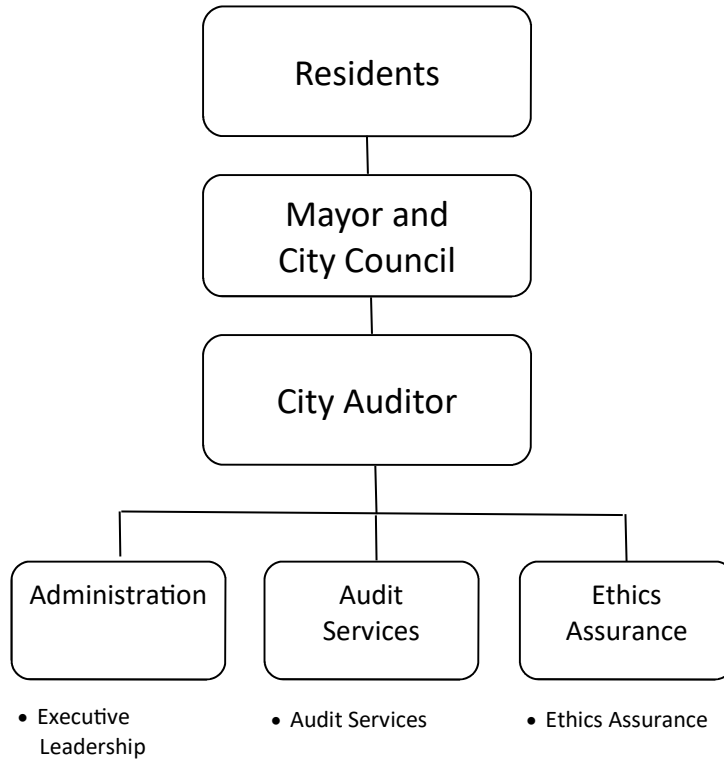
## PROPERTY MANAGEMENT AND DEVELOPMENT

- **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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Architectural and Engineering/Planning	7.00	\$895,270	8.00	\$909,618	8.00	\$1,074,736
Construction	9.00	614,448	9.00	1,056,417	9.00	995,688
Facility and Lease Administration	8.00	577,021	8.00	798,245	8.00	880,268
<b>Line of Business Total</b>	<b>24.00</b>	<b>\$2,086,739</b>	<b>25.00</b>	<b>\$2,764,280</b>	<b>25.00</b>	<b>\$2,950,692</b>

# City Auditor



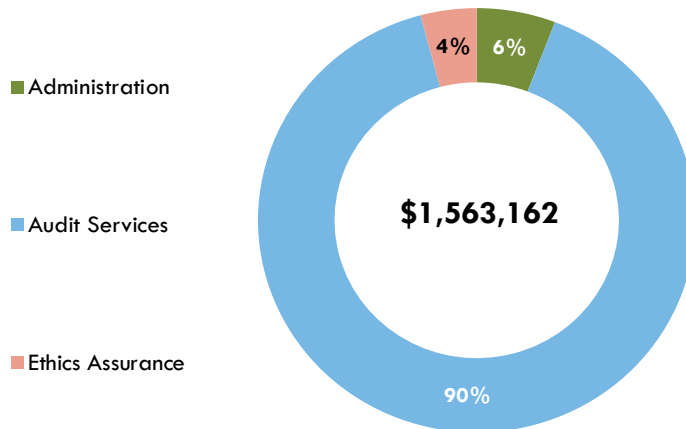
Director	Budget	Positions
Matt Weller	\$1,563,162	8

# 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.

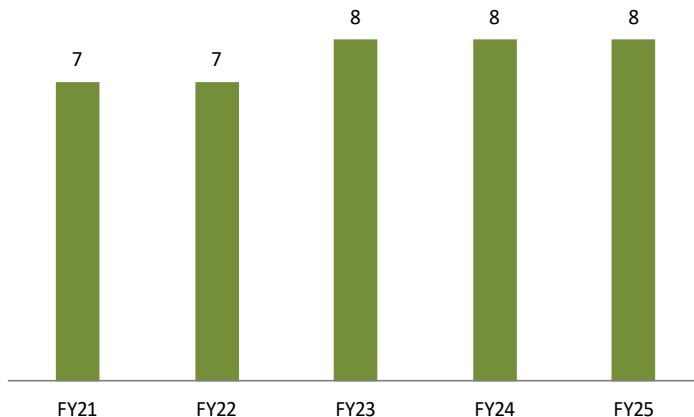
## DEPARTMENT BUDGET



## DEPARTMENT OVERVIEW

The Office of the City Auditor (OCA) has a FY25 budget of \$1,563,162 which is an increase of 3.07%. There are eight positions authorized in the FY25 budget.

## POSITION HISTORY



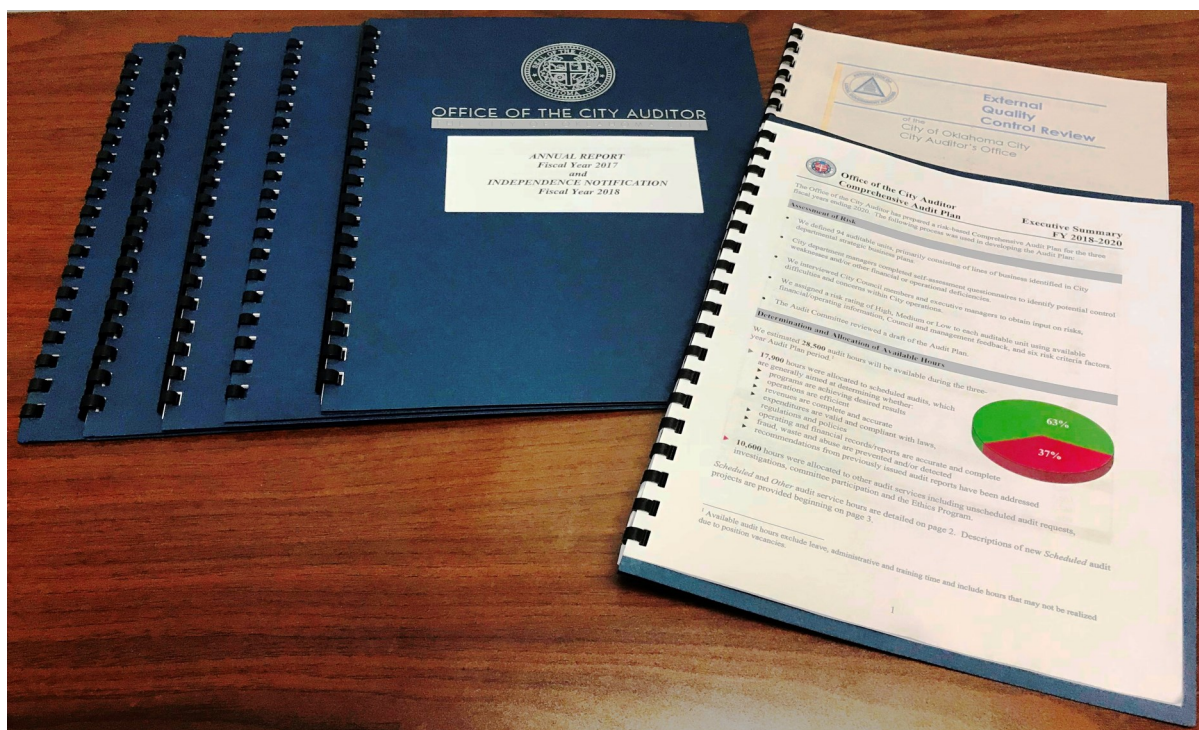
## Department Facts

- The OCA is audited every three years to ensure compliance with Generally Accepted Government Auditing Standards.
- The OCA determines audits to perform by developing a triennial audit plan that is based upon a citywide risk assessment .
- The OCA has issued four audit reports so far in FY24 and four audit reports were issued in FY23. All reports are available on the Department's official City website.

To review performance information, please see the attached supplemental performance report or visit our website: [www.okc.gov/performance](http://www.okc.gov/performance).

# 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	\$76,388	0.00
2.	Reduces budget to the Audit Services program for contracted IT audit services.	(\$32,500)	0.00



## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$75,789	\$85,049	\$91,061	7.07%
Audit Services	1,206,209	1,370,482	1,407,358	2.69%
Ethics Assurance	62,706	61,123	64,743	5.92%
<b>Total Operating Expenditures</b>	<b>\$1,344,704</b>	<b>\$1,516,654</b>	<b>\$1,563,162</b>	<b>3.07%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$1,344,704	\$1,516,654	\$1,563,162	3.07%
<b>Total All Funds</b>	<b>\$1,344,704</b>	<b>\$1,516,654</b>	<b>\$1,563,162</b>	<b>3.07%</b>



## POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administration	0.20	0.20	0.20	0.00%
Audit Services	7.45	7.45	7.45	0.00%
Ethics Assurance	0.35	0.35	0.35	0.00%
<b>Department Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	8.00	8.00	8.00	0.00%
<b>Department Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00%</b>



# 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	0.20	\$75,789	0.20	\$85,049	0.20	\$91,061
<b>Line of Business Total</b>	<b>0.20</b>	<b>\$75,789</b>	<b>0.20</b>	<b>\$85,049</b>	<b>0.20</b>	<b>\$91,061</b>

## 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Audit Services	7.45	\$1,206,209	7.45	\$1,370,482	7.45	\$1,407,358
<b>Line of Business Total</b>	<b>7.45</b>	<b>\$1,206,209</b>	<b>7.45</b>	<b>\$1,370,482</b>	<b>7.45</b>	<b>\$1,407,358</b>

## ETHICS ASSURANCE

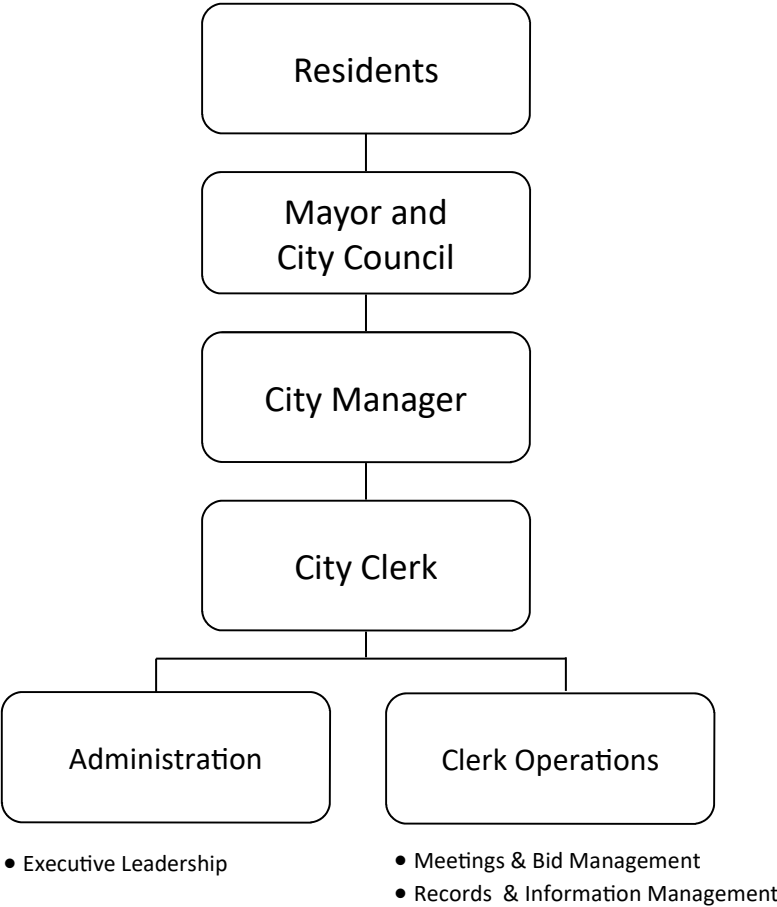
The Ethics Assurance Program provides ethics reporting and advisory services to City decision makers, so they can detect and quickly address all reported cases of fraud, waste, abuse, and significant policy violations.

### Ethics Assurance Positions and Budget

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Ethics Assurance	0.35	\$62,706	0.35	\$61,123	0.35	\$64,743
<b>Line of Business Total</b>	<b>0.35</b>	<b>\$62,706</b>	<b>0.35</b>	<b>\$61,123</b>	<b>0.35</b>	<b>\$64,743</b>



# City Clerk



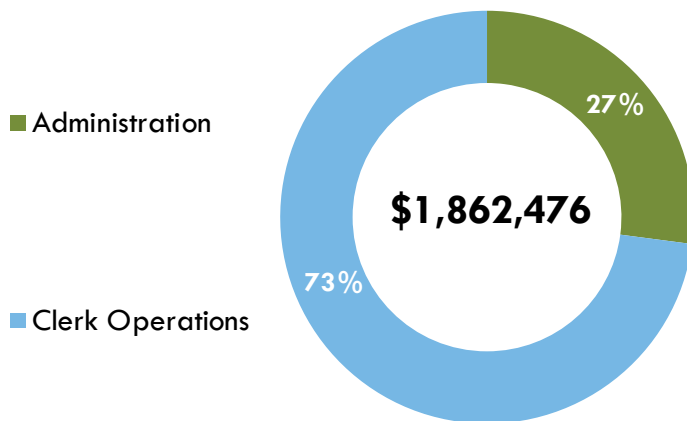
Director	Budget	Positions
Amy Simpson	\$1,862,476	10

# 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.

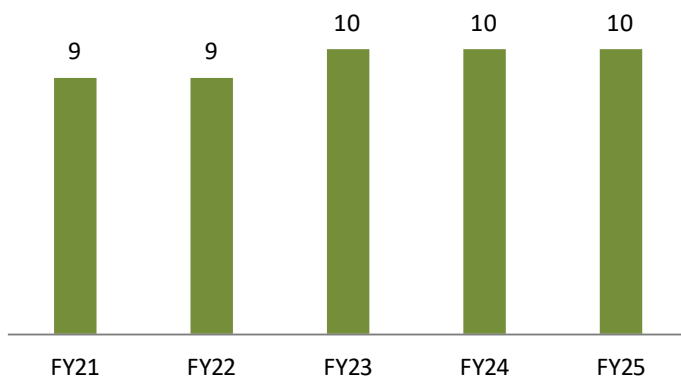
## DEPARTMENT BUDGET



## DEPARTMENT OVERVIEW

The Office of the City Clerk has a total budget of \$1,862,476, which is an increase of 4.55%. There are ten positions authorized in the FY25 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 5,100 record requests in FY23.
- 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/performance](http://www.okc.gov/performance).

## MAJOR BUDGET CHANGES

The Office of the City Clerk Major Budget Changes		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	\$71,524	
2.	Reorganizes the Clerk Operations Record & Information Management and Meetings & Bid Management programs.	(\$43,513)	



## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$287,965	\$314,164	\$394,964	25.72%
Clerk Operations	1,019,120	1,046,956	1,063,653	1.59%
<b>Total Operating Expenditures</b>	<b>\$1,307,085</b>	<b>\$1,361,120</b>	<b>\$1,458,617</b>	<b>7.16%</b>
Non-Operating Expenditures	\$48,364	\$420,379	\$403,859	-3.93%
<b>Department Total</b>	<b>\$1,355,449</b>	<b>\$1,781,499</b>	<b>\$1,862,476</b>	<b>4.55%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$1,307,085	\$1,361,120	\$1,458,617	7.16%
Capital Improvement Projects	48,364	419,603	403,065	-3.94%
Special Purpose Fund	0	776	794	2.32%
<b>Total All Funds</b>	<b>\$1,355,449</b>	<b>\$1,781,499</b>	<b>\$1,862,476</b>	<b>4.55%</b>





## POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administration	0.75	0.75	0.80	6.67%
Clerk Operations	9.25	9.25	9.20	-0.54%
<b>Department Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	10.00	10.00	10.00	0.00%
<b>Department Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00%</b>



# 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	0.75	\$287,965	0.75	\$314,164	0.80	\$394,964
<b>Line of Business Total</b>	<b>0.75</b>	<b>\$287,965</b>	<b>0.75</b>	<b>\$314,164</b>	<b>0.80</b>	<b>\$394,964</b>





## 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

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bid Management*	0.00	\$919	0.00	\$0	0.00	\$0
Meetings and Bid Management	3.85	413,191	3.85	430,363	3.85	460,811
Records and Information Management	5.40	608,846	5.40	616,593	5.35	602,842
Records Management**	0.00	(3,836)	0.00	0	0.00	0
<b>Line of Business Total</b>	<b>9.25</b>	<b>\$1,019,120</b>	<b>9.25</b>	<b>\$1,046,956</b>	<b>9.20</b>	<b>\$1,063,653</b>

\* Consolidated with Meetings and Bid Management Program in FY23

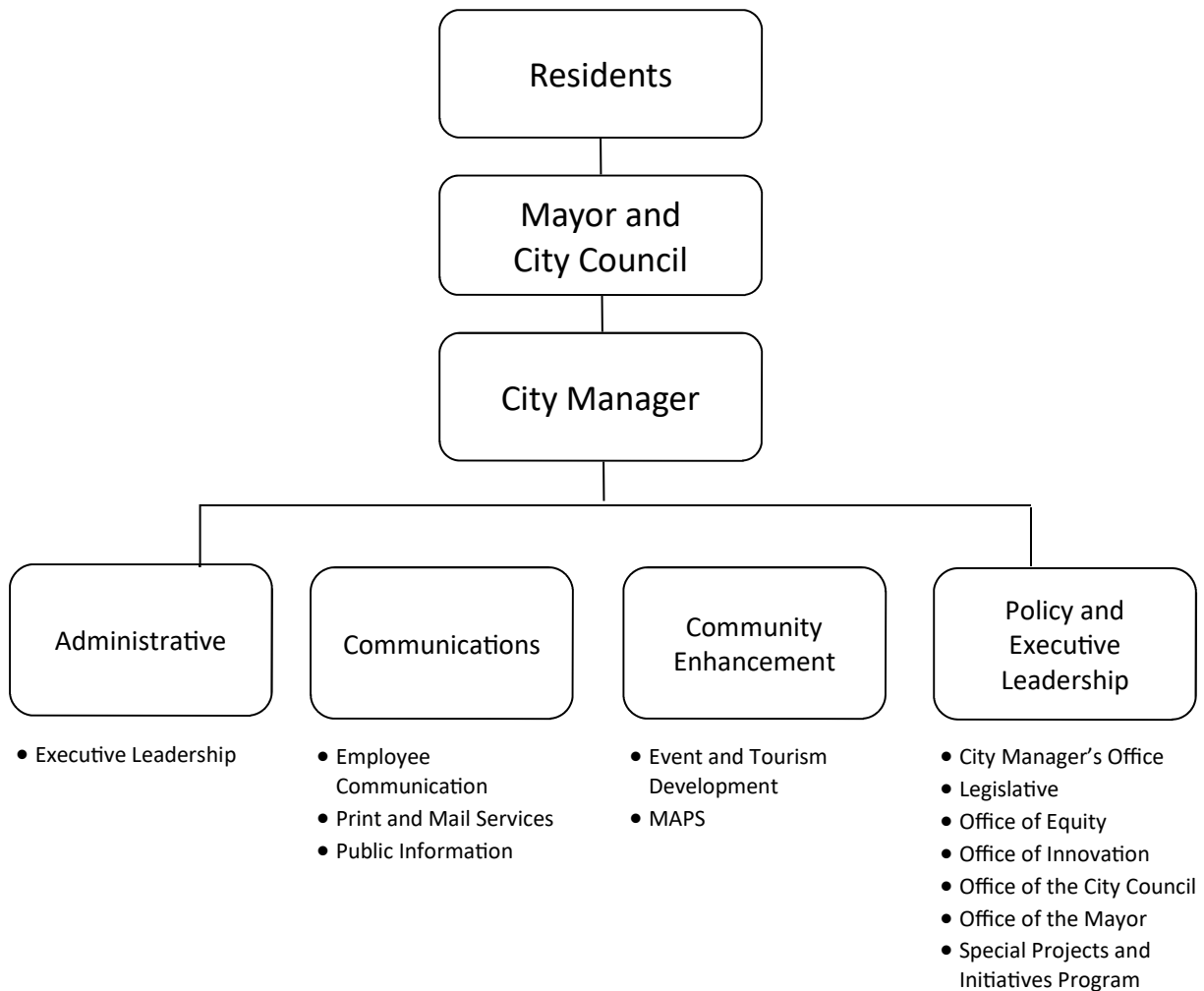
\*\* Consolidated with Records and Information Management Program in FY23







# City Manager



Director	Budget	Positions
Craig Freeman	\$428,321,179	56.40

# DEPARTMENT INTRODUCTION

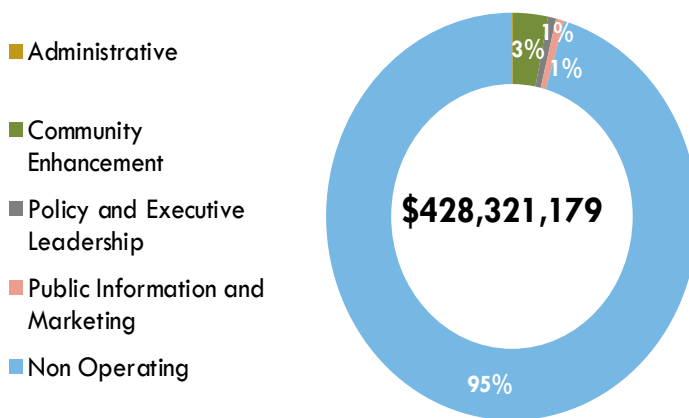
## MISSION STATEMENT

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.

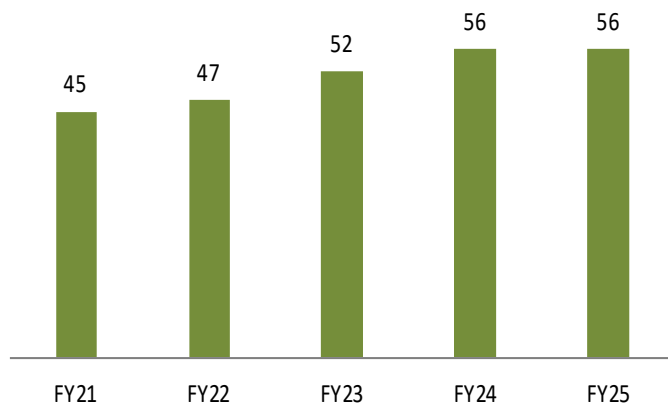
## DEPARTMENT BUDGET



## DEPARTMENT OVERVIEW

The City Manager's Office has a total FY24 budget of \$428,321,179, an increase of 37.14% from FY23. There are 56.40 authorized positions for FY25, with no increase to positions from FY24. The non-operating portion of the budget, on average, makes up over 90% of the City Manager's department budget due to the MAPS Program having large scale community enhancement projects for residents.

## POSITION HISTORY



## Department Facts

- The City adopted a Council-Manager form of city government in 1927.
- Nearly 60% of residents are satisfied with the availability of information about City programs and services .
- City Manager's Office is home to several city-wide initiatives including the MAPS Program, the Office Of Equity, Public Safety Partnership and the City's new Office of Innovation.

To review performance information, please see the performance data report or visit our website: [www.okc.gov/performance](http://www.okc.gov/performance).

## 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.	\$651,682	
2. Adds additional funding for ongoing maintenance costs in the Print Shop Program.	\$30,000	
3. Reduces expenditures in various funds based on revenue projections.	(\$6,395,220)	



# EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administrative	\$205,206	\$264,618	\$344,139	30.05%
Communications	2,452,811	2,883,611	3,032,528	5.16%
Community Enhancement	4,048,656	18,255,202	12,988,719	-28.85%
Policy and Executive Leadership	2,347,128	2,880,676	3,039,537	5.51%
<b>Total Operating Expenditures</b>	<b>\$9,053,801</b>	<b>\$24,284,107</b>	<b>\$19,404,923</b>	<b>-20.09%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$100,742,775	\$288,045,379	\$408,916,256	41.96%
<b>Total Non-Operating Expenditures</b>	<b>\$100,742,775</b>	<b>\$288,045,379</b>	<b>\$408,916,256</b>	<b>41.96%</b>
<b>Department Total</b>	<b>\$109,796,576</b>	<b>\$312,329,486</b>	<b>\$428,321,179</b>	<b>37.14%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$4,236,727	\$5,027,807	\$5,398,781	7.38%
Capital Improvement Projects Fund	12,113,459	9,845,175	1,171,855	-88.10%
MAPS 4 Use Tax Fund - Operating	3,638,272	17,642,288	11,872,727	-32.70%
MAPS 4 Program Fund	66,959,620	225,340,754	367,601,374	63.13%
MAPS 3 Sales Tax Fund	20,527,079	45,747,733	34,556,171	-24.46%
MAPS 3 Use Tax Fund	309,028	459,465	1,244,883	170.94%
MAPS Sales Tax Fund	0	25,821	179,081	593.55%
OCMAPS Sales Tax Fund - Non-Operating	140,400	81,285	35,344	-56.52%
OKC Tax Increment Financing Fund	909,658	5,800,000	3,986,368	-31.27%
Police & Fire Capital Sales Tax Fund	0	1,093,685	994,532	-9.07%
Print Shop Internal Service Fund -	869,773	1,104,603	1,135,285	2.78%
Print Shop Internal Service Fund - Capital	92,560	121,479	83,287	-31.44%
Special Purpose Fund	0	11,438	32,606	185.07%
Sports Facilities Sales Tax Fund	0	24,160	24,978	3.39%
Sports Facilities Use Tax Fund	0	3,793	3,907	3.01%
<b>Total All Funds</b>	<b>\$109,796,575</b>	<b>\$312,329,486</b>	<b>\$428,321,179</b>	<b>37.14%</b>

# POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administrative	0.70	0.90	0.90	0.00%
Communications	17.00	18.00	18.00	0.00%
Community Enhancement	23.70	23.70	23.70	0.00%
Policy and Executive Leadership	11.00	13.80	13.80	0.00%
<b>Department Total</b>	<b>52.40</b>	<b>56.40</b>	<b>56.40</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	26.95	29.95	29.95	0.00%
Print Shop Internal Service Fund	2.45	3.45	3.45	0.00%
MAPS 3 Use Tax Fund	3.45	0.00	0.00	N/A
MAPS 4 Use Tax Fund	19.55	23.00	23.00	#DIV/0!
<b>Department Total</b>	<b>52.40</b>	<b>56.40</b>	<b>56.40</b>	<b>0.00%</b>





# 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	0.70	\$205,206	0.90	\$264,618	0.90	\$344,139
<b>Line of Business Total</b>	<b>0.70</b>	<b>\$205,206</b>	<b>0.90</b>	<b>\$264,618</b>	<b>0.90</b>	<b>\$344,139</b>

## 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 promote the use of City services.

### Communications Positions and Budget

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Employee Communication	2.10	\$273,309	2.10	\$263,221	2.10	\$290,263
Print and Mail Services	2.45	874,672	3.45	1,104,603	3.45	1,135,285
Public Information	12.45	1,304,830	12.45	1,515,787	12.45	1,606,980
<b>Line of Business Total</b>	<b>17.00</b>	<b>\$2,452,811</b>	<b>18.00</b>	<b>\$2,883,611</b>	<b>18.00</b>	<b>\$3,032,528</b>

## COMMUNITY ENHANCEMENT

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

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

### Community Enhancement Positions and Budget

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Event and Tourism Development	0.70	101,356	0.70	103,505	0.70	117,862
MAPS	23.00	3,947,300	23.00	18,151,697	23.00	12,870,857
<b>Line of Business Total</b>	<b>23.70</b>	<b>\$4,048,656</b>	<b>23.70</b>	<b>\$18,255,202</b>	<b>23.70</b>	<b>\$12,988,719</b>



## POLICY AND EXECUTIVE LEADERSHIP

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

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

**The Office of Equity Program** provides strategic and operational leadership to advance equity-internally and externally to position the City of Oklahoma City as an inclusive and just employer and community choice for all.

**The Office of Innovation Program** provides a culture focused on innovative solutions where employees are equipped and empowered so they can make the City's delivery of services more efficient.

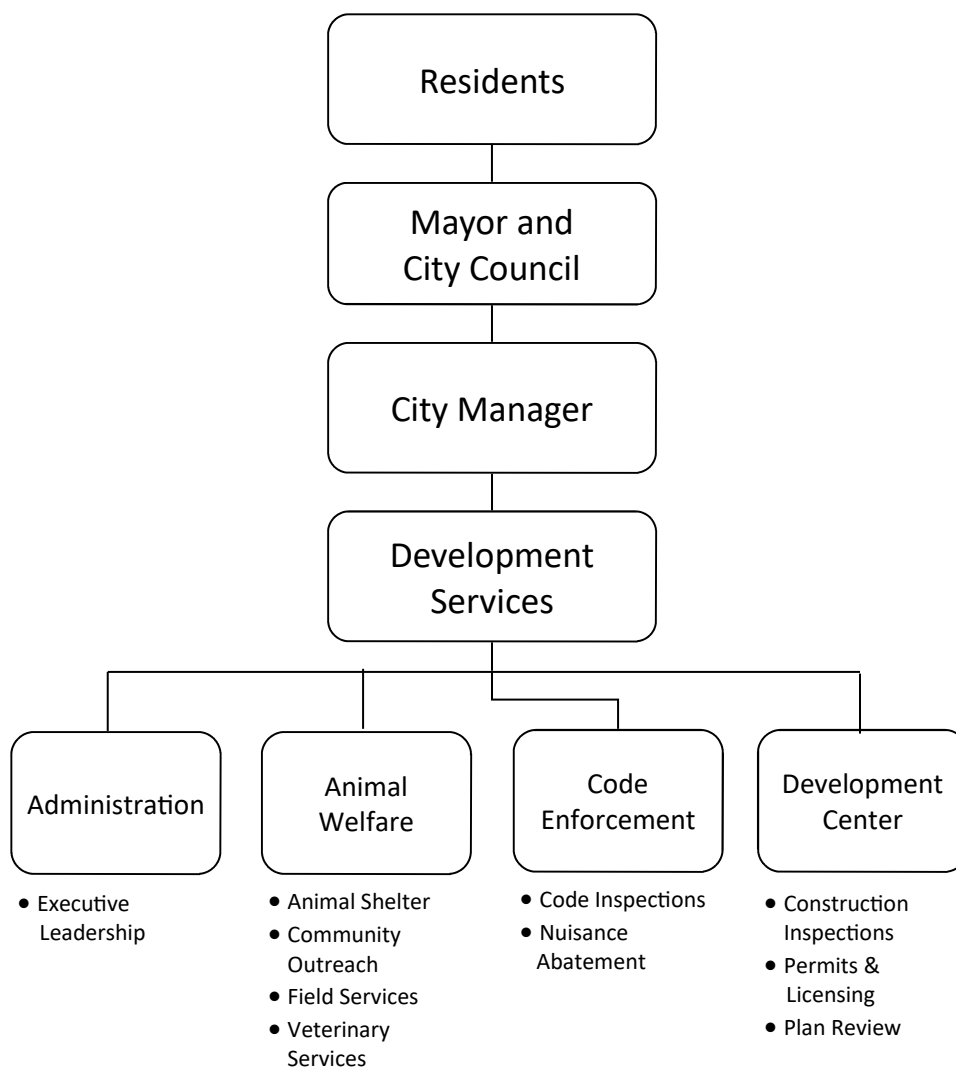
**The Special Projects and Initiatives Program** incubates and launches strategies to address major issues and needs identified by the Mayor, Council, or community, so that solutions, assistance and resources can be brought to bear through coordinated public, private and community efforts.

### **Policy and Executive Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
City Manager's Office	8.40	\$1,919,098	11.20	\$2,401,514	11.20	\$2,539,681
Legislative	0.60	134,654	0.60	124,095	0.60	137,074
Office of Equity	2.00	293,376	2.00	355,067	2.00	362,782
Office of Innovation*	0.00	0.00	0.00	0.00	0.00	0.00
Special Projects and Initiatives Program*	0.00	0.00	0.00	0.00	0.00	0.00
<b>Line of Business Total</b>	<b>11.00</b>	<b>\$2,347,128</b>	<b>13.80</b>	<b>\$2,880,676</b>	<b>13.80</b>	<b>\$3,039,537</b>

\*Added during the FY23 Strategic Business Plan update process

# Development Services



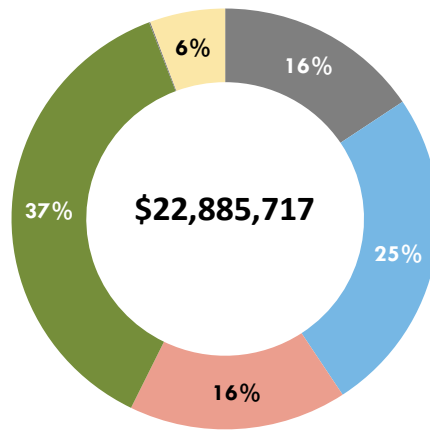
Director	Budget	Positions
Rick Wickenkamp	\$22,885,717	192

# DEPARTMENT INTRODUCTION

## MISSION STATEMENT

The mission of the Development Services Department is to provide animal welfare, code enforcement, construction permitting and inspections, licensing, and development application review services to the development community and general public so they can receive timely development decisions and live in a clean, safe and stable City.

## DEPARTMENT BUDGET



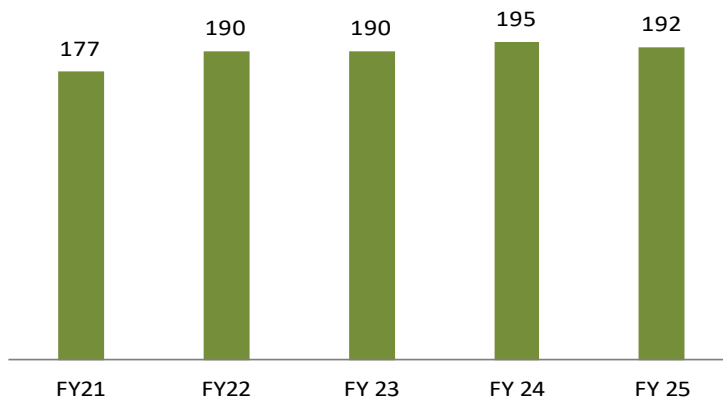
## Department Facts

- There were over 13,058 live releases from the Animal Shelter in FY23.
- There were over 24,833 code complaints received in FY23.
- Development Center completed over 124,319 construction related inspections in FY23.

## DEPARTMENT OVERVIEW

The Development Services Department has a total budget of \$22,885,717 which is an increase of 0.28%. There are 192 positions authorized in the FY25 budget.

## Position History



To review additional performance information, please see the attached supplemental performance report or visit our website: [www.okc.gov/performance](http://www.okc.gov/performance).

## MAJOR BUDGET CHANGES

Development Services Department Major Budget Changes		Amount	Positions
1.	Deletes a vacant Code Inspector Provisional from the Code Inspection Program	(\$65,450)	(1.00)
2.	Deletes a vacant Unit Operations Leader from the Permits and Licensing Program	(\$81,232)	(1.00)
3.	Deletes a vacant Business Intelligence Specialist from the Development Center	(\$103,326)	(1.00)





## EXPENDITURES

Summary of Expenditures by Purpose	FY 23 Actual	FY 24 Adopted Budget	FY 25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$2,733,178	\$3,334,073	\$3,570,399	7.09%
Animal Welfare	5,264,440	5,607,713	5,751,228	2.56%
Code Enforcement	3,425,857	3,728,211	3,783,074	1.47%
Development Center	8,578,814	8,288,709	8,454,318	2.00%
<b>Total Operating Expenditures</b>	<b>\$20,002,289</b>	<b>\$20,958,706</b>	<b>\$21,559,019</b>	<b>2.86%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$88,431	\$330,357	\$21,523	-93.48%
Other Non-Operating Expenditures	408,406	1,532,596	1,305,175	-14.84%
<b>Total Non-Operating Expenditures</b>	<b>\$496,837</b>	<b>\$1,862,953</b>	<b>\$1,326,698</b>	<b>-28.79%</b>
<b>Department Total</b>	<b><u>\$20,499,126</u></b>	<b><u>\$22,821,659</u></b>	<b><u>\$22,885,717</u></b>	<b><u>0.28%</u></b>

Summary of Expenditures by Funding Source	FY 23 Actual	FY 24 Adopted Budget	FY 25 Adopted Budget	Percent Change
General Fund	\$20,002,288	\$20,958,706	\$21,559,019	2.86%
Capital Improvement Projects Fund	88,431	330,357	21,523	-93.48%
Grants Management Fund	26,586	0	0	N/A
Special Purpose Fund	381,820	1,532,596	1,305,175	-14.84%
<b>Total All Funds</b>	<b><u>\$20,499,125</u></b>	<b><u>\$22,821,659</u></b>	<b><u>\$22,885,717</u></b>	<b><u>0.28%</u></b>

## POSITIONS

Summary of Positions by Purpose	FY 23 Actual	FY 24 Adopted Budget	FY 25 Adopted Budget	Percent Change
Administration	4.00	4.00	4.00	0.00%
Animal Welfare	60.00	61.00	61.00	0.00%
Code Enforcement	40.00	41.00	40.00	-2.44%
Development Center	86.00	89.00	87.00	-2.25%
<b>Department Total</b>	<b><u>190.00</u></b>	<b><u>195.00</u></b>	<b><u>192.00</u></b>	<b><u>-1.54%</u></b>

General Fund	<u>190.00</u>	<u>195.00</u>	<u>192.00</u>	-1.54%
<b>Department Total</b>	<b><u>190.00</u></b>	<b><u>195.00</u></b>	<b><u>192.00</u></b>	<b><u>-1.54%</u></b>



# 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 23		FY 24		FY 25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	4.00	\$2,733,178	4.00	\$3,334,073	4.00	\$3,570,399
<b>Line of Business Total</b>	<b>4.00</b>	<b>\$2,733,178</b>	<b>4.00</b>	<b>\$3,334,073</b>	<b>4.00</b>	<b>\$3,570,399</b>



## 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 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 deceased 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**

Program	FY 23		FY 24		FY 25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Animal Shelter	26.40	1,904,616	27.90	2,166,247	27.90	2,234,635
Community Outreach	3.20	337,785	3.70	311,227	3.70	381,471
Field Services	19.75	\$1,479,909	19.75	\$1,635,214	19.75	\$1,669,012
Veterinary Services	10.65	1,542,130	9.65	1,495,025	9.65	1,466,110
<b>Line of Business Total</b>	<b>60.00</b>	<b>\$5,264,440</b>	<b>61.00</b>	<b>\$5,607,713</b>	<b>61.00</b>	<b>\$5,751,228</b>





## 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**

Program	FY 23		FY 24		FY 25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Code Inspections	30.50	2,491,999	31.50	2,851,482	30.50	2,878,978
Nuisance Abatement	9.50	933,858	9.50	876,729	9.50	904,096
<b>Line of Business Total</b>	<b>40.00</b>	<b>\$3,425,857</b>	<b>41.00</b>	<b>\$3,728,211</b>	<b>40.00</b>	<b>\$3,783,074</b>



## 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**

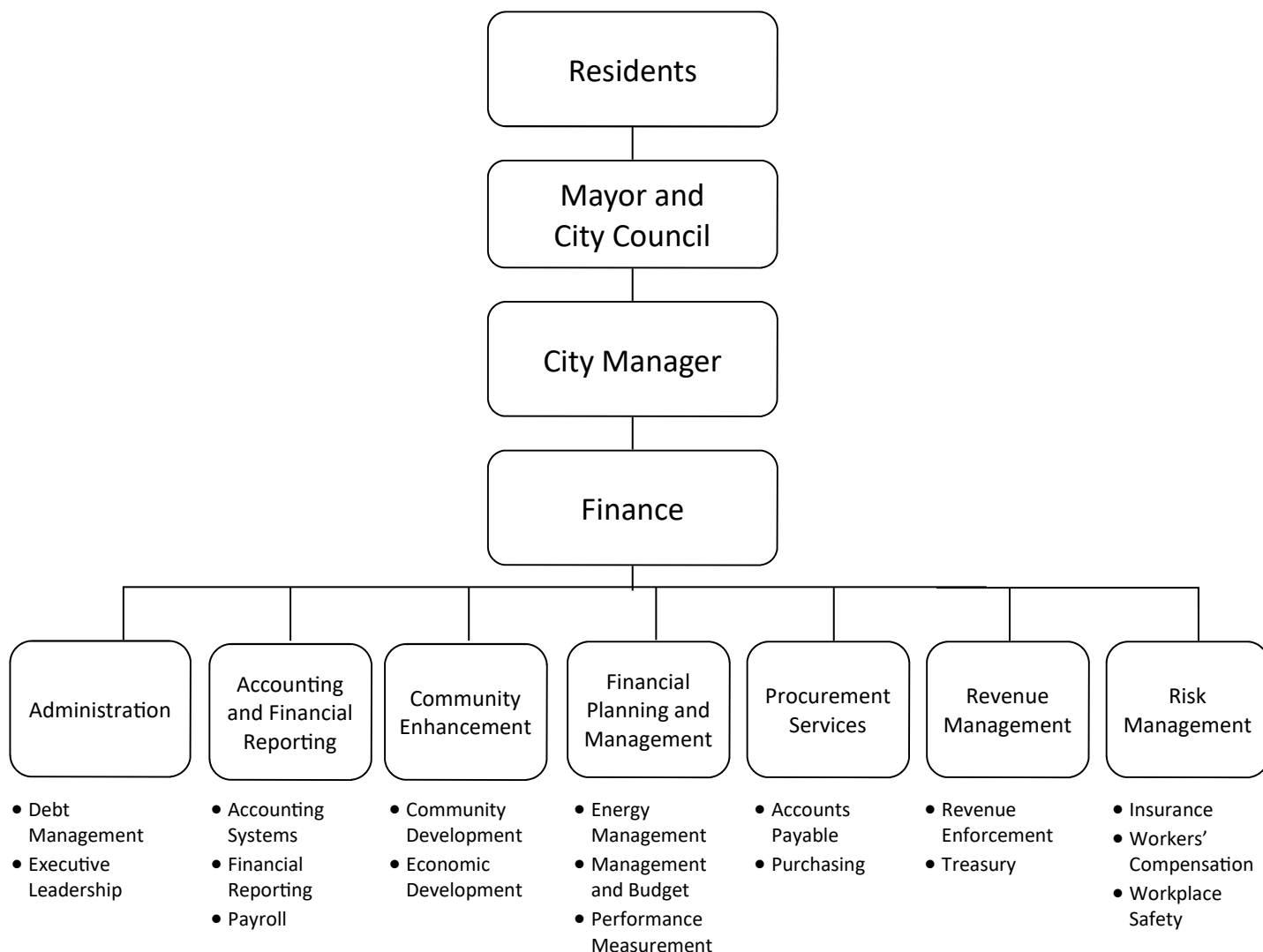
Program	FY 23		FY 24		FY 25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspections	47.80	\$4,777,184	48.80	\$4,630,167	48.50	\$4,857,124
Permits and Licensing	18.80	1,584,623	19.80	1,639,685	18.50	1,536,167
Plan Review	19.40	2,217,007	20.40	2,018,857	20.00	2,061,027
<b>Line of Business Total</b>	<b>86.00</b>	<b>\$8,578,814</b>	<b>89.00</b>	<b>\$8,288,709</b>	<b>87.00</b>	<b>\$8,454,318</b>







# Finance



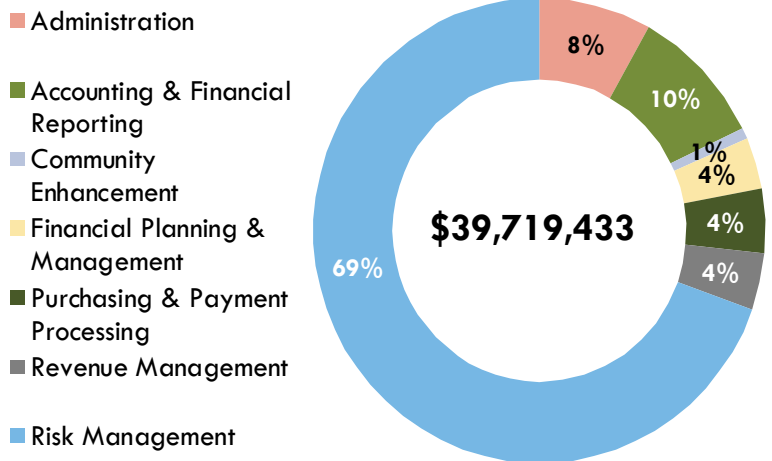
Director	Budget	Positions
Brent Bryant	\$39,719,433	89

# 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



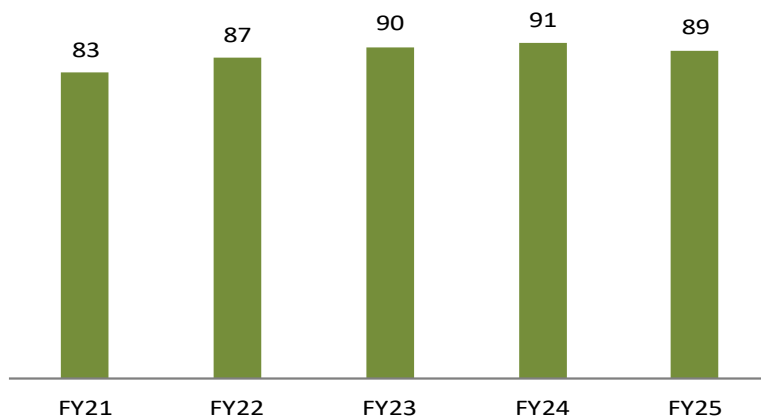
## Department Facts

- The City of Oklahoma City earned AAA ratings, the highest rating to receive from both S&P and Moody's, for the 16th 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.

## DEPARTMENT OVERVIEW

The Finance Department has a total budget of \$39,719,433, which is a increase of 5.34% from the prior year. There are 89 positions authorized in the FY25 budget, which is a decrease from the FY24 budget.

## POSITION HISTORY



To review performance information, please see the performance data report or visit our website:

[www.okc.gov/performance](http://www.okc.gov/performance)

## 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	\$854,281	
2. Deletes one Administrative Coordinator and adds one Administrative Assistant in the Risk Management Division to assist with increased workload and responsibilities	\$0	0.00
3. Deletes one Office Coordinator in the Procurement Services Division due to decreased workload	(\$90,383)	(1.00)
4. Deletes one Administrative Coordinator in the Risk Management Division due to decreased workload	(\$105,046)	(1.00)
5. Deletes one Municipal Accountant I in the Accounting and Financial Reporting Division due to decreased workload	(\$32,837)	(1.00)



### Oklahoma City receives highest possible bond ratings for 16 years in a row

**Post Date:** 03/14/2024 10:29 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.

S&P affirmed the City's AAA rating and stable outlook in a March 11, 2024, report and Moody's affirmed its Aaa rating in a March 13, 2024, report. The triple-A ratings are the highest awarded by each agency.

"Our AAA/Aaa ratings are the result of a longstanding conservative financial culture supported by Mayor and Council and is a reflection of our commitment to high financial standards," Chief Financial Officer Brent Bryant said.

## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Accounting & Financial Reporting	\$3,177,396	\$3,785,086	\$3,832,055	1.24%
Administration	2,442,801	2,831,223	3,161,359	11.66%
Community Enhancement	293,271	273,506	327,686	19.81%
Financial Planning & Management	1,425,513	1,271,533	1,388,953	9.23%
Procurement Services	1,609,366	1,678,951	1,764,538	5.10%
Revenue Management	1,419,533	1,572,571	1,577,011	0.28%
Risk Management	17,613,099	26,043,638	27,439,138	5.36%
<b>Total Operating Expenditures</b>	<b>\$27,980,978</b>	<b>\$37,456,508</b>	<b>\$39,490,740</b>	<b>5.43%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$49,943	\$250,709	\$228,693	-8.78%
<b>Total Non-Operating Expenditures</b>	<b>\$49,943</b>	<b>\$250,709</b>	<b>\$228,693</b>	<b>-8.78%</b>
<b>Department Total</b>	<b>\$28,030,922</b>	<b>\$37,707,217</b>	<b>\$39,719,433</b>	<b>5.34%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$9,645,238	\$10,557,143	\$11,076,154	4.92%
Capital Improvement Projects Fund	49,943	250,709	228,693	-8.78%
Risk Mgmt. Internal Service Fund	18,335,740	26,899,365	28,414,586	5.63%
<b>Total All Funds</b>	<b>\$28,030,921</b>	<b>\$37,707,217</b>	<b>\$39,719,433</b>	<b>5.34%</b>





# POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Accounting & Financial Reporting	32.00	32.00	31.00	-3.13%
Administration	5.00	6.00	6.00	0.00%
Community Enhancement	2.00	2.00	2.00	0.00%
Financial Planning & Management	12.00	11.00	11.00	0.00%
Procurement Services	17.00	17.00	17.00	0.00%
Revenue Management	10.00	11.00	11.00	0.00%
Risk Management	12.00	12.00	11.00	-8.33%
<b>Department Total</b>	<b>90.00</b>	<b>91.00</b>	<b>89.00</b>	<b>-2.20%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	78.00	79.00	78.00	-1.27%
Risk Mgmt. Internal Service Fund	12.00	12.00	11.00	-8.33%
<b>Department Total</b>	<b>90.00</b>	<b>91.00</b>	<b>89.00</b>	<b>-2.20%</b>





# 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 residents so they can make well-informed decisions.
- **The Payroll Program** provides payroll services to employees, suppliers, and City departments so they can receive timely and accurate compensation and information.

### **Accounting and Financial Reporting Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Accounting Systems	5.50	\$432,588	5.50	\$526,249	5.50	\$581,552
Financial Reporting	21.50	2,328,692	21.50	2,787,722	20.50	2,752,493
Payroll	5.00	416,116	5.00	471,115	5.00	498,010
<b>Line of Business Total</b>	<b>32.00</b>	<b>\$3,177,396</b>	<b>32.00</b>	<b>\$3,785,086</b>	<b>31.00</b>	<b>\$3,832,055</b>

## ADMINISTRATION

- **The Debt Management Program** provides financing and debt compliance services to City departments, City leadership, and City trusts so they can effectively and efficiently fund capital projects.
- **The Executive Leadership Program** provides planning, management, administrative, and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

### **Administration Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Debt Management	2.50	\$350,394	2.50	\$370,225	2.50	\$417,473
Economic Development*	0.00	750	0.00	0	0.00	0
Executive Leadership	2.50	2,091,657	3.50	2,460,998	3.50	2,743,886
<b>Line of Business Total</b>	<b>5.00</b>	<b>\$2,442,801</b>	<b>6.00</b>	<b>\$2,831,223</b>	<b>6.00</b>	<b>\$3,161,359</b>

\*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, diverse projects to provide a better quality of life for the community.
- **The Economic Development Program** provides business attraction and expansion services to the business community so residents can benefit from the creation of quality jobs.

### **Community Enhancement Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Development	1.00	\$146,635	1.00	\$133,054	1.00	\$160,146
Economic Development*	1.00	146,636	1.00	140,452	1.00	167,540
<b>Line of Business Total</b>	<b>2.00</b>	<b>\$293,271</b>	<b>2.00</b>	<b>\$273,506</b>	<b>2.00</b>	<b>\$327,686</b>

\*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 and City leaders so they can make informed decisions that support the organization's missions.
- **The Performance Measurement Program** provides strategic business planning and performance measurement reporting services to City departments, City leadership, and residents so they can make informed decisions about City operations.

### **Financial Planning and Management Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Energy Management	2.00	157,546	1.00	170,673	1.00	185,076
Management and Budget	7.20	922,402	7.20	810,174	6.90	852,733
Performance Measurement	2.80	345,566	2.80	290,686	3.10	351,144
<b>Line of Business Total</b>	<b>12.00</b>	<b>\$1,425,513</b>	<b>11.00</b>	<b>\$1,271,533</b>	<b>11.00</b>	<b>\$1,388,953</b>

## PROCUREMENT SERVICES

- **The Accounts Payable Program** provides payments to suppliers so they can receive timely and accurate payments 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.

### **Procurement Services Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Accounts Payable	10.35	\$936,258	10.35	\$940,761	9.35	\$1,004,559
Purchasing	6.65	673,106	6.65	738,190	7.65	759,979
<b>Line of Business Total</b>	<b>17.00</b>	<b>\$1,609,365</b>	<b>17.00</b>	<b>\$1,678,951</b>	<b>17.00</b>	<b>\$1,764,538</b>

## REVENUE MANAGEMENT

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

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Revenue Enforcement	5.60	\$695,031	7.10	\$786,592	7.10	\$823,570
Treasury	4.40	724,501	3.90	785,979	3.90	753,441
<b>Line of Business Total</b>	<b>10.00</b>	<b>\$1,419,533</b>	<b>11.00</b>	<b>\$1,572,571</b>	<b>11.00</b>	<b>\$1,577,011</b>

## 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 Workers' Compensation Program** provides claims management services to City departments, public trusts, and their employees so they can be compliant with state regulations, reduce workplace injuries, and related costs.
- **The Workplace Safety Program** provides incident/injury investigation and training to City departments, public trusts, and their employees so they can reduce workplace injuries and related costs, as well as enhance and promote a culture of safety.

### **Risk Management Positions and Budget**

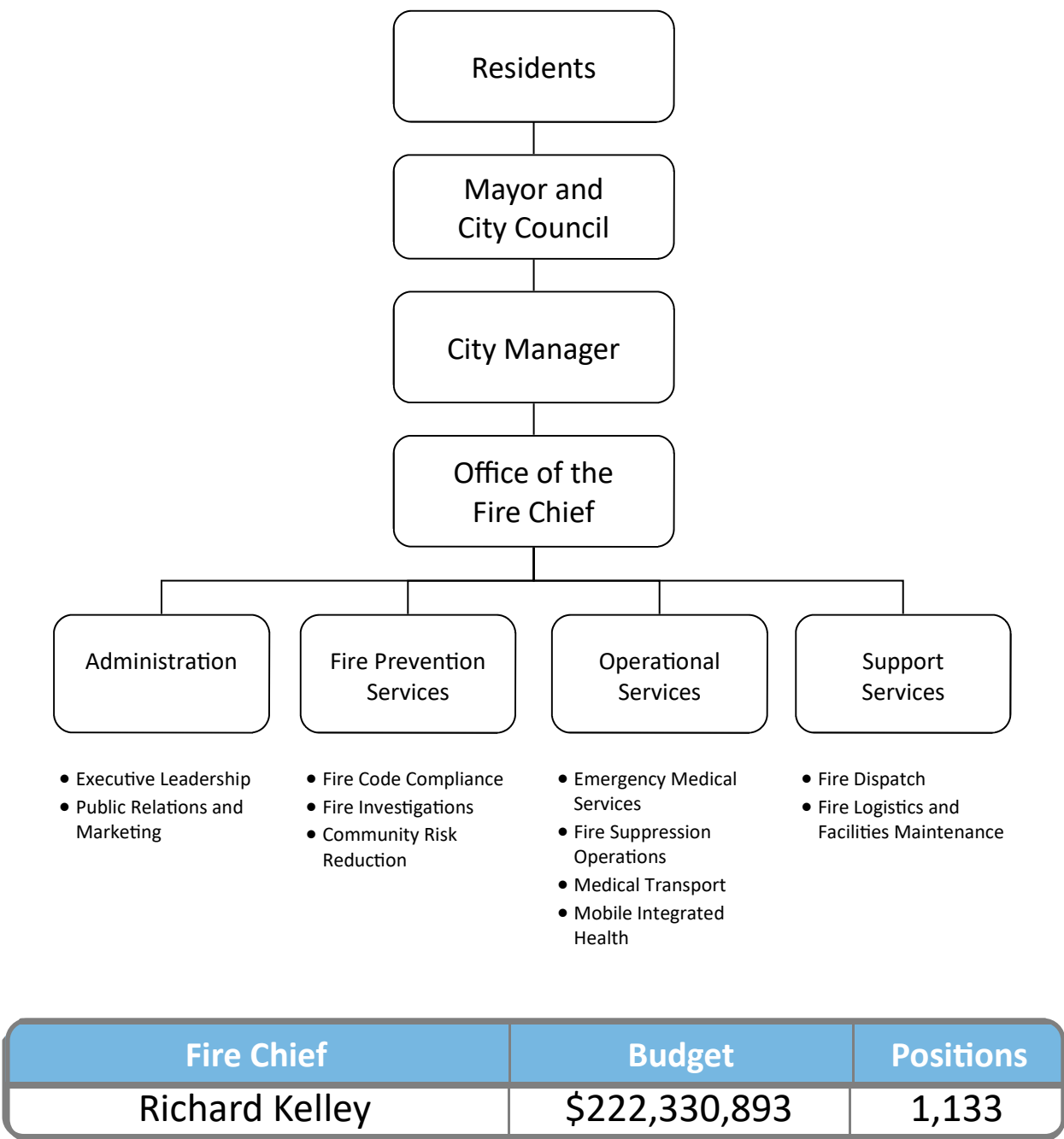
Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Insurance	0.40	\$57,879	0.40	\$14,082,238	0.85	\$15,130,610
Workers' Compensation*	11.60	17,555,220	11.60	11,961,400	6.60	11,945,968
Workplace Safety*	0.00	0	0.00	0	3.55	362,560
<b>Line of Business Total</b>	<b>12.00</b>	<b>\$17,613,099</b>	<b>12.00</b>	<b>\$26,043,638</b>	<b>11.00</b>	<b>\$27,439,138</b>

\*Programs were split in FY25





# Fire



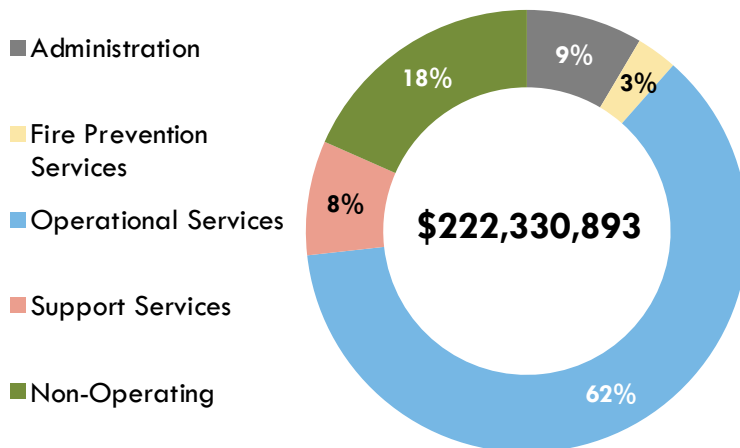


# DEPARTMENT INTRODUCTION

## 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!

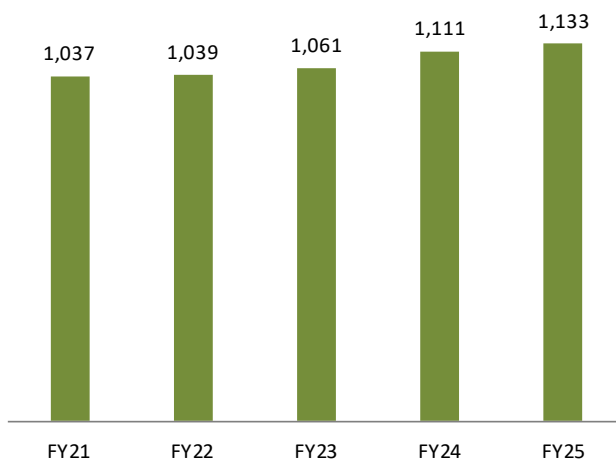
## DEPARTMENT BUDGET



## DEPARTMENT OVERVIEW

The Fire Department (OKCFD) has a total FY25 budget of \$222,330,893, an increase of 6.91% from FY24. There are 1,133 authorized positions, a increase of 22 positions from FY24.

## Position History



## Department Facts

- OKCFD was first formed in 1889 when it operated a single horse-drawn wagon
- The Department operates 38 stations covering 620 square miles and protects over 700,000 people
- OKCFD is moving into EMS transport by providing (4) EMS supplemental transport units in cooperation with EMSA
- The Department has 590 firefighters that have 10 years of service or less and 318 of the 559 have 5 years of service or less

To review performance information, please see the performance data report or visit our website: [www.okc.gov/performance](http://www.okc.gov/performance).

## MAJOR BUDGET CHANGES

Fire Department Major Budget Changes	Amount	Positions
1. Changes in personnel related costs such as salaries, merit , retirement, health insurance, and other benefits.	\$5,193,303	
2. Adds funding for positions and the necessary equipment and supplies to implement the Crisis Call Diversion Program within the Fire Department.	\$1,805,176	20.00
3. Adds funding to Fire Sales Tax fund for Emergency Medical Technician training and funding for the department's Drone	\$800,000	
4. Adds three Fire Senior Dispatch positions funded by the Fire Sales Tax to address increased workload.	\$271,728	3.00
5. Deletes a Fire Lieutenant position from the Fire Information Technology (IT) Program and adds a Systems Support Technician II position to the IT Department.		(1.00)

## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$15,239,879	\$17,965,896	\$19,201,016	6.87%
Fire Prevention Services	7,367,518	6,992,675	7,184,047	2.74%
Operational Services	135,191,526	142,819,174	149,541,269	4.71%
Support Services	14,455,366	20,010,937	18,837,891	-5.86%
<b>Total Operating Expenditures</b>	<b>\$172,254,288</b>	<b>\$187,788,682</b>	<b>\$194,764,223</b>	<b>3.71%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$2,815,129	\$33,187,236	\$40,126,736	20.91%
Grant Expenditures	34,963	0	0	N/A
Other Non-Operating Expenditures	0	136,226	751,755	451.84%
<b>Total Non-Operating Expenditures</b>	<b>\$2,850,092</b>	<b>\$33,323,462</b>	<b>\$40,878,491</b>	<b>472.75%</b>
<b>Department Total</b>	<b>\$175,104,379</b>	<b>\$221,112,144</b>	<b>\$235,642,714</b>	<b>6.57%</b>
<i>Less Interfund Transfers</i>	<i>(9,865,482)</i>	<i>(13,153,973)</i>	<i>(13,311,821)</i>	<i>1.20%</i>
<b>Department Total</b>	<b>\$165,238,897</b>	<b>\$207,958,171</b>	<b>\$222,330,893</b>	<b>6.91%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$123,368,111	\$125,327,769	\$130,779,584	4.35%
Better Streets Safer City Use Tax	846,409	901,673	774,032	-14.16%
Capital Improvement Fund	0	3,700,000	3,700,000	0.00%
City/School Use Tax Fund	0	0	0	N/A
Fire Sales Tax Fund	48,886,177	58,197,713	59,432,997	2.12%
Grants Management Fund	34,963	0	0	N/A
MAPS 3 Use Tax Fund	0	43	1,874,687	4359637.21%
MAPS 4 Use Tax Fund	1,968,719	28,576,574	33,769,071	18.17%
Medical Services Program Fund	0	4,263,200	4,551,642	6.77%
Police & Fire Cap. Equip. Sales Tax Fund	0	8,946	8,946	0.00%
Special Purpose Fund	0	136,226	751,755	451.84%
<b>Department Total</b>	<b>\$175,104,379</b>	<b>\$221,112,144</b>	<b>\$235,642,714</b>	<b>6.57%</b>
<i>Less Interfund Transfers</i>	<i>(9,865,482)</i>	<i>(13,153,973)</i>	<i>(13,311,821)</i>	<i>1.20%</i>
<b>Total All Funds</b>	<b>\$165,238,897</b>	<b>\$207,958,171</b>	<b>\$222,330,893</b>	<b>6.91%</b>

# POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administration	41.05	42.05	38.80	-7.73%
Fire Prevention Services	44.20	44.20	44.20	0.00%
Operational Services	939.85	985.85	1,007.10	2.16%
Support Services	35.90	38.90	42.90	10.28%
<b>Department Total</b>	<b>1,061.00</b>	<b>1,111.00</b>	<b>1,133.00</b>	<b>1.98%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	844.00	850.00	863.00	1.53%
Fire Sales Tax Fund	217.00	221.00	224.00	1.36%
Medical Services Program Fund	0.00	40.00	40.00	0.00%
Special Purpose Fund	0.00	0.00	6.00	N/A
<b>Department Total</b>	<b>1,061.00</b>	<b>1,111.00</b>	<b>1,133.00</b>	<b>1.98%</b>





# 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**

Program	Adopted Positions	FY23	Adopted Positions	FY24	Adopted Positions	FY25
		Actual Expenses		Adopted Budget		Adopted Budget
Executive Leadership	37.05	\$14,637,570	38.05	\$17,425,819	35.80	\$18,798,046
Public Relations and Marketing	4.00	602,308	4.00	540,077	3.00	402,970
<b>Line of Business Total</b>	<b>41.05</b>	<b>\$15,239,879</b>	<b>42.05</b>	<b>\$17,965,896</b>	<b>38.80</b>	<b>\$19,201,016</b>



## FIRE PREVENTION SERVICES

- **The Fire Code Compliance Program** provides compliance services through specialized inspections, testing and consultation 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 Community Risk Reduction Program** provides educational services and emergency preparedness training to the community of Oklahoma City so it can better prepare for, and ultimately prevent fire and life safety emergencies.

### Fire Prevention Services Positions and Budget

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fire Code Compliance	19.75	\$3,043,790	19.75	\$3,009,260	19.75	\$3,079,940
Fire Investigations	14.15	2,594,483	14.15	2,390,584	14.15	2,489,902
Community Risk Reduction*	10.30	1,729,244	10.30	1,592,831	10.30	1,614,205
<b>Line of Business Total</b>	<b>44.20</b>	<b>\$7,367,518</b>	<b>44.20</b>	<b>\$6,992,675</b>	<b>44.20</b>	<b>\$7,184,047</b>





## 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.
- **The Mobile Integrated Health Program** provides provide patient centered community advocacy, crisis intervention, alternative, behavioral health and overdose response services to residents and visitors of Oklahoma City so they can be connected to the appropriate care resources and improve quality of life.

### **Operational Services Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Emergency Medical Services	648.80	\$92,615,581	653.00	\$95,848,434	654.40	\$99,692,255
Fire Suppression Operations	291.05	42,575,944	292.85	42,707,540	292.70	44,042,196
Medical Transport	0.00	0	40.00	4,263,200	40.00	4,551,642
Mobile Integrated Health*	0.00	0	0.00	0	20.00	1,255,176
<b>Line of Business Total</b>	<b>939.85</b>	<b>\$135,191,526</b>	<b>985.85</b>	<b>\$142,819,174</b>	<b>1,007.10</b>	<b>\$149,541,269</b>

\*Added during the FY24 Strategic Business Plan update process



## 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.

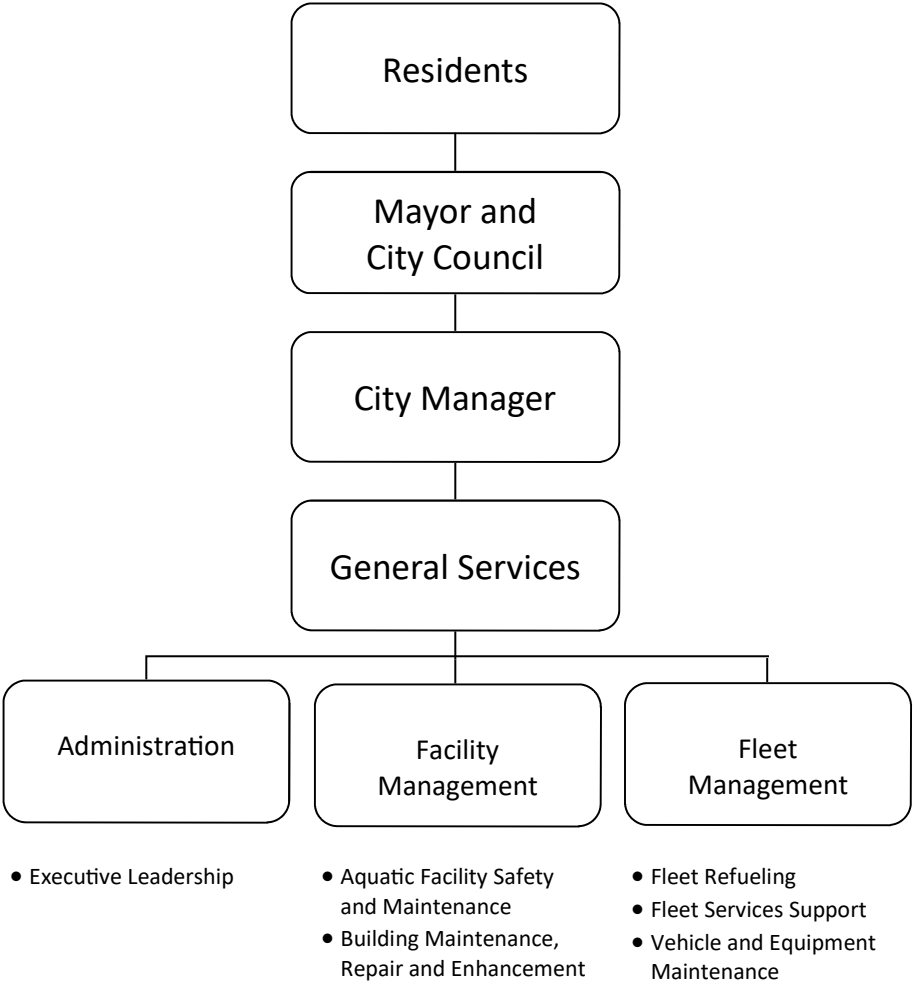
### **Support Services Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fire Dispatch	14.65	\$2,246,791	14.65	\$2,200,970	18.65	\$2,657,917
Fire Logistics and Facilities Maintenance	21.25	12,208,575	24.25	17,809,967	24.25	16,179,974
<b>Line of Business Total</b>	<b>35.90</b>	<b>\$14,455,366</b>	<b>38.90</b>	<b>\$20,010,937</b>	<b>42.90</b>	<b>\$18,837,891</b>





# General Services



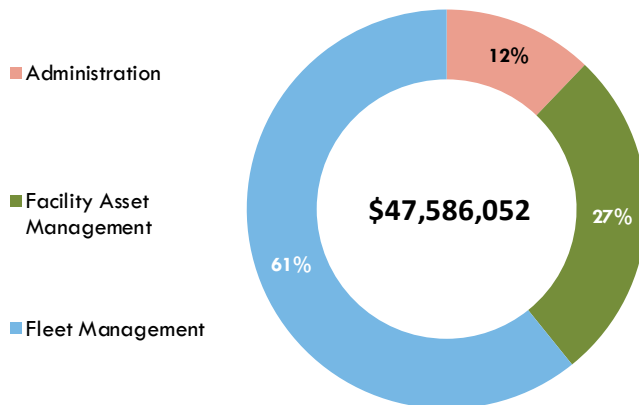
Director	Budget	Positions
Paul Bronson	\$47,586,052	79

# 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



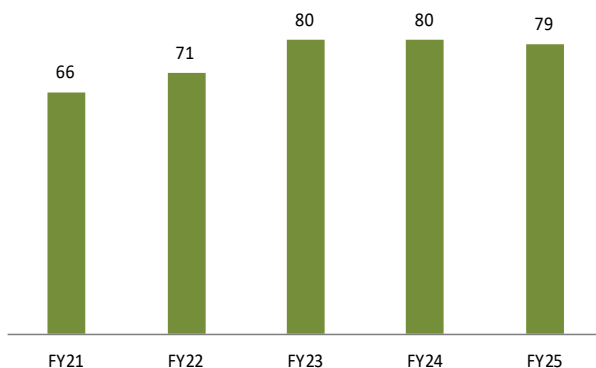
## Department Facts

- The General Services Department performs approximately 8,209 vehicle work orders per year, consisting of over 27,111 individual jobs performed.
- The General Services Department performs over 4004 preventative maintenance jobs at City facilities.

## DEPARTMENT OVERVIEW

The General Services Department has a total budget of \$47,586,052, which is a decrease of 9.97%. There are 79 positions authorized in the FY25 budget, which is a decrease of one position from the FY24 budget. The pie chart above provides a breakdown of the FY25 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/performance](http://www.okc.gov/performance).



## 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	\$566,573	
2.	Reduction in Fleet Services-Fuel Budget	-\$236,000	
3.	Deletion of Skill Trades Worker Position	-\$93,532	(1.00)





## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,470,452	\$2,120,718	\$2,167,207	2.19%
Facility Asset Management	4,329,079	4,977,247	4,826,836	-3.02%
Fleet Management	9,972,269	11,051,782	10,845,728	-1.86%
<b>Total Operating Expenditures</b>	<b>\$15,771,800</b>	<b>\$18,149,747</b>	<b>\$17,839,771</b>	<b>-1.71%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$6,965,836	\$34,706,416	\$29,746,281	-14.29%
<b>Total Non-Operating Expenditures</b>	<b>\$6,965,836</b>	<b>\$34,706,416</b>	<b>\$29,746,281</b>	<b>-14.29%</b>
<b>Department Total</b>	<b>\$22,737,636</b>	<b>\$52,856,163</b>	<b>\$47,586,052</b>	<b>-9.97%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$5,605,405	\$6,291,581	\$6,250,380	-0.65%
Capital Improvement Projects Fund	6,965,836	34,706,416	29,746,281	-14.29%
Fleet Services Internal Services Fund	10,166,395	11,858,166	11,589,391	-2.27%
<b>Total All Funds</b>	<b>\$22,737,636</b>	<b>\$52,856,163</b>	<b>\$47,586,052</b>	<b>-9.97%</b>

# POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administration	5.77	5.77	5.77	0.00%
Facility Asset Management	42.33	42.33	41.33	-2.36%
Fleet Management	31.90	31.90	31.90	0.00%
<b>Department Total</b>	<b>80.00</b>	<b>80.00</b>	<b>79.00</b>	<b>-1.25%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	47.27	47.27	46.27	-2.12%
Fleet Services Internal Services Fund	32.73	32.73	32.73	0.00%
<b>Department Total</b>	<b>80.00</b>	<b>80.00</b>	<b>79.00</b>	<b>-1.25%</b>

# 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	5.77	\$1,470,452	5.77	\$2,120,718	5.77	\$2,167,207
<b>Line of Business Total</b>	<b>5.77</b>	<b>\$1,470,452</b>	<b>5.77</b>	<b>\$2,120,718</b>	<b>5.77</b>	<b>\$2,167,207</b>



## FACILITY 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 swim and 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 Management Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Aquatic Facility Safety and Maintenance	4.77	\$494,152	4.77	\$462,381	4.62	\$462,177
Building Maintenance, Repair and Enhancement	37.56	3,834,926	37.56	4,514,866	36.71	4,364,659
<b>Line of Business Total</b>	<b>42.33</b>	<b>\$4,329,079</b>	<b>42.33</b>	<b>\$4,977,247</b>	<b>41.33</b>	<b>\$4,826,836</b>



## FLEET MANAGEMENT

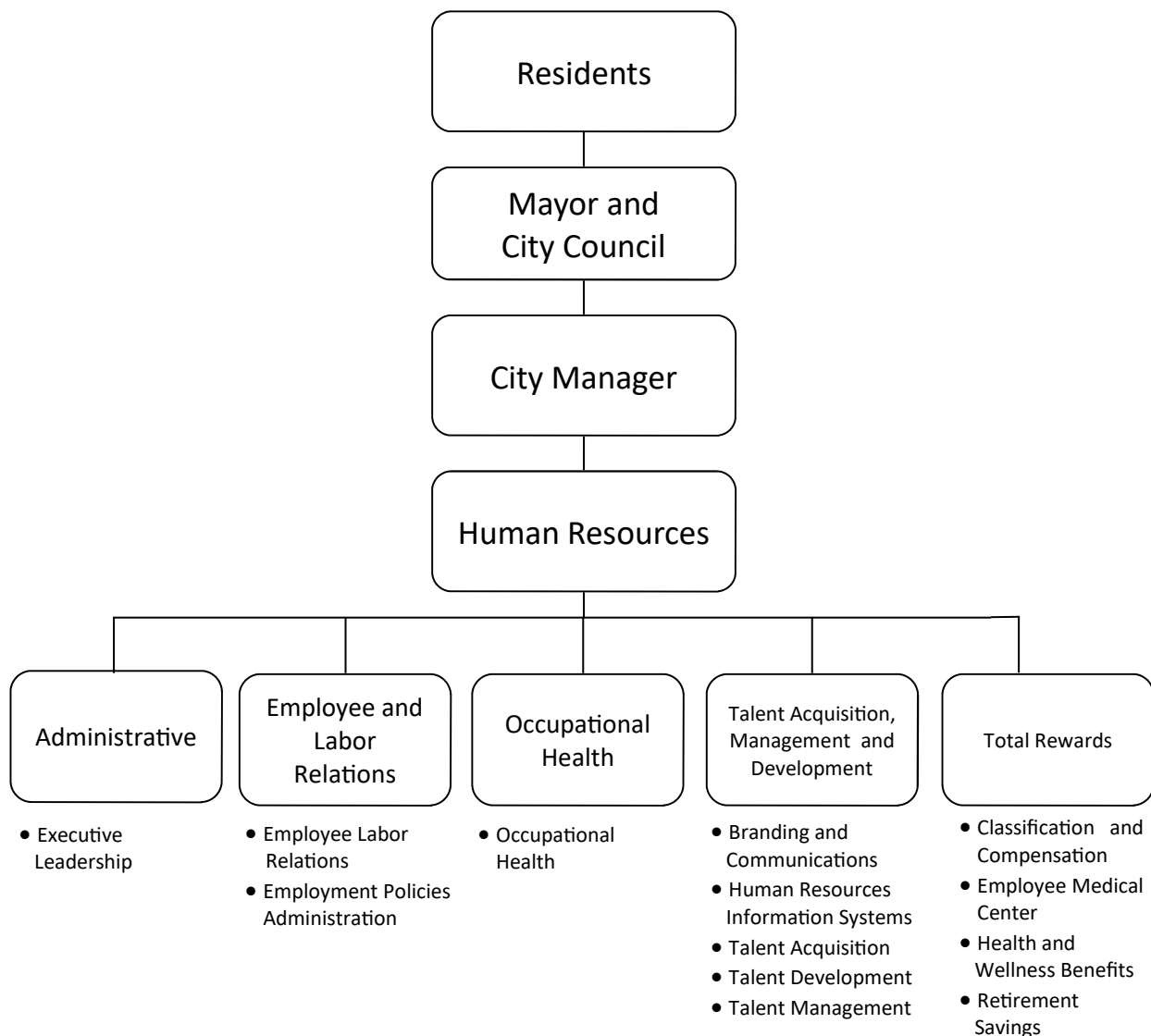
- **The Fleet Refueling Program** provides fuel, fueling sites, and fueling services to City departments so they have fuel resources needed to operate their vehicles and equipment.
- **The Fleet Services Support Program** provides vehicle and equipment advice, replacement, rental, and disposal services 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fleet Refueling	4.60	\$4,922,608	4.60	\$6,053,281	4.60	\$5,846,886
Fleet Services Support	2.70	539,626	2.70	516,824	2.70	543,969
Vehicle and Equipment Maintenance	24.60	4,510,034	24.60	4,481,677	24.60	4,454,873
<b>Line of Business Total</b>	<b>31.90</b>	<b>\$9,972,268</b>	<b>31.90</b>	<b>\$11,051,782</b>	<b>31.90</b>	<b>\$10,845,728</b>



# Human Resources



Director	Budget	Positions
Aimee Maddera	\$5,833,367	36

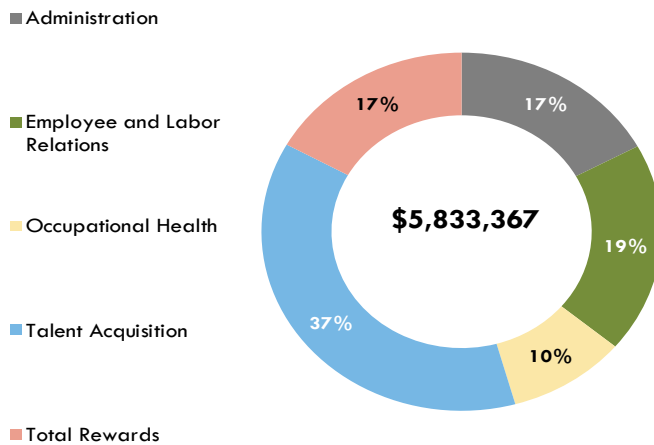


# DEPARTMENT INTRODUCTION

## 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



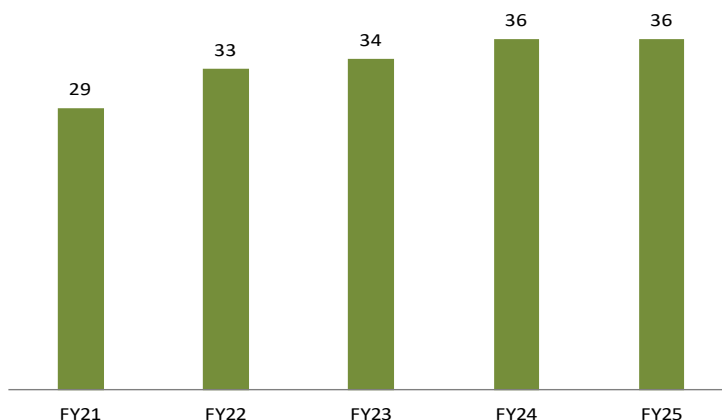
## Department Facts

- An average of 17,229 applications are processed and 499 selection processes are conducted per year.
- An average of 35,084 personnel transactions are processed per year.
- There are over 11,676 active employees, retirees, and dependents who participate in The City's health and welfare plans.
- OKC Occupational Health Center performed 4,039 physical examinations and 1,430 medical consultations last year.

## DEPARTMENT OVERVIEW

The Human Resources Department has a total budget of \$5,833,367, which is a increase of 7.93% from prior year. There are 36 positions authorized in the FY25 budget

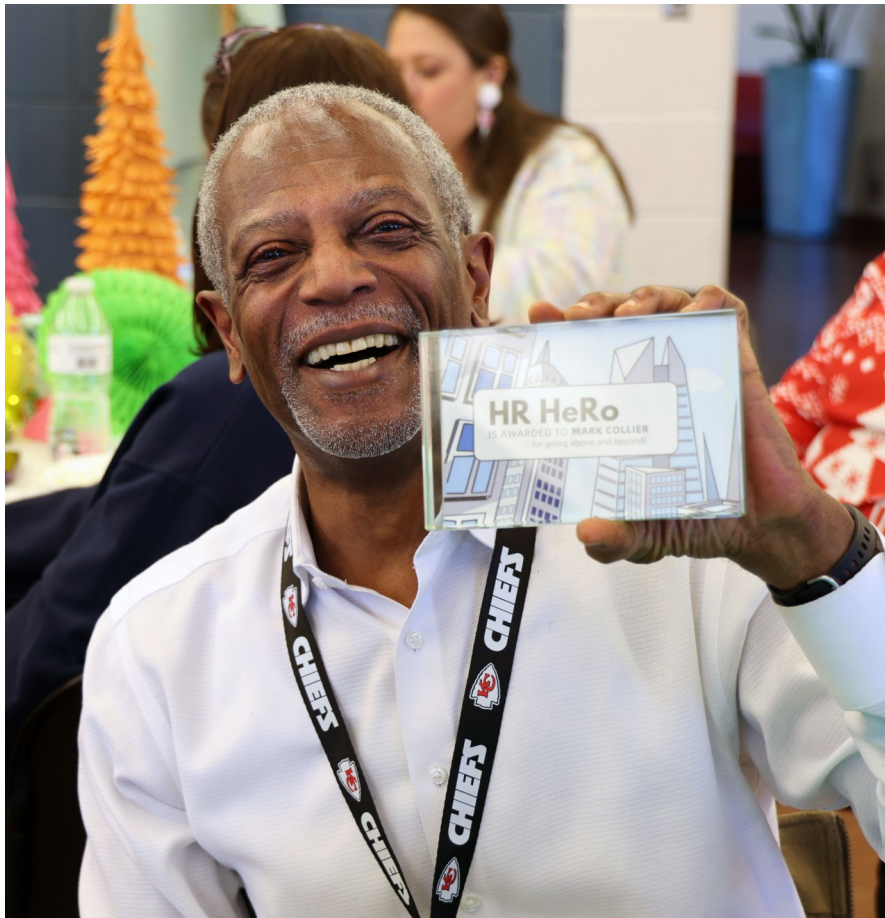
## Position History



To review additional performance information, please see the attached supplemental performance report or visit our website: [www.okc.gov/performance](http://www.okc.gov/performance).

## 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	\$407,447	
2. Adds revenue from Oklahoma City Municipal Facilities Authority to the Total Rewards program in order to fund one Employee Benefits Coordinator position.	(\$97,495)	



## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$837,950	\$893,643	\$964,116	7.89%
Employee and Labor Relations	831,270	988,375	1,070,946	8.35%
Occupational Health	505,363	522,826	541,428	3.56%
Talent Acquisition	1,963,753	1,964,576	2,110,213	7.41%
Total Rewards	753,190	835,417	954,188	14.22%
<b>Total Operating Expenditures</b>	<b>\$4,891,525</b>	<b>\$5,204,837</b>	<b>\$5,640,891</b>	<b>8.38%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$8,430	\$199,951	\$192,476	-3.74%
<b>Total Non-Operating Expenditures</b>	<b>\$8,430</b>	<b>\$199,951</b>	<b>\$192,476</b>	<b>-3.74%</b>
<b>Department Total</b>	<b>\$4,899,955</b>	<b>\$5,404,788</b>	<b>\$5,833,367</b>	<b>7.93%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$4,891,525	\$5,204,837	\$5,640,891	8.38%
Capital Improvement Projects Fund	8,430	199,951	192,476	-3.74%
<b>Total All Funds</b>	<b>\$4,899,955</b>	<b>\$5,404,788</b>	<b>\$5,833,367</b>	<b>7.93%</b>



# POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administration	2.35	2.35	2.35	0.00%
Employee and Labor Relations	6.15	6.15	6.15	0.00%
Occupational Health	1.95	1.95	1.95	0.00%
Talent Acquisition, Management, and Development	16.60	17.60	17.60	0.00%
Total Rewards	6.95	7.95	7.95	0.00%
<b>Department Total</b>	<b>34.00</b>	<b>36.00</b>	<b>36.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	34.00	36.00	36.00	0.00%
<b>Department Total</b>	<b>34.00</b>	<b>36.00</b>	<b>36.00</b>	<b>0.00%</b>



# 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	FY23		FY24		FY25	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	2.35	\$837,950	2.35	\$893,643	2.35	\$964,116
<b>Line of Business Total</b>	<b>2.35</b>	<b>\$837,950</b>	<b>2.35</b>	<b>\$893,643</b>	<b>2.35</b>	<b>\$964,116</b>

## EMPLOYEE AND LABOR RELATIONS

- **The Employee and Labor Relations Program** provides employment policies administration, collective bargaining agreements administration, partnership activities, and other human resources services to City departments so they can maintain effective, productive, and positive employee working relationships.
- **Employment Policies Administration Program** provides administration of employment policies and procedures for the City so it can conduct business in a fair and consistent manner, maintaining effective, productive, and positive work culture and working relationships.

### **Employee and Labor Relations Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Employee and Labor Relations	3.80	\$515,465	3.80	\$531,524	3.80	\$581,573
Employment Policies Administration	2.35	315,805	2.35	456,851	2.35	489,373
<b>Line of Business Total</b>	<b>6.15</b>	<b>\$831,270</b>	<b>6.15</b>	<b>\$988,375</b>	<b>6.15</b>	<b>\$1,070,946</b>

## 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	FY23		FY24		FY25	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Occupational Health	1.95	\$505,363	1.95	\$522,826	1.95	\$541,428
<b>Line of Business Total</b>	<b>1.95</b>	<b>\$505,363</b>	<b>1.95</b>	<b>\$522,826</b>	<b>1.95</b>	<b>\$541,428</b>

## TALENT ACQUISITION, MANAGEMENT AND DEVELOPMENT

- **The Branding and Communications Program** provides development and implementation of a brand strategy and collaborate in the development and promotion of Human Resources activities, programs, and services to position the City of Oklahoma City as an employer of choice so the organization will be able to effectively recruit, engage, and retain employees.
- **The Human Resources Information Systems Program** provides human resources records management, systems implementation and administration, and data analytics and reporting services to City departments so they can have accurate and timely information needed to make human resources-related decisions.
- **The Talent Acquisition Program** provides recruitment and employment 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 quality learning and development opportunities to City employees so they can be high performing in their current positions and prepared for future advancement.
- **The Talent Management Program** provides assessment of potential, performance, and readiness of employees, provide development opportunities, and plan for career growth so the organization will have a sustainable, high-performing, and engaged workforce.



**Talent Acquisition, Management and Development Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Branding and Communications*	0.00	\$0	0.00	\$0	0.00	\$0
Classification and Compensation**	0.00	3,395	0.00	0	0.00	0
HR Information Systems	4.30	580,162	5.30	546,321	5.30	583,803
Talent Acquisition	10.30	993,541	10.30	1,089,076	10.30	1,226,739
Talent Development	2.00	386,655	2.00	329,179	2.00	299,671
Talent Management	0.00	0	0.00	0	0.00	0
<b>Line of Business Total</b>	<b>16.60</b>	<b>\$1,963,753</b>	<b>17.60</b>	<b>\$1,964,576</b>	<b>17.60</b>	<b>\$2,110,213</b>

\* Added in FY25.

\*\* 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 wellness 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.

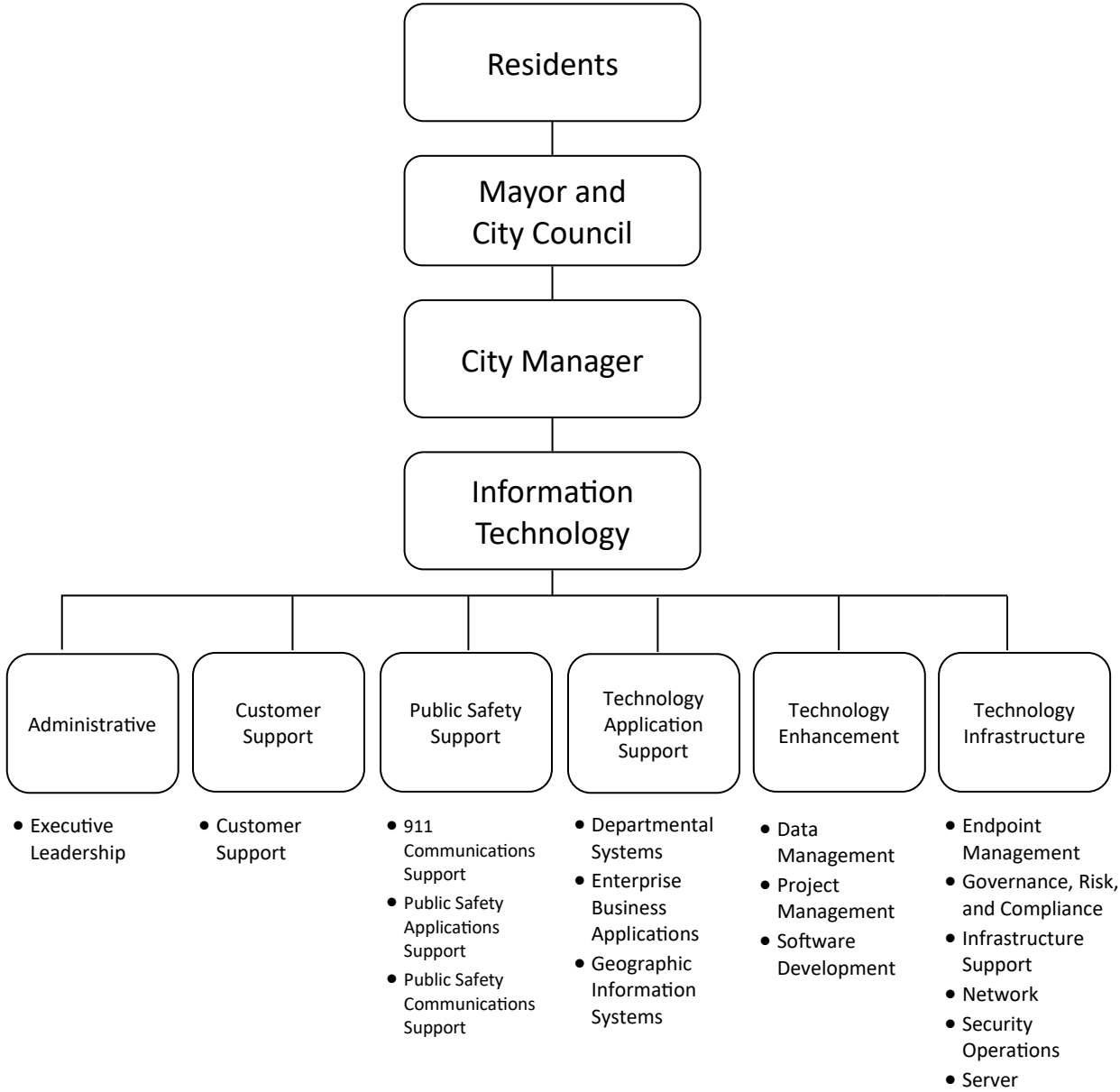
**Total Rewards Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Classification and Compensation*	2.00	\$206,776	2.00	\$206,637	2.00	\$226,721
Employee Medical Center **	0.00	0	0.00	0	0.00	0
Health and Wellness Benefits	4.90	542,726	5.90	619,559	5.90	716,833
Retirement Savings	0.05	3,687	0.05	9,221	0.05	10,634
<b>Line of Business Total</b>	<b>6.95</b>	<b>\$753,190</b>	<b>7.95</b>	<b>\$835,417</b>	<b>7.95</b>	<b>\$954,188</b>

\* 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



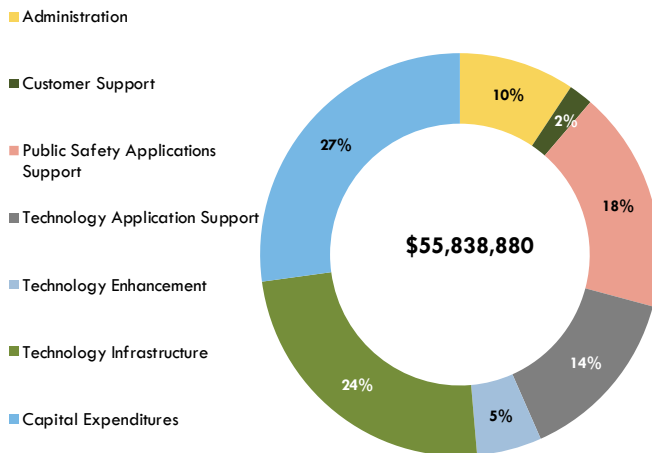
Director	Budget	Positions
Schad Meldrum	\$55,838,880	130

# 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



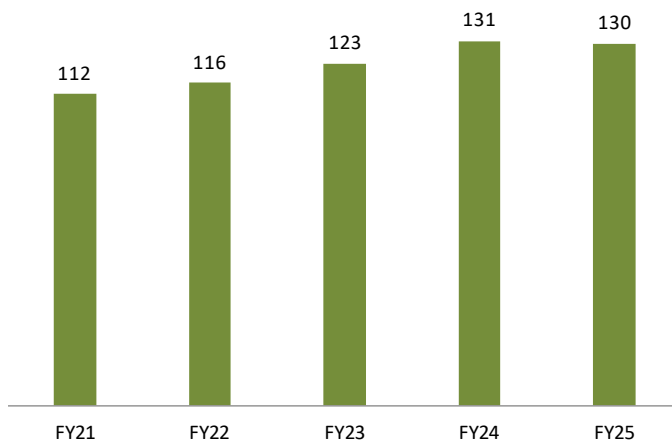
## Department Facts

- 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 \$53,838,880 which is an increase of 4.99%. There are 130 positions authorized in the FY25 budget.

## POSITIONS HISTORY



To review additional performance information, please see the attached supplemental performance report or visit our website: [www.okc.gov/performance](http://www.okc.gov/performance).

## 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.	\$1,120,093	
2. Replacment of Enterprise system backup equipment and enviroment in the Server program.	\$1,400,000	
3. Increase to annual contract renewals of software licenses and other operational increases to maintain and enhance services to other departments.	\$645,023	
4. Implements permitting, licensing, code enforecement, and service requests management software in the Departmental	\$328,500	
5. Implements network transport to remote locations in the Network program.	\$193,000	
6. Implements network security protocalls and equipment in the Network program.	\$165,000	
7. Installs surge arrestors to protect tower sites from lightning strikes in the Public Safety Communications program.	\$150,000	
8. Upgrades SCADA security scanning systems in the Governance, Risk & Compliance program.	\$150,000	
9. Expansion of network infrastructure for employee systems access in the Network program.	\$100,000	
10. Adds one Systems Support Specialist II to the Network program that will upgrade, configure, and secure the Airport network	\$95,187	1.00
11. Adds one Systems Support Specialist II to the Security Operations program that will review, monitor, and investigate security	\$95,187	1.00
12. Adds one Systems Support Technician II and Deletes one Fire Lieutenant from the Public Safety Communications Support	\$0	1.00
13. Reduces one Systems Support Specialist II from the Network program for fiber location services.	(\$95,187)	(1.00)
14. Reorganizes the Executive Leadership and Enterprise Business Applications programs.	(\$219,488)	(3.00)
15. Reduces licensing agreements and maintenance costs within the Endpoint Management, Network, Safety Applications, and 911 Communications Support programs.	(\$408,000)	

## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$2,840,387	\$4,556,155	\$5,236,867	14.94%
Customer Support	\$1,821,847	848,569	1,092,915	28.80%
Public Safety Applications Support	\$8,239,282	9,705,218	9,947,237	2.49%
Technology Application Support	6,976,908	7,853,841	7,939,570	1.09%
Technology Enhancement	2,514,282	2,761,686	2,935,102	6.28%
Technology Infrastructure	10,445,706	13,360,815	13,528,538	1.26%
<b>Total Operating Expenditures</b>	<b>\$32,838,413</b>	<b>\$39,086,284</b>	<b>\$40,680,229</b>	<b>4.08%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$6,418,037	\$14,098,328	\$15,158,651	7.52%
<b>Total Non-Operating Expenditures</b>	<b>\$6,418,037</b>	<b>\$14,098,328</b>	<b>\$15,158,651</b>	<b>7.52%</b>
<b>Department Total</b>	<b>\$39,256,449</b>	<b>\$53,184,612</b>	<b>\$55,838,880</b>	<b>4.99%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Proposed Budget	Percent Change
IT Internal Service Fund - Operating	\$32,838,413	\$39,086,284	\$40,680,229	4.08%
IT Internal Service Fund - Capital	577,618	4,878,554	7,779,043	59.45%
Better Streets Safer City Use Tax Fund	22,766	49,876	49,876	0.00%
Capital Improvement Projects Fund	1,276,289	3,451,220	2,167,127	-37.21%
City/Schools Cap Proj. Use Tax Fund	0	2,288	2,289	0.04%
Police/Fire Sales Tax Fund	561,228	239,318	174,332	-27.15%
MAPS 3 Use Tax Fund	0	0	0	N/A
MAPS 4 Use Tax Fund	3,980,136	5,477,072	4,985,984	-8.97%
<b>Total All Funds</b>	<b>\$39,256,450</b>	<b>\$53,184,612</b>	<b>\$55,838,880</b>	<b>4.99%</b>

## POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Proposed Budget	Percent Change
Administration	9.00	9.00	9.00	0.00%
Customer Support	5.20	5.20	6.16	18.46%
Public Safety Support	30.00	32.00	33.00	3.13%
Technology Application Support	24.10	26.60	25.51	-4.10%
Technology Enhancement	16.90	18.40	18.33	-0.38%
Technology Infrastructure	37.80	39.80	38.00	-4.52%
<b>Department Total</b>	<b>123.00</b>	<b>131.00</b>	<b>130.00</b>	<b>-0.76%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Proposed Budget	Percent Change
IT Internal Service Fund	123.00	131.00	130.00	-0.76%
<b>Department Total</b>	<b>123.00</b>	<b>131.00</b>	<b>130.00</b>	<b>-0.76%</b>



# 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Executive Leadership	9.00	\$2,840,387	9.00	\$4,556,155	9.00	\$5,236,867
<b>Line of Business Total</b>	<b>9.00</b>	<b>\$2,840,387</b>	<b>9.00</b>	<b>\$4,556,155</b>	<b>9.00</b>	<b>\$5,236,867</b>



## CUSTOMER SUPPORT

- **The Customer Support Program** provides technical support services to City employees so they can receive rapid resolution of technology incidents and the skill and knowledge to successfully utilize technology.

### **Customer Support Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Customer Support	5.20	\$1,821,847	5.20	\$848,569	6.16	\$1,092,915
<b>Line of Business Total</b>	<b>5.20</b>	<b>\$1,821,847</b>	<b>5.20</b>	<b>\$848,569</b>	<b>6.16</b>	<b>\$1,092,915</b>



## PUBLIC SAFETY SUPPORT

- **The 911 Communications Support Program** provides 911 technology support and other emergency communications services to the public safety agencies of Oklahoma City so they can respond to emergencies in a timely, coordinated, and efficient manner.
- **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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
911 Communications Support	0.00	1,099,883	0.00	1,855,928	0.00	3,121,403
Public Safety Applications Support	6.30	\$2,122,820	6.30	\$2,337,365	6.00	\$1,563,854
Public Safety Communications Support	23.70	5,016,579	25.70	5,511,925	27.00	5,261,980
<b>Line of Business Total</b>	<b>30.00</b>	<b>\$8,239,282</b>	<b>32.00</b>	<b>\$9,705,218</b>	<b>33.00</b>	<b>\$9,947,237</b>



## TECHNOLOGY APPLICATION SUPPORT

- **The Departmental Systems Program** provides systems 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, enhancement, and system maintenance services to financial, human resources, Inclusion and Diversity, 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Departmental Systems	8.20	\$1,926,590	9.20	\$2,222,397	9.17	\$2,660,281
Enterprise Business Applications	10.20	3,943,658	12.20	4,510,400	11.17	3,981,381
Geographic Information Systems	5.70	1,106,661	5.20	1,121,044	5.17	1,297,908
<b>Line of Business Total</b>	<b>24.10</b>	<b>\$6,976,908</b>	<b>26.60</b>	<b>\$7,853,841</b>	<b>25.51</b>	<b>\$7,939,570</b>



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

### **Technology Enhancement Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Data Management	7.20	\$1,097,586	7.20	\$1,139,481	6.16	\$1,096,698
Project Management	5.00	709,913	5.00	662,459	5.00	682,631
Software Development	4.70	706,783	6.20	959,746	7.17	1,155,773
<b>Line of Business Total</b>	<b>16.90</b>	<b>\$2,514,282</b>	<b>18.40</b>	<b>\$2,761,686</b>	<b>18.33</b>	<b>\$2,935,102</b>



## TECHNOLOGY INFRASTRUCTURE

- **The Endpoint Management Program** provides centralized management of endpoint configuration, email, and virtual collaboration services to City employees so they can have secure and reliable communications and devices.
- **The Governance, Risk, and Compliance Program** provides technology risk assessment, compliance review, and auditing services to all IT programs and other City Departments so they can conduct their business with confidentiality and integrity.
- **The Infrastructure Support Program** provides management of technology infrastructure hardware and end-user device networking to the Information Technology programs and the users of the City's systems so they can have secure and reliable communications.
- **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 Operations Program** provides technology threat detection and mitigation, exploit detection and remediation, and other operational cyber security services to City employees and users of City systems so they can conduct City business with assurance in the confidentiality, integrity, and availability of City of Oklahoma City 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Endpoint Management	4.70	3,083,849	4.70	4,262,977	4.25	5,149,414
Governance, Risk, and Compliance	6.00	630,096	6.00	969,724	6.50	1,106,474
Infrastructure Support	3.70	2,042,364	3.70	2,325,561	6.25	1,639,139
Network	9.20	2,337,802	11.20	2,944,138	7.25	2,670,023
Security Operations	6.00	1,069,919	6.00	1,214,176	6.50	1,279,785
Server	8.20	1,281,676	8.20	1,644,239	7.25	1,683,703
<b>Line of Business Total</b>	<b>37.80</b>	<b>\$10,445,706</b>	<b>39.80</b>	<b>\$13,360,815</b>	<b>38.00</b>	<b>\$13,528,538</b>





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

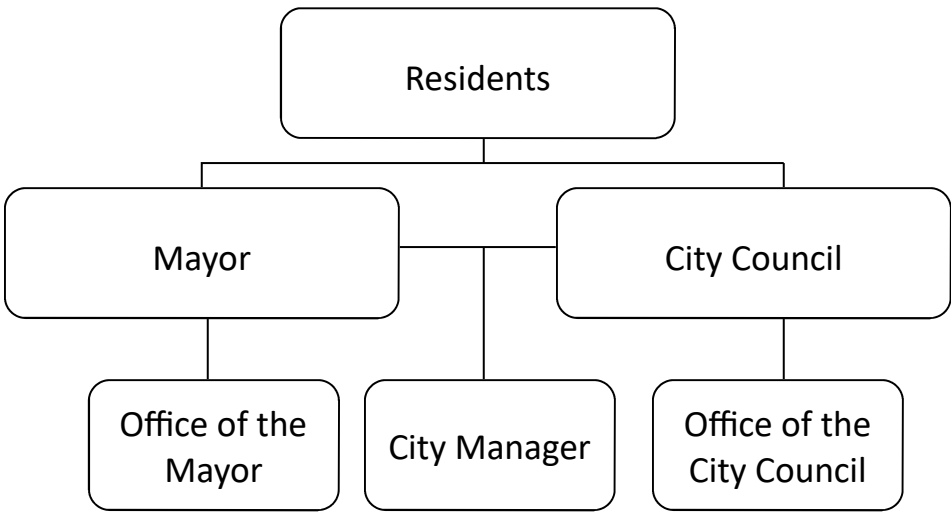
Todd Stone, City Council Ward 4

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	\$62,242	



## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Office of the City Council	\$837,717	\$905,403	\$902,660	-0.30%
Office of the Mayor	355,486	443,382	483,896	9.14%
<b>Total Operating Expenditures</b>	<b>\$1,193,203</b>	<b>\$1,348,785</b>	<b>\$1,386,556</b>	<b>2.80%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$0	\$10,500	\$10,500	0.00%
<b>Total Non-Operating Expenditures</b>	<b>\$0</b>	<b>\$10,500</b>	<b>\$10,500</b>	<b>0.00%</b>
<b>Department Total</b>	<b>\$1,193,203</b>	<b>\$1,359,285</b>	<b>\$1,397,056</b>	<b>2.78%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$1,193,203	\$1,348,785	\$1,386,556	2.80%
Capital Improvement Projects Fund	0	10,500	10,500	0.00%
<b>Total All Funds</b>	<b>\$1,193,203</b>	<b>\$1,359,285</b>	<b>\$1,397,056</b>	<b>2.78%</b>





POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 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	FY23 Actual	FY24 Adopted Budget	FY25 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

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the City Council	4.00	\$837,717	4.00	\$905,403	4.00	\$902,660
<b>Line of Business Total</b>	<b>4.00</b>	<b>\$837,717</b>	<b>4.00</b>	<b>\$905,403</b>	<b>4.00</b>	<b>\$902,660</b>

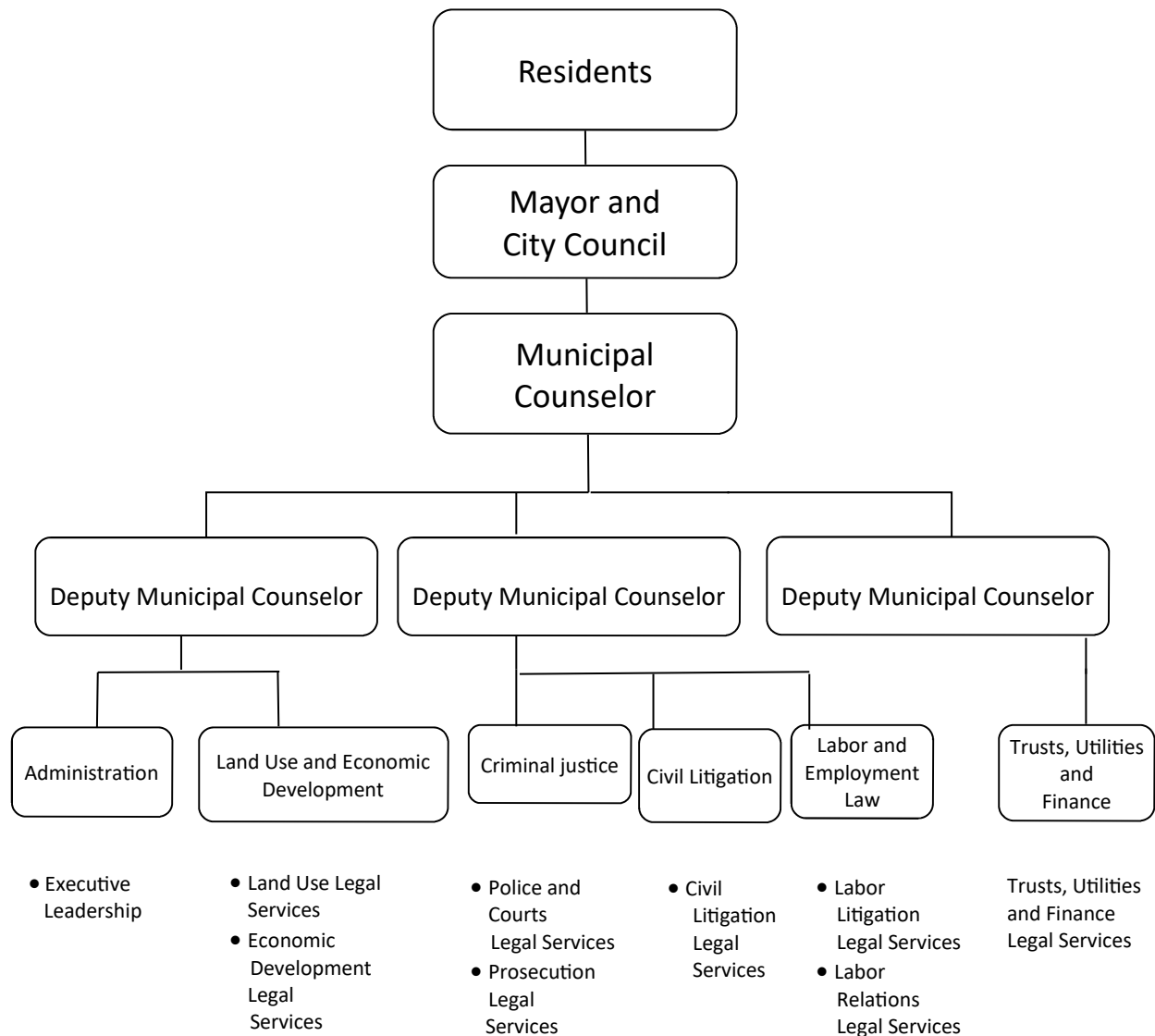
## OFFICE OF THE MAYOR

- **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

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the Mayor	2.60	\$355,486	2.60	\$443,382	2.60	\$483,896
<b>Line of Business Total</b>	<b>2.60</b>	<b>\$355,486</b>	<b>2.60</b>	<b>\$443,382</b>	<b>2.60</b>	<b>\$483,896</b>

# Municipal Counselor



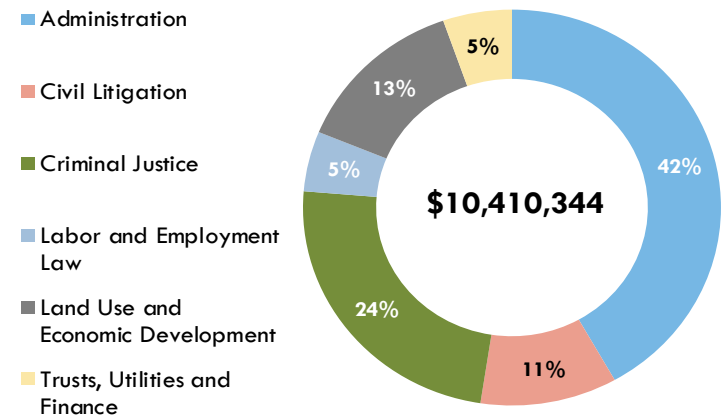
Municipal Counselor	Budget	Positions
Kenneth Jordan	\$10,410,344	62

# DEPARTMENT INTRODUCTION

## MISSION STATEMENT

The mission of the Municipal Counselor’s Office is to provide excellent legal consultation, representation and all other required legal services to the City, it’s employees, it’s public trusts, their officers, appointees so they can lawfully and effectively conduct business and implement policies.

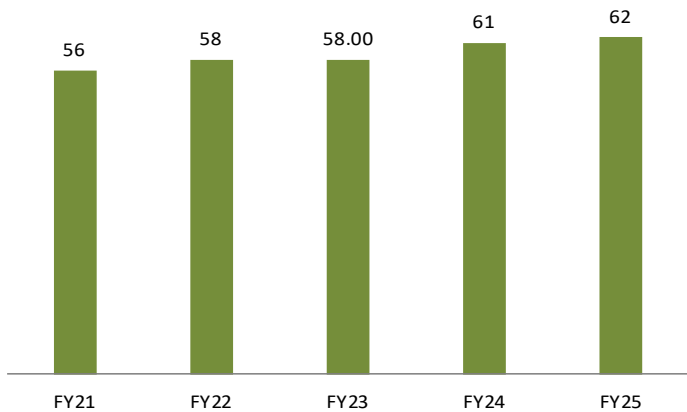
## DEPARTMENT BUDGET



## DEPARTMENT OVERVIEW

The Office of the Municipal Counselor has a total budget of \$10,410,344. There are 62 positions authorized in the FY25 budget, which is a increase of one position from the FY24 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 2023, the Municipal Counselor’s Office handled 111 new civil cases, approximately 121,000 new criminal citations, 501 new tort claims, 433 new criminal expungements, opened 168 collections, collected \$1,243,948, approximately 6,000 new civil open records requests 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/performance](http://www.okc.gov/performance).

## 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	\$912,689	
2. Change overage position of Assistant Municipal Counselor I and make it permanent with funding from OCWUT.	\$102,481	1.00



# EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$3,290,186	\$3,553,802	\$4,231,523	19.07%
Civil Litigation	1,194,434	1,226,943	1,072,256	-12.61%
Criminal Justice	1,949,158	2,012,468	2,417,869	20.14%
Labor and Employment Law	648,077	632,659	496,828	-21.47%
Land Use and Economic Development	1,594,545	1,376,992	1,359,339	-1.28%
Trusts, Utilities and Finance	585,885	574,166	540,274	-5.90%
<b>Total Operating Expenditures</b>	<b>\$9,262,285</b>	<b>\$9,377,030</b>	<b>\$10,118,089</b>	<b>7.90%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$78,291	\$417,675	\$292,255	-30.03%
<b>Total Non-Operating Expenditures</b>	<b>\$78,291</b>	<b>\$417,675</b>	<b>\$292,255</b>	<b>-30.03%</b>
<b>Department Total</b>	<b>\$9,340,576</b>	<b>\$9,794,705</b>	<b>\$10,410,344</b>	<b>6.29%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$9,253,188	\$9,362,248	\$10,103,307	7.92%
Capital Improvement Projects Fund	78,291	417,675	292,255	-30.03%
Court Administration & Training Fund	6,325	12,000	12,000	0.00%
Juvenile Justice Fund	2,773	2,782	2,782	0.00%
<b>Total All Funds</b>	<b>\$9,340,577</b>	<b>\$9,794,705</b>	<b>\$10,410,344</b>	<b>6.29%</b>

# POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administration	16.74	17.74	19.64	10.71%
Civil Litigation	8.30	8.30	6.30	-24.10%
Criminal Justice	14.61	15.61	17.36	11.21%
Labor and Employment Law	3.45	3.45	2.70	-21.74%
Land Use and Economic Development	7.90	7.90	7.00	-11.39%
Trusts, Utilities, and Finance	7.00	8.00	9.00	12.50%
<b>Department Total</b>	<b>58.00</b>	<b>61.00</b>	<b>62.00</b>	<b>1.64%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	52.80	54.80	54.80	0.00%
Airports Cash Fund	3.00	3.00	4.00	33.33%
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	2.00	100.00%
<b>Department Total</b>	<b>58.00</b>	<b>61.00</b>	<b>62.00</b>	<b>1.64%</b>





# 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	16.74	\$3,290,186	17.74	\$3,553,802	19.64	\$4,231,523
<b>Line of Business Total</b>	<b>16.74</b>	<b>\$3,290,186</b>	<b>17.74</b>	<b>\$3,553,802</b>	<b>19.64</b>	<b>\$4,231,523</b>

## CIVIL LITIGATION

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

### **Civil Litigation Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Civil Litigation Legal Services	8.30	\$1,194,434	8.30	\$1,226,943	6.30	\$1,072,256
<b>Line of Business Total</b>	<b>8.30</b>	<b>\$1,194,434</b>	<b>8.30</b>	<b>\$1,226,943</b>	<b>6.30</b>	<b>\$1,072,256</b>



## CRIMINAL JUSTICE

- **The Police and Courts Legal Services Program** provides consultation, representation and other legal 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 for just and efficient resolution of criminal complaints.

### **Criminal Justice Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Police and Courts Legal Services	1.20	\$150	1.20	\$1,717	1.20	\$1,717
Prosecution Legal Services	13.41	1,949,008	14.41	2,010,751	16.16	2,416,152
<b>Line of Business Total</b>	<b>14.61</b>	<b>\$1,949,158</b>	<b>15.61</b>	<b>\$2,012,468</b>	<b>17.36</b>	<b>\$2,417,869</b>

## LABOR AND EMPLOYMENT LAW

- **The Labor Litigation Legal Services Program** provides consultation, representation and other legal 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, administrative representation and other legal services to City Council members and City management to increase awareness and understanding of labor issues to better plan and better manage employees in a timely and effective manner.

### **Labor and Employment Law Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Litigation Legal Services	2.15	\$370,215	2.15	\$369,869	1.90	\$330,494
Labor Relations Legal Services	1.30	277,862	1.30	262,790	0.80	166,334
<b>Line of Business Total</b>	<b>3.45</b>	<b>\$648,076</b>	<b>3.45</b>	<b>\$632,659</b>	<b>2.70</b>	<b>\$496,828</b>

## LAND USE AND ECONOMIC DEVELOPMENT

- **The Economic Development Legal Services Program** provides consultation, document review and drafting, representation, other legal services to the City, its officers, trusts and authorities in a timely and effective manner to help promote positive economic development.
- **The Land Use Legal Services Program** provides consultation, representation, document review, drafting and other legal services to Mayor and Council, City departments, boards, commissions and trusts to assist in the implementation and development of effective land use policies and objectives.

### **Land Use and Economic Development Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Economic Development Legal Services	4.43	\$919,123	3.90	\$640,734	3.00	\$628,016
Land Use Legal Services	3.47	675,422	4.00	736,258	4.00	731,323
<b>Line of Business Total</b>	<b>7.90</b>	<b>\$1,594,545</b>	<b>7.90</b>	<b>\$1,376,992</b>	<b>7.00</b>	<b>\$1,359,339</b>

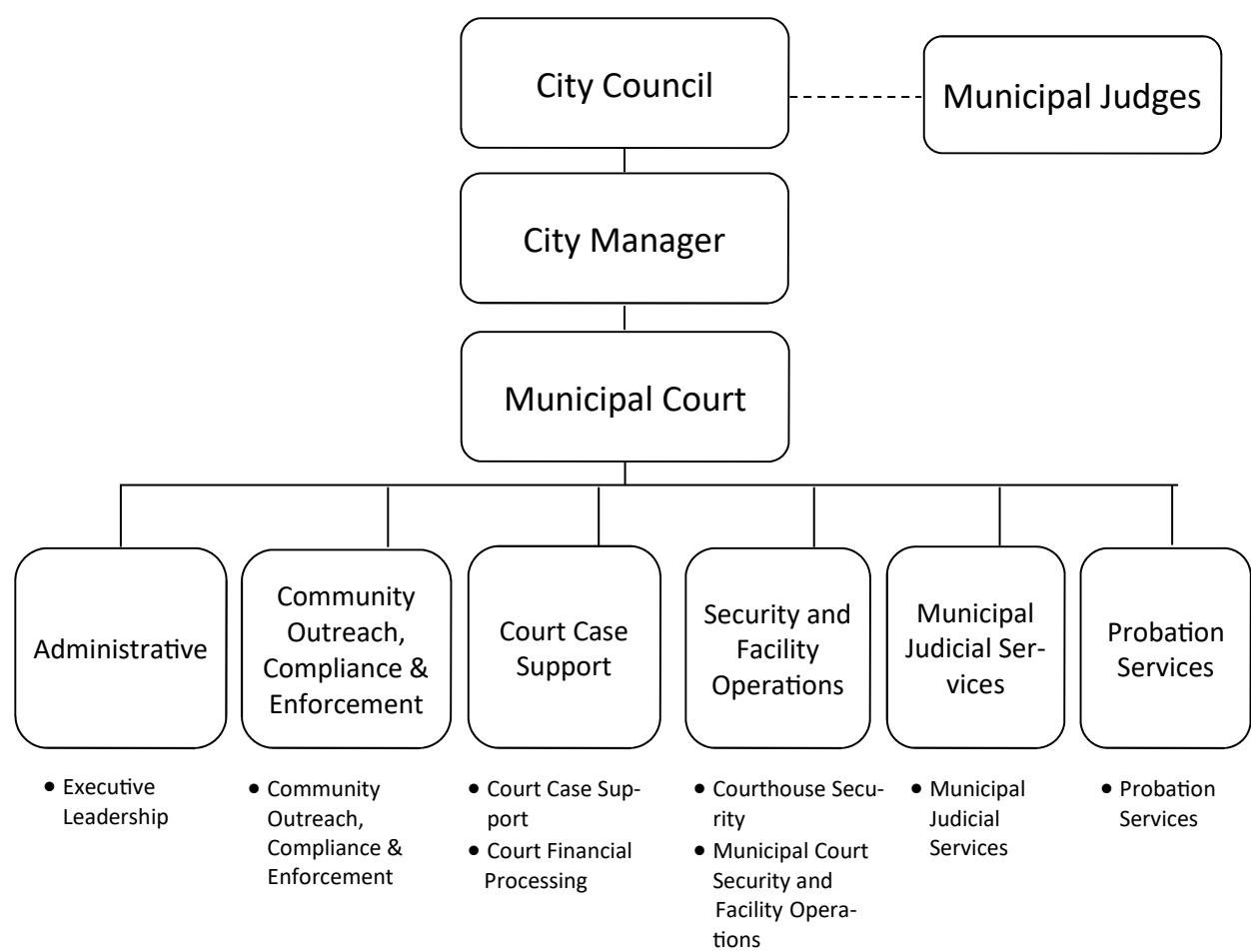
## TRUSTS, UTILITIES AND FINANCE

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

### **Trust, Utilities and Finance Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Trusts, Utilities and Finance Legal Services	7.00	\$585,885	8.00	\$574,166	9.00	\$540,274
<b>Line of Business Total</b>	<b>7.00</b>	<b>\$585,885</b>	<b>8.00</b>	<b>\$574,166</b>	<b>9.00</b>	<b>\$540,274</b>

# Municipal Court



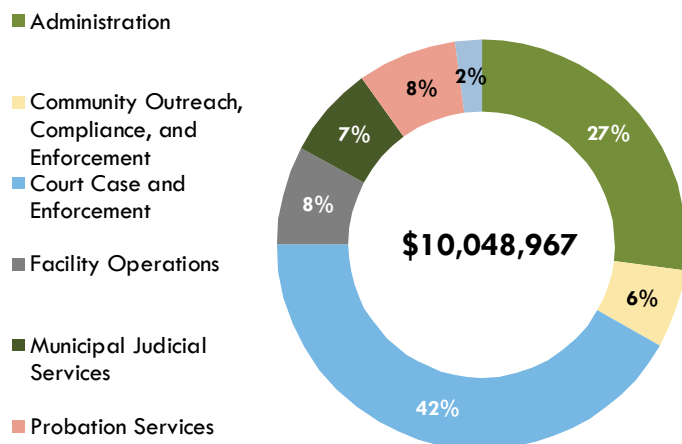
Director	Budget	Positions
LaShawn Thompson	\$10,048,967	63

# 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

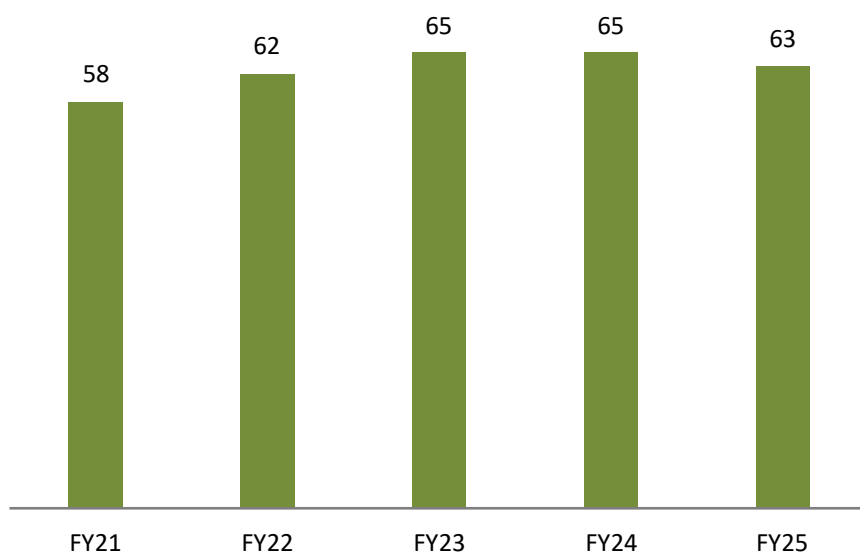


## Department Facts

- Since FY20, the Penalty Reduction Program has addressed over 11,000 cases and collected over \$1,460,000, allowing people to clear warrants at a reduced amount and reinstate driving privileges.
- Community Court assists people experiencing homelessness with addressing their cases, thereby removing barriers to housing and employment and since FY23, has addressed almost 1,000 cases.

## DEPARTMENT OVERVIEW

The Municipal Court has a total budget of \$10,048,967 which is an increase of 3.53%. There are 63 positions authorized in the FY25 budget, which is a decrease from the FY24 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](http://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	\$424,136	
2. Deletes one Probation Officer in the Probation Services Division due to decreased workload	(\$72,425)	(1.00)
3. Deletes one Quality Control Coordinator and adds two Senior Customer Service Representatives in the Court Financial Processing Division to assist with increased workload	\$0	1.00
4. Deletes one Office Clerk in the Probation Services Division due to decreased workload	(\$54,721)	(1.00)
5. Deletes one Office Coordinator in the Probation Services Division due to decreased workload	(\$90,383)	(1.00)





## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$2,512,665	\$2,465,805	\$2,712,795	10.02%
Community Outreach, Compliance, and Enforcement	0	0	628,798	N/A
Court Case and Enforcement	3,628,562	4,588,500	4,199,874	-8.47%
Facility Operations	827,041	833,360	777,076	-6.75%
Municipal Judicial Services	605,075	616,473	736,346	19.44%
Probation Services	903,640	979,421	786,109	-19.74%
<b>Total Operating Expenditures</b>	<b>\$8,476,983</b>	<b>\$9,483,559</b>	<b>\$9,840,998</b>	<b>3.77%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$183,351	\$222,873	\$207,969	-6.69%
<b>Total Non-Operating Expenditures</b>	<b>\$183,351</b>	<b>\$222,873</b>	<b>\$207,969</b>	<b>-6.69%</b>
<b>Department Total</b>	<b>\$8,660,334</b>	<b>\$9,706,432</b>	<b>\$10,048,967</b>	<b>3.53%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$7,430,111	\$8,368,554	\$8,699,409	3.95%
Capital Improvement Projects Fund	183,351	14,904	0	-100.00%
CLEET Court Administration Training	0	7,000	7,000	0.00%
Juvenile Justice Fund	1,046,872	1,108,005	1,134,589	2.40%
MAPS 3 Use Tax Fund	0	207,969	207,969	0.00%
<b>Total All Funds</b>	<b>\$8,660,334</b>	<b>\$9,706,432</b>	<b>\$10,048,967</b>	<b>3.53%</b>



# POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administration	8.95	5.20	5.20	0.00%
Community Outreach, Compliance, and Enforcement	0.00	0.00	7.40	0.00%
Court Case and Enforcement	41.60	45.35	38.95	-14.11%
Facility Operations	0.45	0.45	0.45	0.00%
Municipal Judicial Services	4.00	4.00	4.00	0.00%
Probation Services	10.00	10.00	7.00	-30.00%
<b>Department Total</b>	<b>65.00</b>	<b>65.00</b>	<b>63.00</b>	<b>-3.08%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	55.05	54.60	53.20	-2.56%
Juvenile Justice Fund	9.95	10.40	9.80	-5.77%
<b>Department Total</b>	<b>65.00</b>	<b>65.00</b>	<b>63.00</b>	<b>-3.08%</b>



# 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.

### Administration Positions and Budget

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	5.20	\$2,278,606	5.20	\$2,465,805	5.20	\$2,712,795
Community Outreach*	3.75	234,059	0.00	0	0.00	0
<b>Line of Business Total</b>	<b>8.95</b>	<b>\$2,512,665</b>	<b>5.20</b>	<b>\$2,465,805</b>	<b>5.20</b>	<b>\$2,712,795</b>

\*Program was moved to Community Outreach, Compliance, and Enforcement in FY24

## COMMUNITY OUTREACH, COMPLIANCE, AND ENFORCEMENT

- **The Community Outreach, Compliance, and Enforcement Program** provides jail population monitoring, community outreach, case information, and service agency referrals to justice-involved individuals, community partners, and stakeholders so they can make informed decisions, leverage resources, overcome barriers, clear warrants, and resolve cases.

### Community Outreach, Compliance, and Enforcement Positions and Budget

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Outreach, Compliance, and Enforcement*	0.00	\$0	0.00	\$0	7.40	\$628,798
<b>Line of Business Total</b>	<b>0.00</b>	<b>\$0</b>	<b>0.00</b>	<b>\$0</b>	<b>7.40</b>	<b>\$628,798</b>

\*Program was moved from Court Case and Enforcement in FY25

## COURT CASE SUPPORT

- **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 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 Support Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Court Case Support	24.85	\$2,637,638	24.35	\$2,997,084	23.85	\$3,004,924
Court Enforcement and Investigations*	3.85	278,149	7.40	616,125	0.00	0
Court Financial Processing	12.90	712,775	13.60	975,291	15.10	1,194,950
<b>Line of Business Total</b>	<b>41.60</b>	<b>\$3,628,562</b>	<b>45.35</b>	<b>\$4,588,500</b>	<b>38.95</b>	<b>\$4,199,874</b>

\*Program was moved to Community Outreach, Compliance, and Enforcement in FY24

## 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.

### **Security and Facility Operations Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Courthouse Security*	0.05	\$105,397	0.05	\$112,477	0.05	\$113,899
Municipal Court Security and Facility Operations	0.40	721,645	0.40	720,883	0.40	663,177
<b>Line of Business Total</b>	<b>0.45</b>	<b>\$827,042</b>	<b>0.45</b>	<b>\$833,360</b>	<b>0.45</b>	<b>\$777,076</b>

\*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

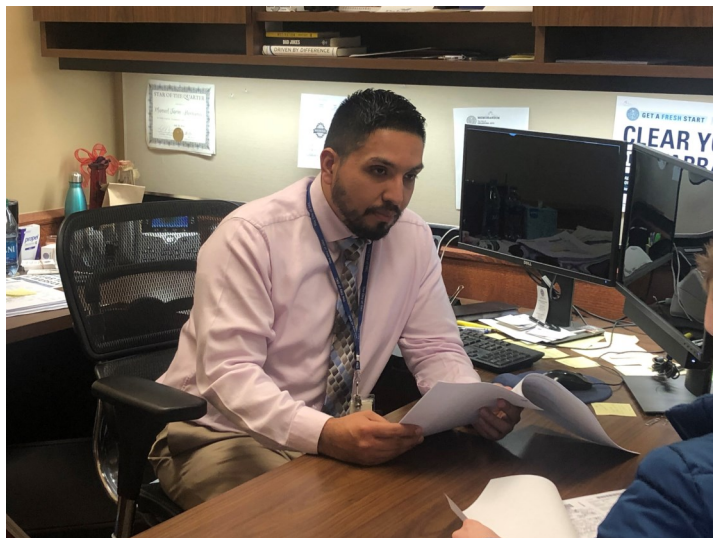
Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Municipal Judicial Services	4.00	\$605,075	4.00	\$616,473	4.00	\$736,346
<b>Line of Business Total</b>	<b>4.00</b>	<b>\$605,075</b>	<b>4.00</b>	<b>\$616,473</b>	<b>4.00</b>	<b>\$736,346</b>

## PROBATION SERVICES

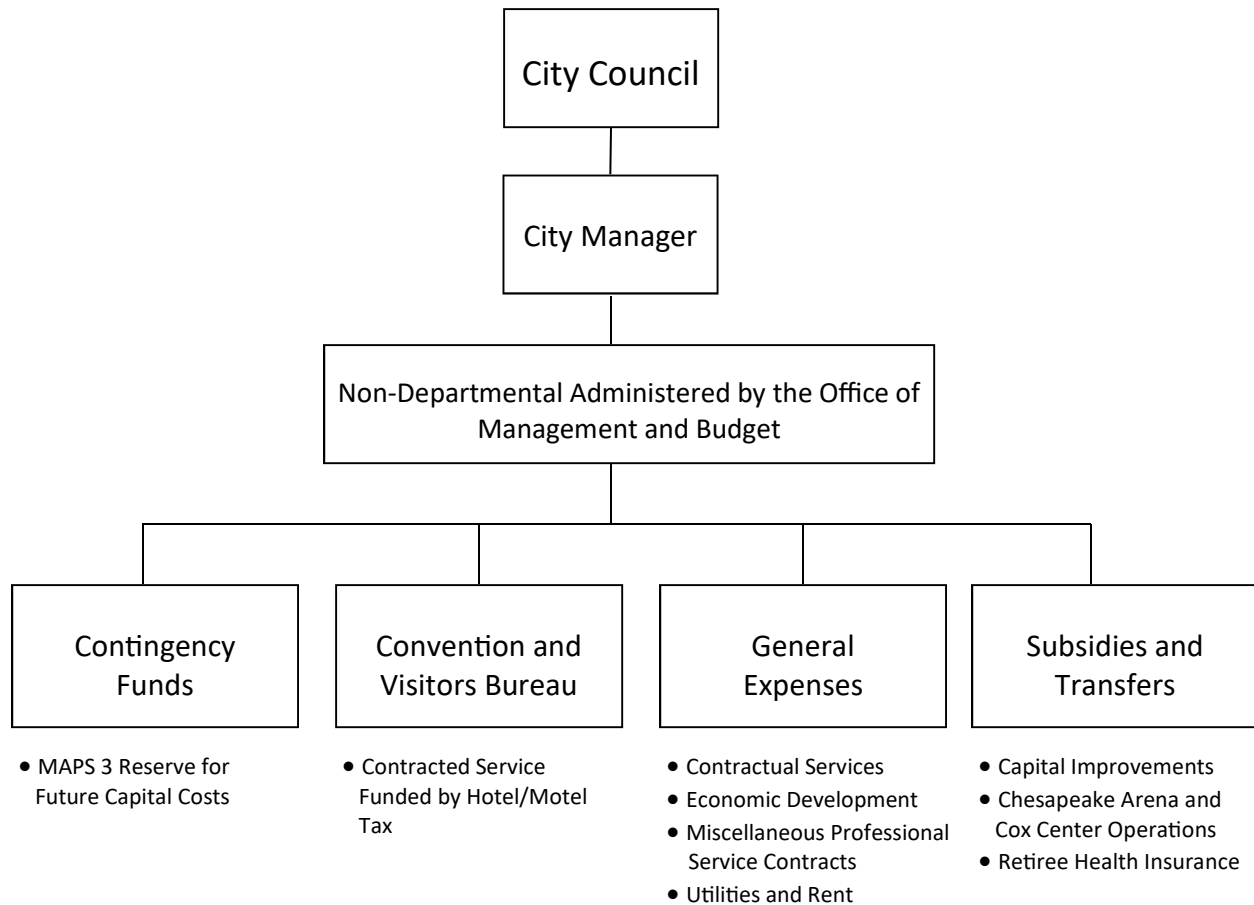
- **The Probation Services Program** provides referral and supervision services to justice-involved individuals so they can successfully complete their court ordered requirements within the established period of time and reduce recidivism.

### Probation Services Positions and Budget

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Probation Services	10.00	\$903,640	10.00	\$979,421	7.00	\$786,109
<b>Line of Business Total</b>	<b>10.00</b>	<b>\$903,640</b>	<b>10.00</b>	<b>\$979,421</b>	<b>7.00</b>	<b>\$786,109</b>



# 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.	Reduces Salary Reserve held for potential cost of living increases based on current estimates.	(\$2,842,732)	
2.	Reduces transfer to Oklahoma City Public Employee Benefits Trust to actuarial recommended pay as you go amount.	(\$1,000,000)	
3.	Reduces contingency to 1.3% of the General Fund budget.	(\$947,747)	
4.	Reduces the payment to the Oklahoma City Economic Development Trust based on current estimates.	(\$895,644)	
5.	Reduces the vacancy discount to align with experience.	(\$803,914)	
6.	Reduces the subsidy to the Convention Center to align with estimated needs.	(\$690,019)	
7.	Reduces transfer to Capital Improvement Projects fund to meet budget reduction targets.	(\$500,000)	

# EXPENDITURES

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Better Streets Safer City Use Tax	\$0	\$89,554	\$86,979	-2.88%
Capital Improvement Projects Fund	6,276,776	42,704,925	42,764,129	0.14%
City and School Capital Project Use Tax	0	1,881,612	2,009,387	6.79%
Debt Service Fund	122,528,450	160,578,216	149,519,311	-6.89%
General Fund - Operating	111,676,856	118,838,392	96,729,173	-18.60%
General Fund - Non-Operating	131,318,473	145,775,659	147,981,719	1.51%
Grant Management Fund	34,048,464	50,000,000	42,000,000	-16.00%
Hotel/Motel Tax Spec Revenue Fund	27,161,586	32,260,412	29,377,820	-8.94%
MAPS 3 Use Tax	0	1,874,644	124,466	-93.36%
MAPS 4 Use Tax	0	19,384,019	9,422,419	-51.39%
MAPS Operations Fund	0	3,655,891	1,934,570	-47.08%
Medical Service Program	6,008,811	9,843,152	7,511,193	-23.69%
OKC Improv & Spec Svcs Assess Dist	4,500,210	6,045,519	6,978,438	15.43%
Police and Fire Capital Equipment	0	30,698	57,200	86.33%
Sales Tax Fund				
Special Assessment Districts	1,395,268	1,997,000	1,947,000	-2.50%
Special Purpose Fund	0	6,209,750	7,639,434	23.02%
<b>Department Total</b>	<b><u>\$444,914,894</u></b>	<b><u>\$601,169,443</u></b>	<b><u>\$546,083,238</u></b>	<b><u>-9.16%</u></b>

# RESPONSIBILITIES

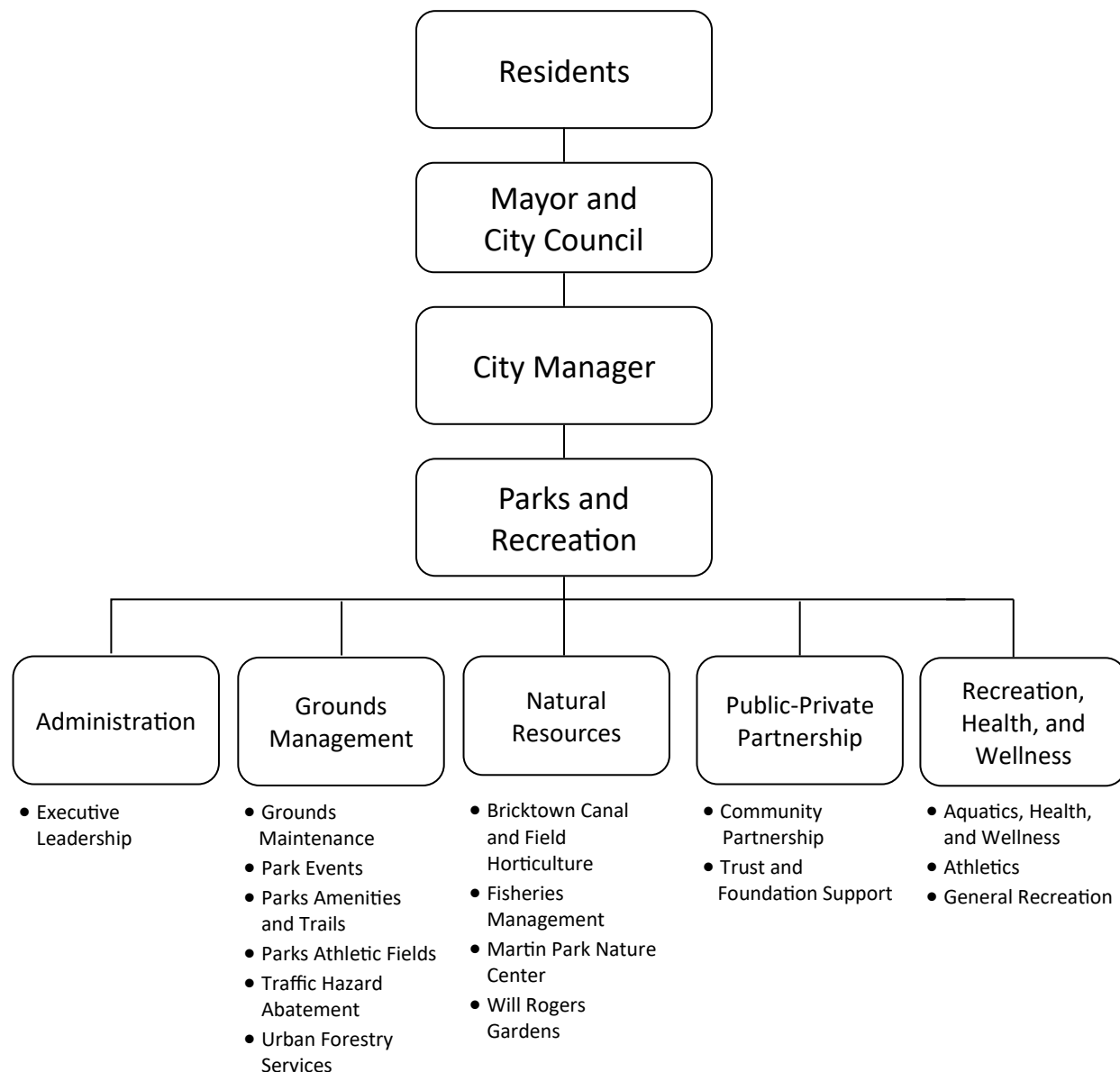
## SUMMARY OF DEPARTMENTAL RESPONSIBILITIES

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



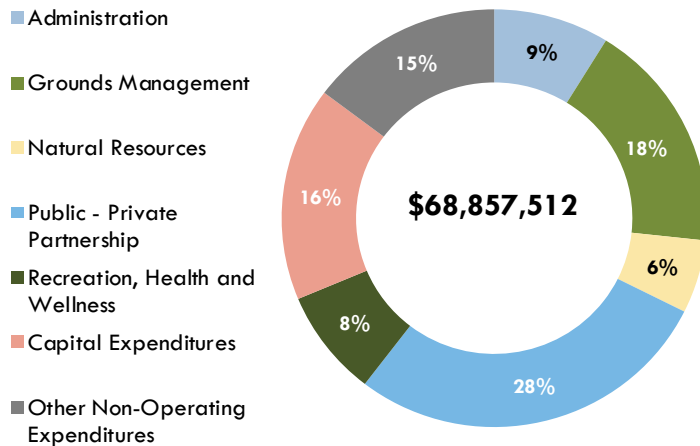
Director	Budget	Positions
Melinda McMillan-Miller	\$68,857,512	190

# 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



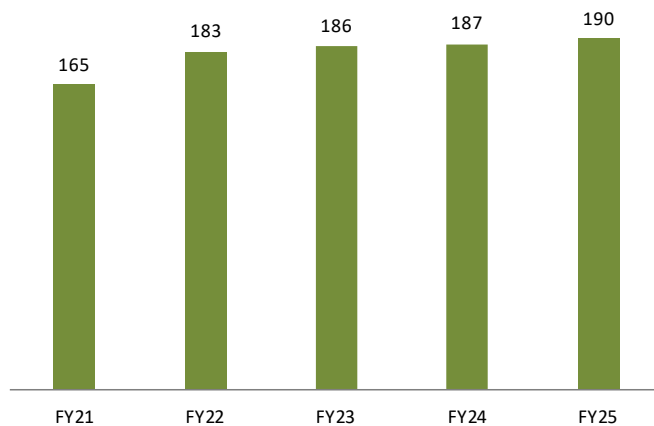
## Department Facts

- Parks launched adaptive recreational programming in 2023, serving more than 1,449 participants and their families.
- Grounds Maintenance maintains 6,900 acres at 119 City parks, 172 center medians, and over 110 miles of trails.

## DEPARTMENT OVERVIEW

The Parks and Recreation Department has a total budget of \$68,857,512, which is a decrease of 4.77%. There are 190 positions authorized in the FY25 budget. The pie chart above provides a breakdown of the FY25 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/performance](http://www.okc.gov/performance).

## MAJOR BUDGET CHANGES

Parks and Recreation Department's Major Budget Changes		Amount	Positions
1.	Changes in peronnel related costs such as salaries, merit, retirement, health insurance, and other benefits	\$1,122,878	
2.	Increase to subsidy transfer to OCRRA	\$3,550,000	
3.	Increase to subsidy transfer to OCEDT for Myriad Gardens, Scissortail Park, and First Americans Museum	\$626,528	
4.	Add operational funding for the Woodson Park East Sports Complex	\$632,175	3.00





## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$6,560,358	\$7,057,976	\$6,067,415	-14.03%
Grounds Management	9,549,562	11,227,081	12,321,411	9.75%
Natural Resources	3,724,563	3,735,908	3,907,116	4.58%
Public - Private Partnership	9,797,607	15,056,129	19,302,282	28.20%
Recreation, Health and Wellness	5,412,718	5,897,574	5,694,955	-3.44%
<b>Total Operating Expenditures</b>	<b>\$35,044,807</b>	<b>\$42,974,668</b>	<b>\$47,293,179</b>	<b>10.05%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$5,937,942	\$20,974,768	\$11,412,628	-45.59%
Other Non-Operating Expenditures	1,222,794	8,353,604	10,151,705	21.52%
<b>Total Non-Operating Expenditures</b>	<b>\$7,160,736</b>	<b>\$29,328,372</b>	<b>\$21,564,333</b>	<b>-26.47%</b>
<b>Department Total</b>	<b>\$42,205,543</b>	<b>\$72,303,040</b>	<b>\$68,857,512</b>	<b>-4.77%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$35,044,807	\$42,974,668	\$47,293,179	10.05%
Capital Improvement Projects Fund	5,937,942	20,974,768	11,412,628	-45.59%
Grants Management Fund	9,326	0	0	N/A
MAPS Operations Fund	0	731,600	2,082,886	184.70%
MAPS Sales Tax Fund	0	302,469	0	-100.00%
Special Purpose Fund	1,213,468	7,319,535	8,068,819	10.24%
<b>Total All Funds</b>	<b>\$42,205,543</b>	<b>\$72,303,040</b>	<b>\$68,857,512</b>	<b>-4.77%</b>

# POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Proposed Budget	Percent Change
Administration	19.00	20.00	20.00	0.00%
Grounds Management	99.00	99.00	104.00	5.05%
Natural Resources	34.00	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	32.00	-5.88%
<b>Department Total</b>	<b>186.00</b>	<b>187.00</b>	<b>190.00</b>	<b>1.60%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Proposed Budget	Percent Change
General Fund	186.00	187.00	190.00	1.60%
<b>Department Total</b>	<b>186.00</b>	<b>187.00</b>	<b>190.00</b>	<b>1.60%</b>



# PARKS AND RECREATION LINES OF BUSINESS

## ADMINISTRATION

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

### **Administration Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Executive Leadership	19.00	\$6,560,359	20.00	\$7,057,976	20.00	\$6,067,415
<b>Line of Business Total</b>	<b>19.00</b>	<b>\$6,560,359</b>	<b>20.00</b>	<b>\$7,057,976</b>	<b>20.00</b>	<b>\$6,067,415</b>



## GROUNDS MANAGEMENT

- **The Grounds Maintenance Program** provides turf management and amenity maintenance services to City parks, medians, and the public property and rights-of-way so the community can enjoy well-maintained recreational areas and streetscapes.
- **The Park Events Program** plans for and facilitates the use of public parks and facilities for public and private events and encourages partnerships that benefit the park system and community so the park event participants can enjoy safe, quality cultural and recreation events.
- **The Parks Amenities and Trails Program** provides well-maintained multi-use trails, recreational areas and enhanced and improved park amenities to the public so they can have safe, and well-maintained park amenities and multi-use trails.
- **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.

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Equipment Repair*	0.00	\$375,614	0.00	\$0	0.00	\$0
Grounds Maintenance	84.13	7,538,265	83.21	9,680,987	83.21	9,978,380
Park Events	2.00	155,640	1.94	176,674	3.94	351,314
Parks Amenities and Trails	4.25	603,273	5.25	449,163	8.25	1,014,617
Traffic Hazard Abatement	1.63	143,538	1.61	170,123	1.61	178,783
Urban Forestry Services	6.99	733,231	6.99	750,134	6.99	798,317
<b>Line of Business Total</b>	<b>99.00</b>	<b>\$9,549,561</b>	<b>99.00</b>	<b>\$11,227,081</b>	<b>104.00</b>	<b>\$12,321,411</b>

\*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** manages and provides recreational sport fishing opportunities and education to anglers so they can fish for well-stocked and healthy fish populations within Oklahoma City.
- **The Martin Park Nature Center Program** provides a variety of nature experiences, environmental education programs and recreational opportunities 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 programs for an enhanced quality of life.

### **Natural Resources Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Bricktown Canal and Field Horticulture	22.50	\$2,356,503	22.50	\$2,349,149	22.50	\$2,417,186
Fisheries Management	1.50	223,212	1.50	201,027	1.50	212,696
Martin Park Nature Center	2.50	332,031	2.50	331,827	2.50	353,155
Myriad Botanical Gardens Support*	0.00	1,132	0.00	0	0.00	0
Will Rogers Gardens	7.50	811,684	7.50	853,905	7.50	924,079
<b>Line of Business Total</b>	<b>34.00</b>	<b>\$3,724,562</b>	<b>34.00</b>	<b>\$3,735,908</b>	<b>34.00</b>	<b>\$3,907,116</b>

\* 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Community Partnership	0.00	\$114,917	0.00	\$63,930	0.00	\$88,930
Trust and Foundation Support	0.00	9,682,690	0.00	14,992,199	0.00	19,213,352
<b>Line of Business Total</b>	<b>0.00</b>	<b>\$9,797,607</b>	<b>0.00</b>	<b>\$15,056,129</b>	<b>0.00</b>	<b>\$19,302,282</b>





## RECREATION, HEALTH, AND WELLNESS

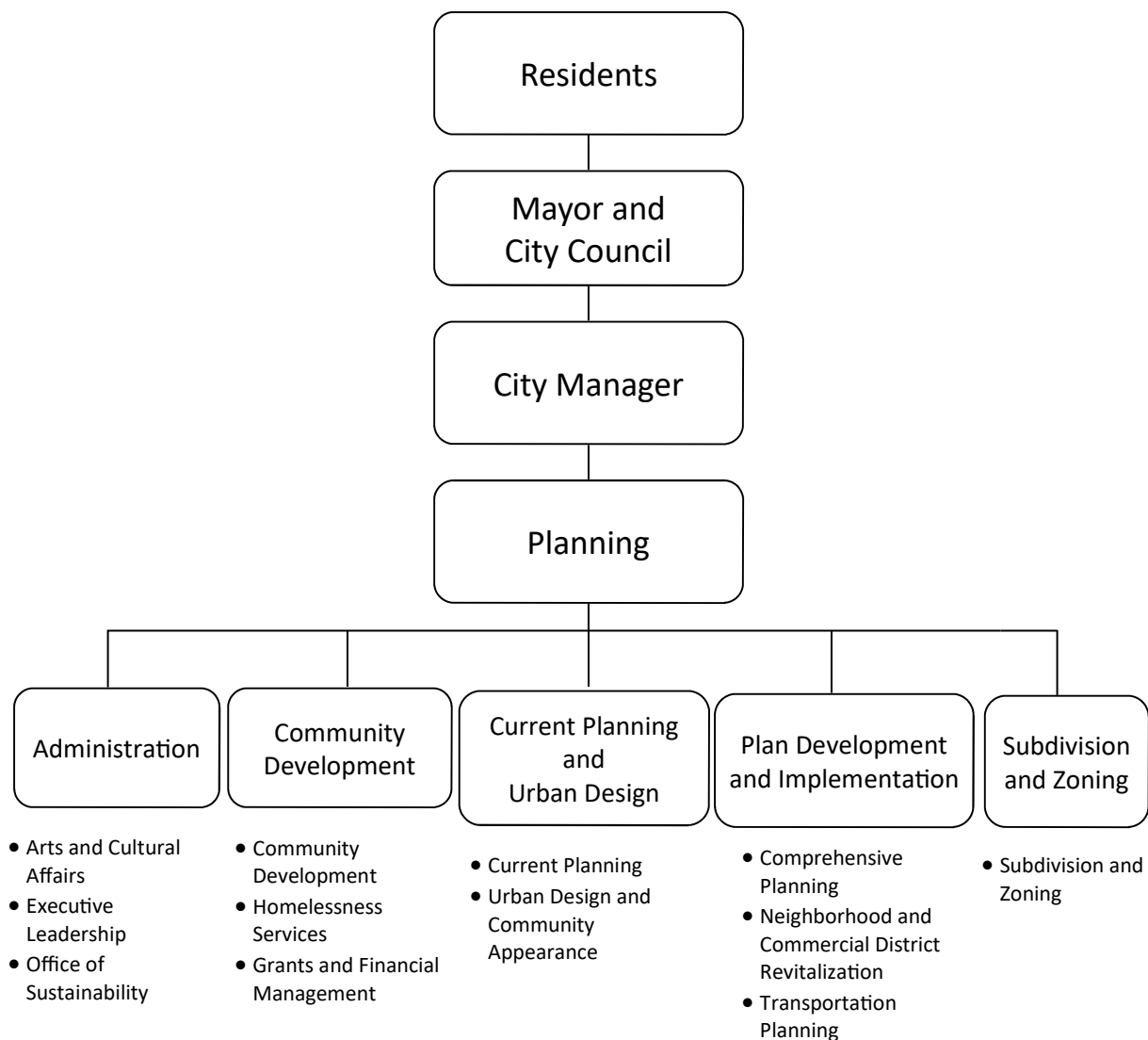
- **The Aquatics, Health, and Wellness Program** provides recreational, wellness and educational opportunities to the public so they can participate in aquatic and health affirming activities to build healthier lifestyles.
- **The Athletics Program** provides well-organized athletic leagues, tournaments, 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 recreational, cultural, artistic, and educational services to the public so they can enjoy a variety of opportunities that reflect the needs and interests of the community.

### **Recreation, Health, and Wellness Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Aquatics, Health, and Wellness	7.50	\$1,059,446	7.50	\$1,499,954	4.50	\$1,297,863
Athletics	7.00	861,203	7.00	926,060	7.00	1,020,652
General Recreation	19.50	3,492,069	19.50	3,471,560	20.50	3,376,440
<b>Line of Business Total</b>	<b>34.00</b>	<b>\$5,412,718</b>	<b>34.00</b>	<b>\$5,897,574</b>	<b>32.00</b>	<b>\$5,694,955</b>



# Planning



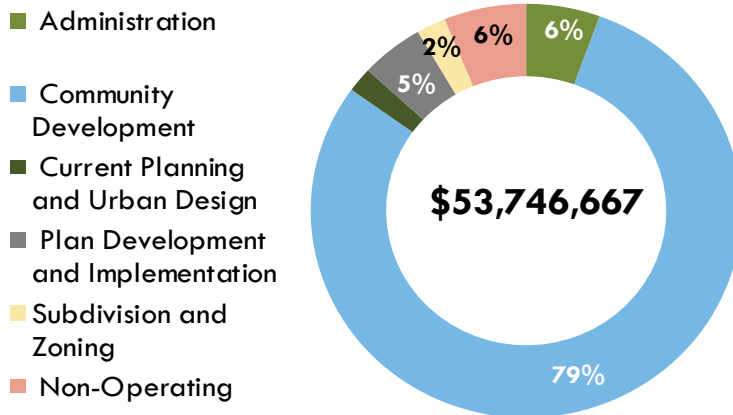
Director	Budget	Positions
Geoffrey Butler	\$53,746,667	61

# 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.

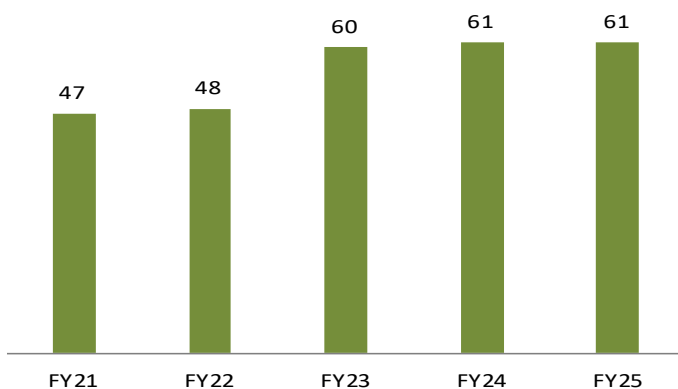
## DEPARTMENT BUDGET



## DEPARTMENT OVERVIEW

The Planning Department has a total budget of \$53,746,667 which is a decrease of 17.08%. There are 61 positions authorized in the FY25 budget.

## POSITION HISTORY



## Department Facts

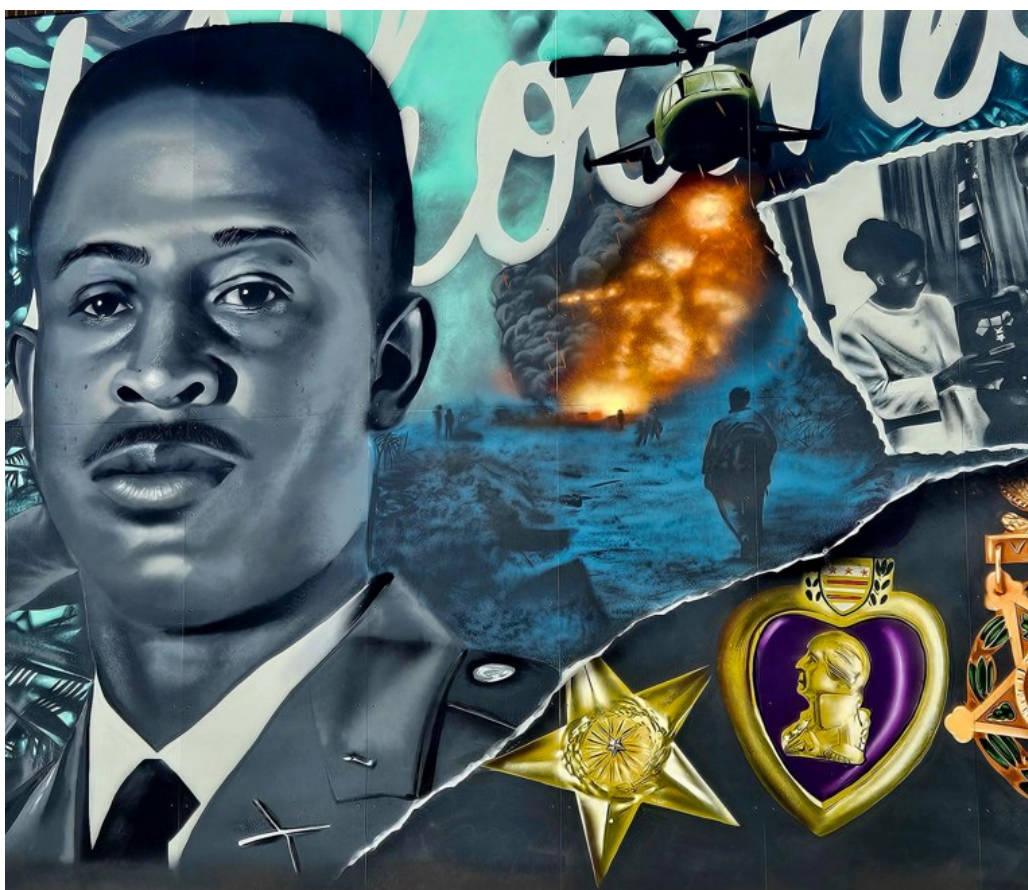
The Planning Department staffs 11 committees and commissions:

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

To review performance information, please see the attached supplemental performance report or visit our website: [www.okc.gov/performance](http://www.okc.gov/performance).

## 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	\$920,541	
2.	Deletes a Subdivision and Zoning Specialist and adds a Senior Planner to the Subdivision and Zoning division to support long-range planning and urban redevelopment and revitalization	(\$47,710)	



# EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,768,620	\$2,077,109	\$2,281,569	9.84%
Housing and Community Development	1,423,122	1,494,668	1,296,141	-13.28%
Current Planning and Urban Design	1,080,928	928,317	1,033,881	11.37%
Plan Development and Implementation	1,329,556	1,597,504	1,514,357	-5.20%
Subdivision and Zoning	1,019,049	1,119,186	1,183,150	5.72%
<b>Total Operating Expenditures</b>	<b>\$6,621,275</b>	<b>\$7,216,784</b>	<b>\$7,309,098</b>	<b>1.28%</b>
<b>Non-Operating Grants Expenditures</b>				
Administration	\$20,785	\$375,809	\$700,024	86.27%
Community Development	21,641,283	53,515,177	41,376,595	-22.68%
Plan Development and Implementation	38,625	76,469	1,039,578	1259.48%
<b>Total Grant Expenditures</b>	<b>\$21,700,693</b>	<b>\$53,967,455</b>	<b>\$43,116,197</b>	<b>-20.11%</b>
<b>Non-Operating Special Purpose Expenditures</b>				
Arts & Cultural Affairs	\$0	\$250,918	\$273,445	8.98%
Community Development	210,692	554,795	364,271	-34.34%
Mayor's Round Table	0	6,490	6,647	2.42%
Other	99,700	2,817,437	2,677,009	-4.98%
<b>Total Special Purpose Expenditures</b>	<b>\$310,392</b>	<b>\$3,629,640</b>	<b>\$3,321,372</b>	<b>-8.49%</b>
<b>Department Total</b>	<b>\$28,632,360</b>	<b>\$64,813,879</b>	<b>\$53,746,667</b>	<b>-17.08%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Proposed Budget	Percent Change
General Fund	\$6,621,275	\$7,216,784	\$7,309,098	1.28%
Capital Improvement Projects Fund	109,700	2,817,437	2,667,009	-5.34%
Grants Management Fund	21,700,693	53,967,455	43,116,197	-20.11%
Special Purpose Fund	200,692	812,203	654,363	-19.43%
<b>Total All Funds</b>	<b>\$28,632,360</b>	<b>\$64,813,879</b>	<b>\$53,746,667</b>	<b>-17.08%</b>



# POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Proposed Budget	Percent Change
Administration	9.20	9.70	9.70	0.00%
Community Development	22.30	22.30	22.55	1.12%
Current Planning and Urban Design	10.00	8.50	8.50	0.00%
Plan Development and Implementation	11.50	11.50	11.25	-2.17%
Subdivision and Zoning *	7.00	9.00	9.00	0.00%
<b>Department Total</b>	<b>60.00</b>	<b>61.00</b>	<b>61.00</b>	<b>0.00%</b>

\*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	FY23 Actual	FY24 Adopted Budget	FY25 Proposed Budget	Percent Change
General Fund	38.70	39.80	43.55	9.42%
Grants Management Fund	21.30	21.20	17.45	-17.69%
<b>Department Total</b>	<b>60.00</b>	<b>61.00</b>	<b>61.00</b>	<b>0.00%</b>





# 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

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Arts & Cultural Affairs	2.47	\$239,698	2.50	\$486,983	2.50	\$532,097
Executive Leadership	4.25	1,445,945	5.20	1,604,760	5.20	1,759,700
Office of Sustainability*	2.00	203,463	2.00	611,764	2.00	962,954
<b>Line of Business Total</b>	<b>8.72</b>	<b>\$1,889,106</b>	<b>9.70</b>	<b>\$2,703,507</b>	<b>9.70</b>	<b>\$3,254,751</b>

\* The increases in the FY24 and FY25 budgets are due to grant funding that the City has received within this program.



## 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Community Development	19.40	\$13,790,843	19.30	\$39,224,024	18.55	\$31,788,644
Grant & Financial Management	0.00	0	0.00	329	0.00	287
Homelessness Services	2.90	9,484,254	3.00	16,347,106	4.00	11,255,010
<b>Line of Business Total</b>	<b>22.30</b>	<b>\$23,275,097</b>	<b>22.30</b>	<b>\$55,571,459</b>	<b>22.55</b>	<b>\$43,043,941</b>

## CURRENT PLANNING AND URBAN DESIGN

- **The Current Planning Program** implements the Comprehensive Plan by providing development consultations, 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, 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Current Planning	2.80	\$282,520	1.30	\$136,507	1.30	\$151,405
Urban Design & Comm App	7.20	798,407	7.20	791,810	7.20	882,476
<b>Line of Business Total</b>	<b>10.00</b>	<b>\$1,080,927</b>	<b>8.50</b>	<b>\$928,317</b>	<b>8.50</b>	<b>\$1,033,881</b>

## 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Comprehensive Planning	3.00	\$256,477	3.00	\$3,139,271	3.00	\$3,030,700
Neighborhood and Commercial District Revitalization	5.98	760,346	5.50	1,044,992	5.25	1,856,702
Transportation Planning	3.00	351,359	3.00	307,147	3.00	343,542
<b>Line of Business Total</b>	<b>11.98</b>	<b>\$1,368,182</b>	<b>11.50</b>	<b>\$4,491,410</b>	<b>11.25</b>	<b>\$5,230,944</b>



## 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

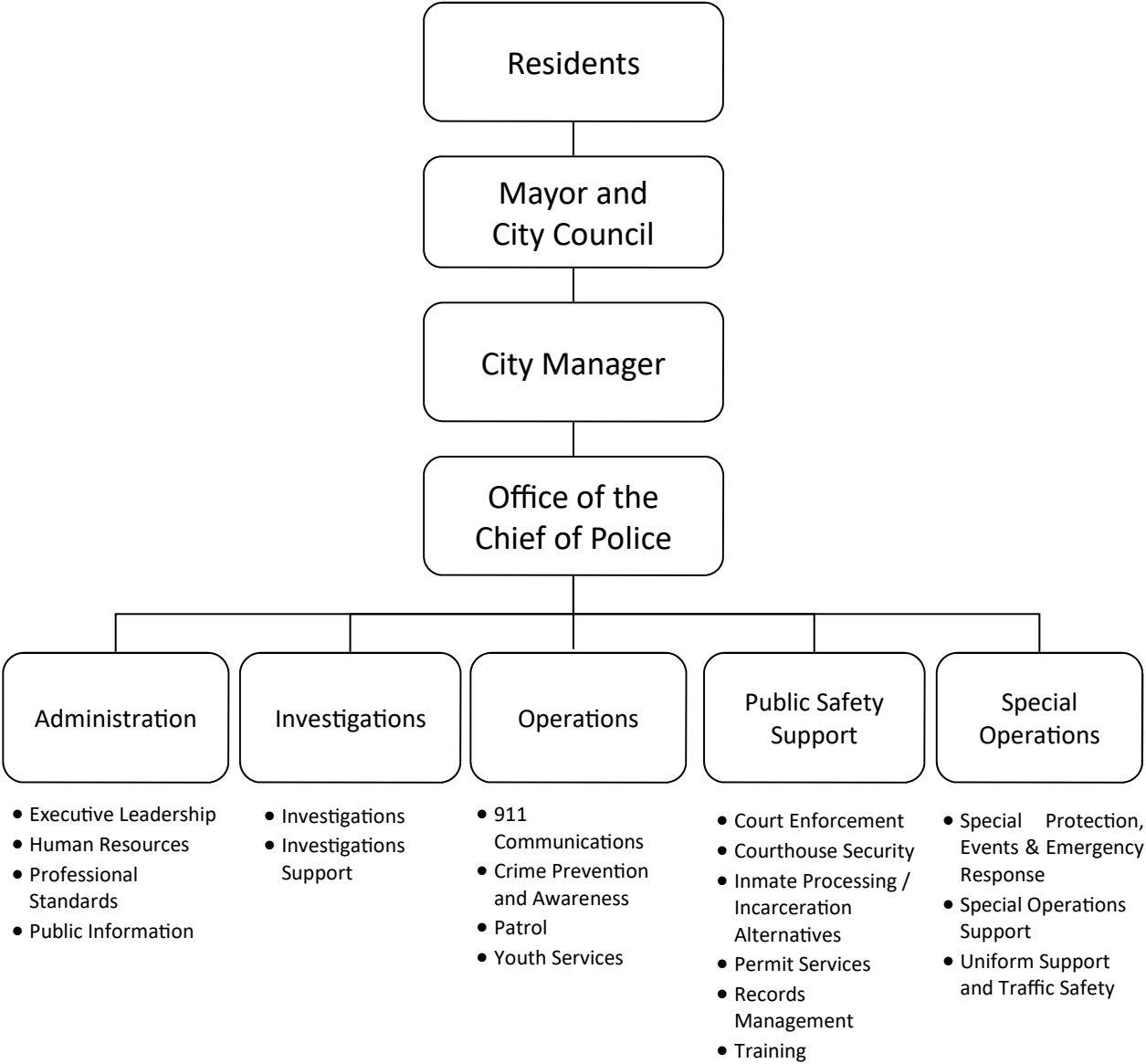
Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Subdivision and Zoning	7.00	\$1,019,049	9.00	\$1,119,186	9.00	\$1,183,150
<b>Line of Business Total</b>	<b>7.00</b>	<b>\$1,019,049</b>	<b>9.00</b>	<b>\$1,119,186</b>	<b>9.00</b>	<b>\$1,183,150</b>







# Police



Police Chief	Budget	Positions
Wade Gourley	\$285,957,954	1,578

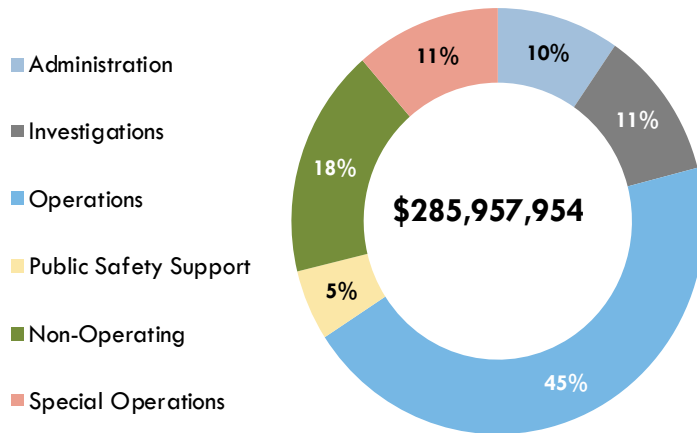


# DEPARTMENT INTRODUCTION

## 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.

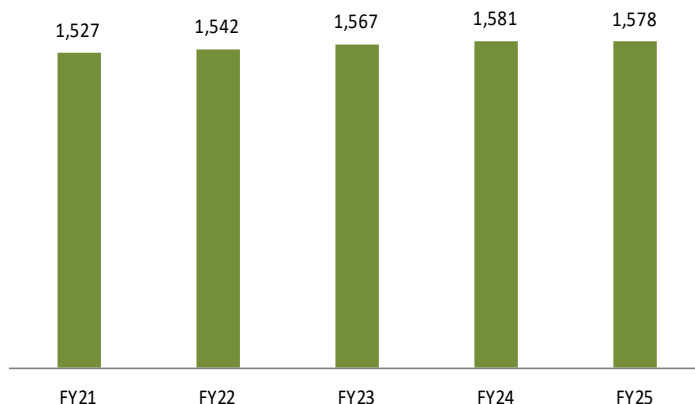
## DEPARTMENT BUDGET



## DEPARTMENT OVERVIEW

The Police Department has a total budget of \$285,957,954, which is an increase of 6.20% from FY24. There are 1,578 positions authorized in the FY25 budget, a decrease of three positions over the FY24 budget.

## POSITION HISTORY



## Department Facts

- On December 7th, 2023, the OKCPD Real-Time Information Center RTIC went live city-wide. RTIC personnel have assisted in over 2,165 active calls for service.
- In FY 2024, the department made several improvements in mental health response, including a response protocol guide for officers, mental health training for 911 employees, expansion of the iPad program, and an increase to number of CIT members.
- On September 25, 2023, the department transitioned to Axon Records Management System (RMS). Axon RMS is integrated with the digital evidence platform, ensuring video and digital evidence is better organized and accessible at any stage of investigation.

To review performance information, please see the attached supplemental performance report or visit our website: [www.okc.gov/departments/finance/performance-data](http://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.	\$6,601,259	
2. Increases Capital funding to cover construction and remodeling costs.	\$9,500,000	
3. Adds funding for Supplies, Equipment and Contingency in the Police Sales Tax Fund to provide the necessary budget for FY25 projected expenditures due to cost increases.	\$500,000	
4. Adds funding to the Real Time Information Center for FY25 operations to provide resources to department in assisting efforts to address and deter crime.	\$232,747	3.00
5. Adds funding to Budgeted Contingency to provide necessary budget for projected expenditures due to cost increases.	\$200,000	
6. Adds two Administrative Specialists to the Training and Human Resources Program to assist with recruiting.	\$168,946	2.00
7. Adds a Crime Analyst to the Traffic Safety Program to assist with analyzing software and forecasting traffic causes and trends.	\$72,424	1.00
8. Deletes a vacant Administrative Support Technician from the Special Operations Program.	(\$64,102)	(1.00)
9. Deletes a vacant Latent Print Examiner from the Investigations Program.	(\$84,473)	(1.00)
10. Deletes two vacant Office Assistants from the Patrol Program.	(\$120,294)	(2.00)
11. Deletes two vacant Community Relation Coordinators from the Investigations Support Program.	(\$144,850)	(2.00)
12. Deletes two vacant Police Service Technicians from the Police Operations Program.	(\$157,034)	(2.00)
13. Reduces expenditures in various funds based on revenue projections.	(\$1,191,822)	

# EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$25,884,675	\$26,707,768	\$28,291,776	5.93%
Investigations	32,287,267	33,335,146	34,274,623	2.82%
Operations	121,563,601	130,690,151	135,080,149	3.36%
Public Safety Support	14,653,897	16,293,094	15,940,749	-2.16%
Special Operations*	30,960,002	30,823,765	32,190,454	4.43%
<b>Total Operating Expenditures</b>	<b>\$225,349,442</b>	<b>\$237,849,924</b>	<b>\$245,777,751</b>	<b>3.33%</b>
<b>Non-Operating Expenditures</b>				
Administration	\$386,442	\$373,401	\$104,136	-72.11%
Capital Expenditures	16,349,848	37,122,884	45,281,941	21.98%
Investigations	41,461	128,982	193,371	49.92%
Operations	155,171	114,107	181,343	58.92%
Other Non-Operating	1,811,045	4,228,172	4,952,535	17.13%
Public Safety Support	875	52,991	44,000	-16.97%
Special Operations*	1,967,128	2,617,281	2,333,253	-10.85%
<b>Total Non-Operating Expenditures</b>	<b>\$20,711,970</b>	<b>\$44,637,818</b>	<b>\$53,090,579</b>	<b>18.94%</b>
<b>Total Department</b>	<b>\$246,061,412</b>	<b>\$282,487,742</b>	<b>\$298,868,330</b>	<b>5.80%</b>
Less Transfers to City Funds	(\$12,643,606)	(\$13,235,580)	(\$12,910,376)	-2.46%
<b>Total Department</b>	<b>\$233,417,806</b>	<b>\$269,252,162</b>	<b>\$285,957,954</b>	<b>6.20%</b>

\*Special Operations LOB added in FY23

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$171,674,195	\$173,311,759	\$179,903,792	3.80%
Asset Forfeiture Fund	2,551,078	3,283,251	2,856,103	-13.01%
Better Streets Safer City Use Tax Fund	6,859,713	1,240,012	574,475	-53.67%
Capital Improvements Projects Fund	4,723,037	4,729,947	2,906,527	-38.55%
City and Schs Capital Use Tax Fund	689,315	855,400	1,158	-99.86%
Court Admin and Training Fund	131,139	110,106	108,000	-1.91%
Emergency Management Fund	8,898,621	10,597,040	11,281,886	6.46%
Grants Management Fund	1,809,795	4,187,417	4,907,187	17.19%
MAPS 3 Use Tax	612,587	1,409,441	261,770	-81.43%
MAPS 4 Use Tax	1,193,872	24,294,383	31,776,545	30.80%
Police Sales Tax Fund	46,916,811	58,253,872	64,074,691	9.99%
Police and Fire Equip Sales Tax Fund	0	170,848	170,848	0.00%
Special Purpose Fund	1,250	44,266	45,348	2.44%
<b>Total Department</b>	<b>\$246,061,412</b>	<b>\$282,487,742</b>	<b>\$298,868,330</b>	<b>5.80%</b>
Less Interfund Transfers	(\$12,643,606)	(\$13,235,580)	(\$12,910,376)	-2.46%
<b>Total All Funds</b>	<b>\$233,417,806</b>	<b>\$269,252,162</b>	<b>\$285,957,954</b>	<b>6.20%</b>

## POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administration	84.75	91.05	91.95	0.99%
Investigations	242.90	247.90	244.90	-1.21%
Operations	906.40	907.10	908.50	0.15%
Public Safety Support	116.00	116.00	114.30	-1.47%
Special Operations*	216.95	218.95	218.35	0.52%
<b>Total Department</b>	<b>1,567.00</b>	<b>1,581.00</b>	<b>1,578.00</b>	<b>-0.19%</b>

\*Special Operations LOB added in FY23

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	1,203.75	1,209.10	1,206.75	-0.19%
Emergency Management Fund	86.25	86.25	86.25	0.00%
Grants Management Fund	3.00	2.65	1.00	-62.26%
Police Sales Tax Fund	273.00	282.00	283.00	2.86%
Asset Forfeiture Fund	1.00	1.00	1.00	0.00%
<b>Total Department</b>	<b>1,567.00</b>	<b>1,581.00</b>	<b>1,578.00</b>	<b>-0.19%</b>





# 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 investigate 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	52.10	\$20,710,881	56.40	\$22,157,102	54.40	\$23,261,318
Special Protection, Events and Emergency Response*	0.00	39,438	0.00	0	0.00	0
Human Resources	14.75	1,929,978	14.75	1,718,681	17.65	2,022,272
Professional Standards	9.90	1,727,065	9.90	1,550,348	9.90	1,621,345
Public Information	8.00	1,477,314	10.00	1,281,637	10.00	1,386,841
<b>Line of Business Total</b>	<b>84.75</b>	<b>\$25,884,675</b>	<b>91.05</b>	<b>\$26,707,768</b>	<b>91.95</b>	<b>\$28,291,776</b>

\*Moved to Special Operations in FY23



## 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Investigations	143.35	\$21,837,321	143.70	\$21,628,815	143.35	\$22,113,131
Investigations Support	99.55	10,363,877	104.20	11,706,331	101.55	12,161,492
Special Operations Support*	0.00	86,069	0.00	0	0.00	0
<b>Line of Business Total</b>	<b>242.90</b>	<b>\$32,287,267</b>	<b>247.90</b>	<b>\$33,335,146</b>	<b>244.90</b>	<b>\$34,274,623</b>

\*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

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
911 Communications*	89.70	\$11,642,568	89.70	\$13,853,860	89.50	\$14,196,749
Court Enforcement and Investigations**	0.00	3,829	0.00	0	0.00	0
Courthouse Security**	0.00	3,829	0.00	0	0.00	0
Crime Prevention and Awareness	8.20	1,146,121	8.20	1,138,439	7.20	1,062,253
Patrol	773.65	102,888,023	774.35	110,052,806	757.70	111,704,767
Uniform Support and Traffic Safety***	0.00	143,822	0.00	0	0.00	0
Youth Services	34.85	5,735,409	34.85	5,645,046	54.10	8,116,380
<b>Line of Business Total</b>	<b>906.40</b>	<b>\$121,563,601</b>	<b>907.10</b>	<b>\$130,690,151</b>	<b>908.50</b>	<b>\$135,080,149</b>

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

\*\* Moved to Public Safety Support in FY23



## PUBLIC SAFETY SUPPORT

- **The Court Enforcement and Investigations Program** provides warrant enforcement for the Municipal Court's delinquent cases, along with delivery of in custody prisoners scheduled to appear before a magistrate.
- **The Courthouse Security Program** provides protection and security services to Court Staff and all individuals conducting business with the Court ensuring a safe and secure environment.
- **The Inmate Processing/Incarceration Alternatives Program** provides arrestee intake, detention, incarceration alternatives, and release services to criminal justice agencies so they can have accurate management of inmate processing.
- **The Permit Services Program** provides identification and permit management services to City employees and residents required to obtain permits so they can be in compliance with City policy or ordinance.
- **The Records Management Program** provides services to maintain, validate and disseminate information to law enforcement, other government agencies and the public so they can obtain accurate and timely information needed to investigate and document public safety incidents.
- **The Training Program** provides basic and continuing education services to public safety personnel so they can receive and maintain the knowledge and skills needed to provide public safety services.

### **Public Safety Support Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
911 Communications*	0.00	\$94,752	0.00	\$1,233	0.00	\$0
Court Enforcement and Investigations**	4.50	560,165	4.50	654,152	4.50	646,600
Courthouse Security**	4.50	544,526	4.50	617,703	4.50	628,234
Inmate Processing / Incarceration Alternatives	12.45	1,641,608	12.45	2,623,413	12.45	2,432,591
Permit Services	4.15	618,191	4.15	960,113	4.15	936,648
Records Management	77.95	6,777,689	77.95	7,436,073	76.25	7,560,497
Training	12.45	4,416,966	12.45	4,000,407	12.45	3,736,179
<b>Line of Business Total</b>	<b>116.00</b>	<b>\$14,653,897</b>	<b>116.00</b>	<b>\$16,293,094</b>	<b>114.30</b>	<b>\$15,940,749</b>

\* Moved to Operations in FY23

\*\* Moved From Operations in FY23

## SPECIAL OPERATIONS

- **Special Protection, Events & Emergency Response Program** provides a safe and secure environment during permitted events, demonstrations, and dignitary visits occurring in the City of Oklahoma City. The SPEER Program also provides emergency management resources to first responders and the community when necessary.
- **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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Special Protection, Events and Emergency Response*	5.35	\$1,015,365	6.35	\$905,559	6.35	\$929,394
Special Operations Support**	85.50	14,070,943	86.50	13,396,569	88.50	14,586,651
Uniform Support and Traffic Safety***	126.10	15,873,694	126.10	16,521,637	123.50	16,674,409
<b>Line of Business Total</b>	<b>216.95</b>	<b>\$30,960,002</b>	<b>218.95</b>	<b>\$30,823,765</b>	<b>218.35</b>	<b>\$32,190,454</b>

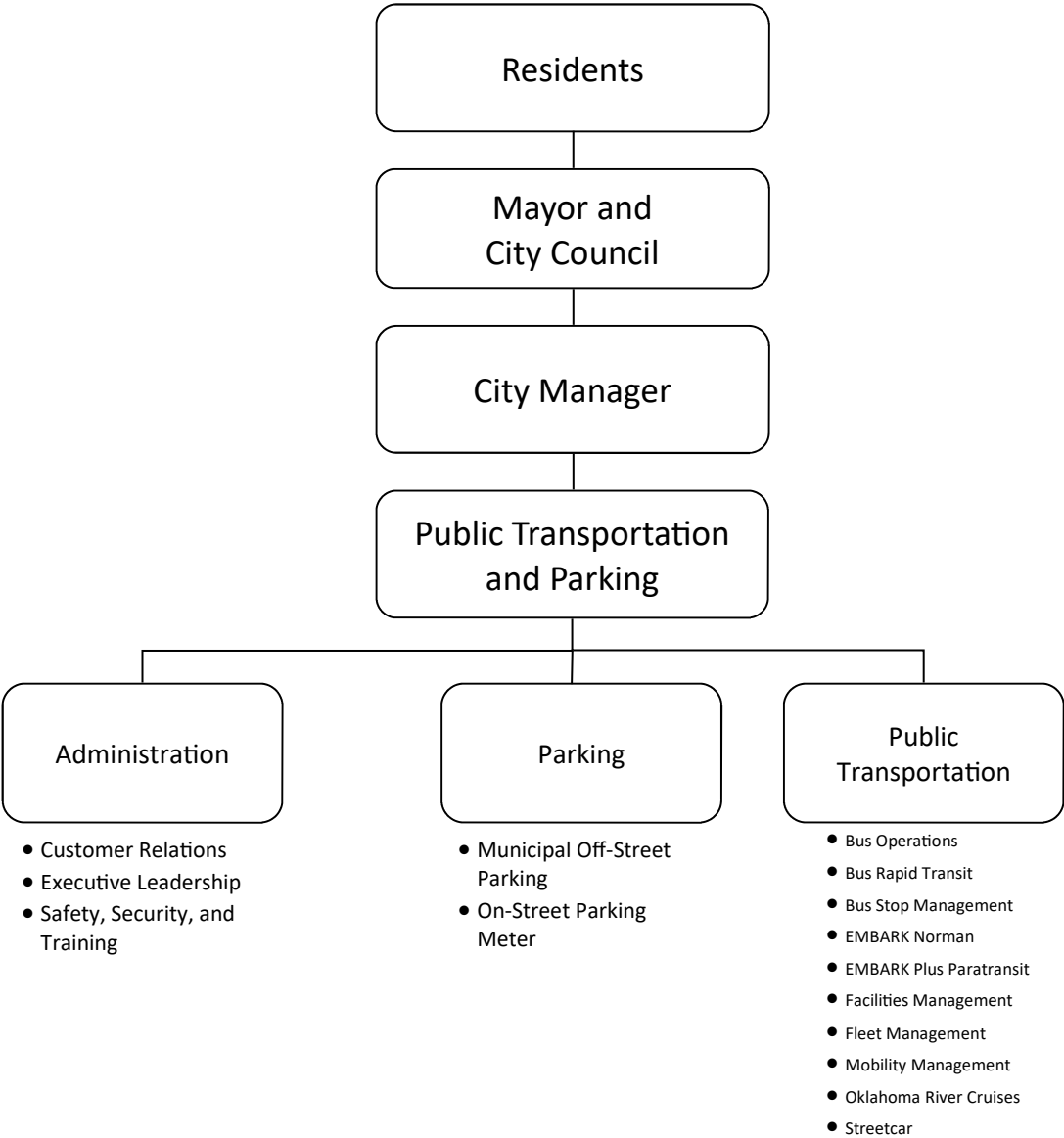
\*Moved from Administration in FY23

\*\*\*Moved from Operations in FY23

\*\*Moved from Investigations in FY23



# Public Transportation



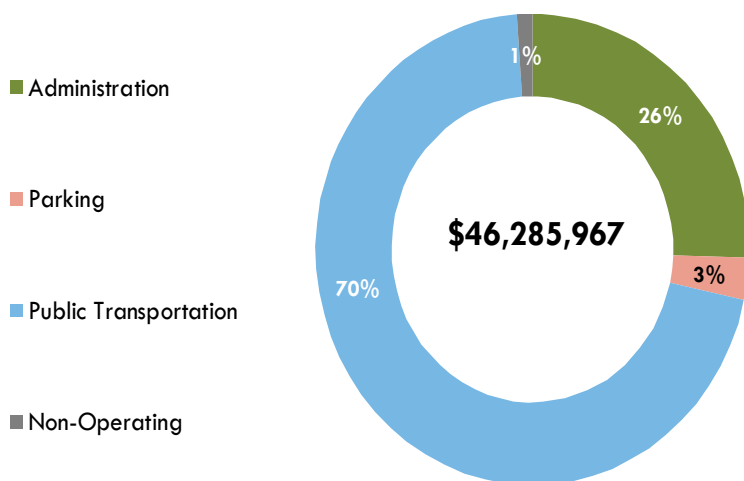
Director	Budget	Positions
Jason Ferbrache	\$46,285,967	49

# 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.

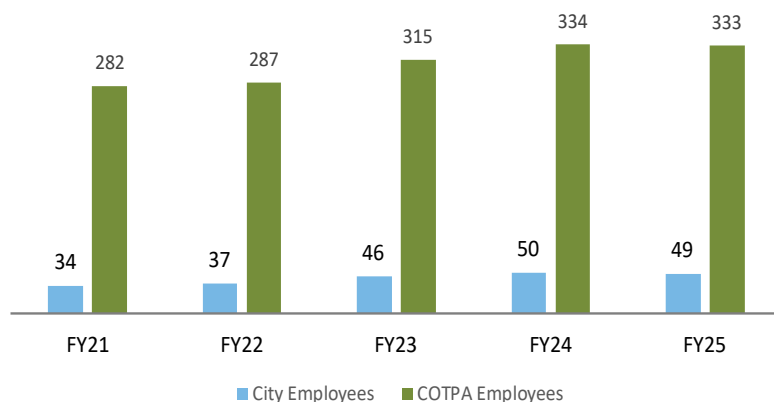
## DEPARTMENT BUDGET



## DEPARTMENT OVERVIEW

The Public Transportation and Parking Department has a total budget of \$46,285,967, which is an increase of 4.22%. There are 49 City positions authorized in the FY25 budget, which is a decrease of one position from FY24.

## POSITION HISTORY



## Department Facts

- In FY23, EMBARK's family of transit services provided over 2.9 million passenger trips.
- The City of Oklahoma City has 5,438 off-street parking spaces and 1,531 on-street parking spaces available.
- In FY24, EMBARK implemented Phase I of the OKC Moves bus study by adjusting all bus schedules to improve efficiency, serve major destinations, and integrate RAPID NW into the region's transit system.
- RAPID NW, the city's first Bus Rapid Transit (BRT) line, launched in December 2023 and established early success by providing more than 125,000 passenger trips in its first 120 days.

To review performance information, please see the performance data report or visit our website: [www.okc.gov/performance](http://www.okc.gov/performance).

## 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.	\$2,989,542	
2.	Adds funding for increased cost for repair parts and supplies.	\$750,000	
3.	Adds funding for Streetcar operating costs.	\$459,203	
4.	Adds funding to more closely align overtime budget with	\$457,895	
5.	Increases funding for the local member city contribution to the Regional Transportation Authority.	\$291,566	
6.	Removes the Spokies service mode which is anticipated to have minimal effects on residents and visitors.	(\$186,623)	(1.00)
7.	Other adjustments to further reduce the General Fund support.	(\$311,719)	





## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$6,633,833	\$11,289,455	\$11,833,404	4.82%
Parking	1,305,415	1,476,404	1,334,894	-9.58%
Public Transportation	23,973,281	29,445,884	32,573,961	10.62%
<b>Total Operating Expenditures</b>	<b>\$31,912,529</b>	<b>\$42,211,743</b>	<b>\$45,742,259</b>	<b>8.36%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$1,471,658	\$2,200,000	\$543,708	-75.29%
<b>Total Non-Operating Expenditures</b>	<b>\$1,471,658</b>	<b>\$2,200,000</b>	<b>\$543,708</b>	<b>-75.29%</b>
<b>Department Total</b>	<b>\$33,384,187</b>	<b>\$44,411,743</b>	<b>\$46,285,967</b>	<b>4.22%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$30,952,366	\$38,723,253	\$42,074,118	8.65%
Cap. Improvement Projects Fund	1,471,658	2,200,000	543,708	-75.29%
Parking Fund	1,135,500	1,950,938	1,940,824	-0.52%
Public Transportation Fund	3,947,937	5,004,696	5,329,426	6.49%
<b>Department Total</b>	<b>\$37,507,460</b>	<b>\$47,878,887</b>	<b>\$49,888,076</b>	<b>4.20%</b>
<i>Less Interfund Transfers</i>	<i>(4,123,273)</i>	<i>(3,467,144)</i>	<i>(3,602,109)</i>	3.89%
<b>Total All Funds</b>	<b>\$33,384,187</b>	<b>\$44,411,743</b>	<b>\$46,285,967</b>	<b>4.22%</b>

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 FY24 was \$61.5 million and the proposed FY25 budget is \$66.5 million.

## POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administration	28.62	34.49	34.49	0.00%
Parking	10.00	10.00	9.00	-10.00%
Public Transportation	7.38	5.51	5.51	0.00%
<b>Department Total</b>	<b>46.00</b>	<b>50.00</b>	<b>49.00</b>	<b>-2.00%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Parking Fund	11.05	13.30	12.55	-5.64%
Public Transportation Fund	34.95	36.70	36.45	-0.68%
<b>Department Total</b>	<b>46.00</b>	<b>50.00</b>	<b>49.00</b>	<b>-2.00%</b>

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 382, which includes 333 positions budgeted in COTPA and 49 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

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	18.58	\$4,792,597	26.05	\$9,493,668	26.05	\$10,004,046
Customer Relations	8.60	683,980	7.00	595,975	7.00	605,508
Safety, Security, and Training	1.44	1,157,257	1.44	1,199,812	1.44	1,223,850
<b>Line of Business Total</b>	<b>28.62</b>	<b>\$6,633,834</b>	<b>34.49</b>	<b>\$11,289,455</b>	<b>34.49</b>	<b>\$11,833,404</b>





## 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Municipal Off-Street Parking	2.35	\$190,989	1.60	\$200,975	0.60	\$130,109
On-Street Parking Meter	7.65	1,114,426	8.40	1,275,429	8.40	1,204,785
<b>Line of Business Total</b>	<b>10.00</b>	<b>\$1,305,415</b>	<b>10.00</b>	<b>\$1,476,404</b>	<b>9.00</b>	<b>\$1,334,894</b>



## 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 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bus Operations	0.47	\$9,035,119	0.00	\$11,390,120	0.70	\$13,084,732
Bus Rapid Transit	0.00	2,100,000	0.00	3,996,798	0.00	4,352,121
Bus Stop Management	0.00	359,231	0.00	369,758	0.00	401,621
EMBARK Norman*	0.00	0	0.00	0	0.00	0
EMBARK Plus Paratransit	0.50	355,797	0.50	423,963	0.80	560,951
Facilities Management	0.40	1,075,835	0.40	1,099,090	0.40	1,194,794
Fleet Management	1.60	4,182,089	0.60	4,268,268	0.60	4,973,014
Mobility Management	0.50	277,281	0.50	282,741	0.50	290,608
Oklahoma River Cruises	0.00	763,125	0.08	718,160	0.08	791,500
Spokies Bike Share**	1.00	147,990	1.00	183,623	0.00	0
Streetcar	2.91	5,676,814	2.43	6,713,363	2.43	6,924,620
<b>Line of Business Total</b>	<b>7.38</b>	<b>\$23,973,281</b>	<b>5.51</b>	<b>\$29,445,884</b>	<b>5.51</b>	<b>\$32,573,961</b>

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

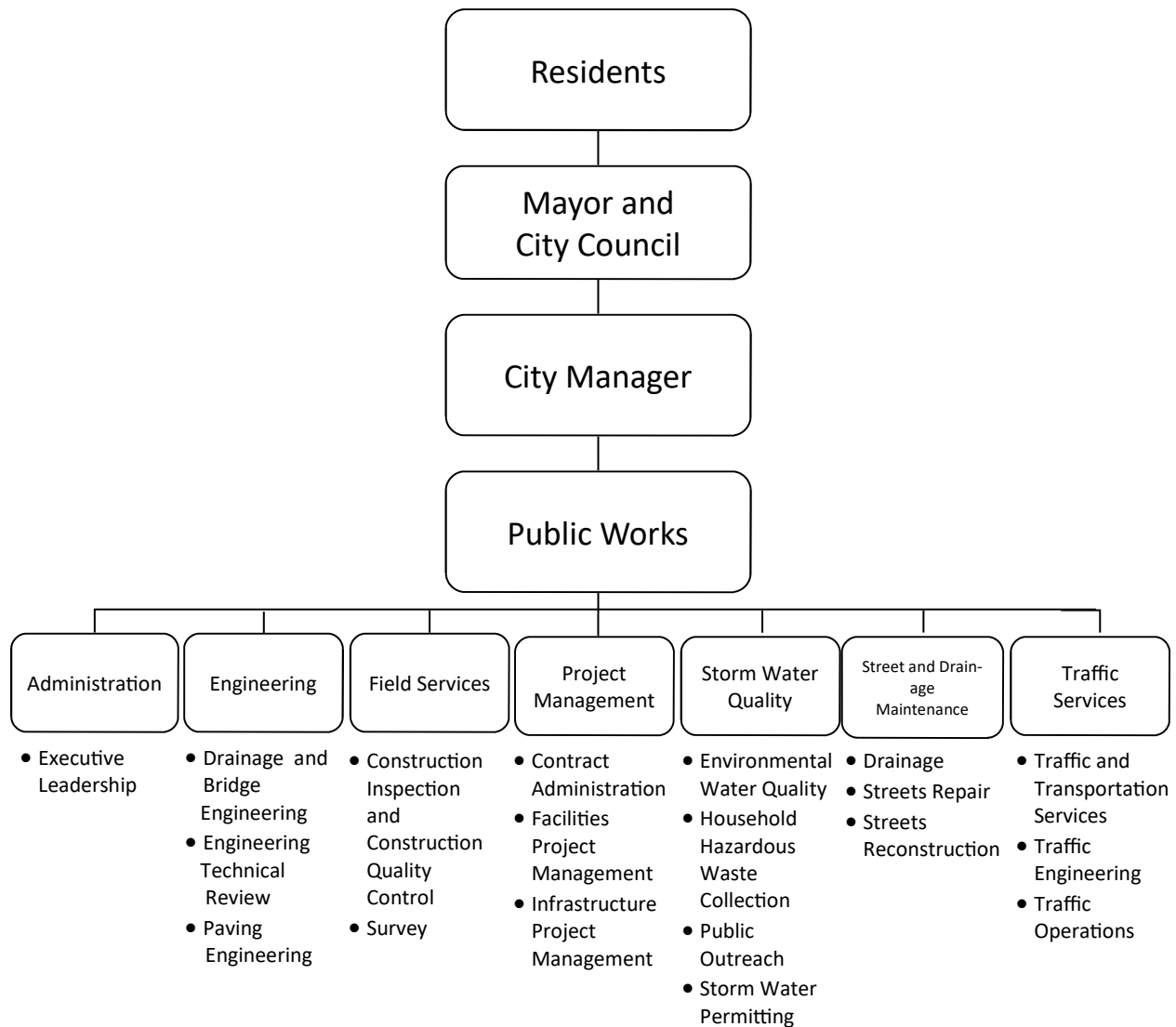
\*\*Program eliminated during the FY25 budget process.







# Public Works



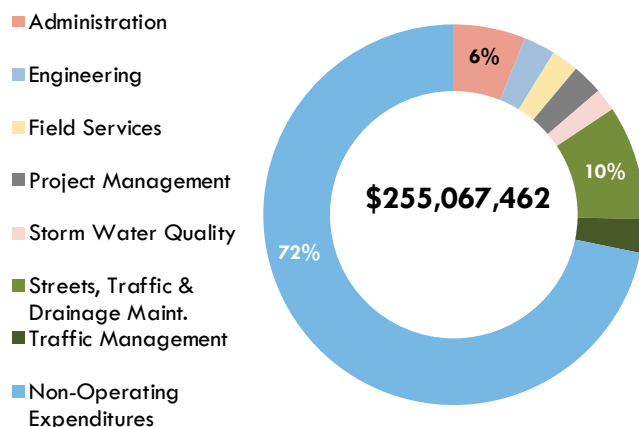
Director	Budget	Positions
Debbie Miller, P.E.	\$255,067,462	399

# DEPARTMENT INTRODUCTION

## MISSION STATEMENT

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

## DEPARTMENT BUDGET



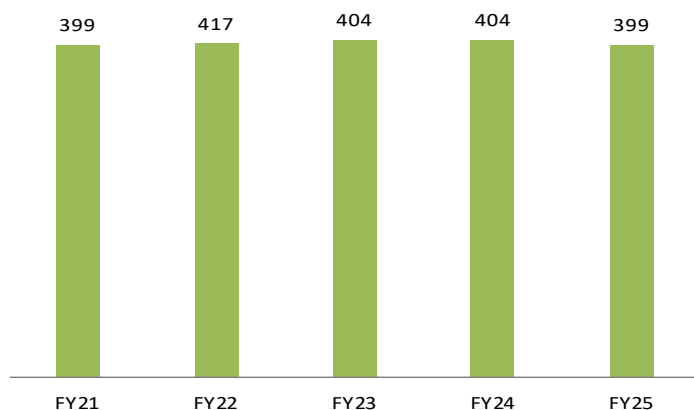
## Department Facts

- The Streets, Traffic, and Drainage Maintenance Division maintains over 4,092 miles of public streets with 810 signalized intersections and over 98,120 traffic signs throughout the City.
- The Field Services Division performs over 39,240 construction inspections every year.

## DEPARTMENT OVERVIEW

The Public Works Department has a total budget of \$255,067,462, which is a decrease of 4.62%. There are 399 positions authorized in the FY25 budget, an decrease of five positions.

## POSITION HISTORY



To review additional performance information, please see the attached supplemental performance report or visit our website: [www.okc.gov/performance](http://www.okc.gov/performance).

## 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	\$2,594,568	
2.	Decrease/Reduction in Genreal Fund to reduce budget	(\$212,275)	(4.00)
3.	Adds and deletes positions in various divisions of the department to address workload and improve operations	(\$77,361)	(1.00)



# EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$9,279,842	\$12,291,681	\$12,913,288	5.06%
Engineering	9,284,430	8,846,196	5,681,174	-35.78%
Field Services	4,520,825	4,692,875	4,871,459	3.81%
Project Management	4,283,297	5,306,154	5,560,656	4.80%
Storm Water Quality	3,451,087	4,112,459	4,106,562	-0.14%
Streets, Traffic & Drainage Maint.	22,078,757	25,968,011	20,609,204	-20.64%
Traffic Management	1,809,585	1,737,388	6,054,866	248.50%
<b>Total Operating Expenditures</b>	<b>\$54,707,823</b>	<b>\$62,954,764</b>	<b>\$59,797,209</b>	<b>-5.02%</b>
Capital Expenditures	\$26,979,869	\$42,001,283	\$43,246,379	2.96%
Other Non-Operating Expenditures	15,195,900	151,957,250	152,023,874	0.04%
<b>Department Total</b>	<b>\$96,883,592</b>	<b>\$256,913,297</b>	<b>\$255,067,462</b>	<b>-0.72%</b>
Less Interfund Transfers	(\$7,613)	\$0	\$0	N/A
<b>Department Total</b>	<b>\$96,875,979</b>	<b>\$256,913,297</b>	<b>\$255,067,462</b>	<b>-0.72%</b>

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	\$37,216,276	\$39,508,653	\$36,811,667	-6.83%
Better Streets, Safer City Sales Tax Fund	17,741,558	83,120,189	67,991,428	-18.20%
Capital Improvement Projects Fund	7,600,791	25,370,508	24,012,696	-5.35%
Grants Management Fund	8,333,924	201,510	201,510	0.00%
Impact Fee Fund	3,418,768	57,570,386	77,524,888	34.66%
Special Purpose Fund	3,443,208	11,065,165	6,306,048	-43.01%
Storm Water Drainage Utility Fund	19,129,067	40,076,786	42,219,123	5.35%
Street & Alley Fund	0	100	102	2.00%
<b>Total All Funding Sources</b>	<b>\$96,883,592</b>	<b>\$256,913,297</b>	<b>\$255,067,462</b>	<b>-0.72%</b>
Less Interfund Transfers	(\$7,613)	\$0	\$0	N/A
<b>Grand Total All Funds</b>	<b>\$96,875,979</b>	<b>\$256,913,297</b>	<b>\$255,067,462</b>	<b>-0.72%</b>

# POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administration	24.00	28.95	30.65	5.87%
Engineering	32.00	32.00	31.00	-3.13%
Field Services	49.00	49.00	49.00	0.00%
Project Management	37.00	37.00	39.00	5.41%
Storm Water Quality	31.00	32.05	31.35	-2.18%
Streets & Drainage Maint.	212.00	210.00	167.45	-20.26%
Traffic Services	15.00	15.00	50.55	237.00%
<b>Department Total</b>	<b>400.00</b>	<b>404.00</b>	<b>399.00</b>	<b>-1.24%</b>

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
General Fund	248.80	251.20	246.85	-1.73%
Storm Water Drainage Utility Fund	151.20	152.80	152.15	-0.43%
<b>Department Total</b>	<b>400.00</b>	<b>404.00</b>	<b>399.00</b>	<b>-1.24%</b>





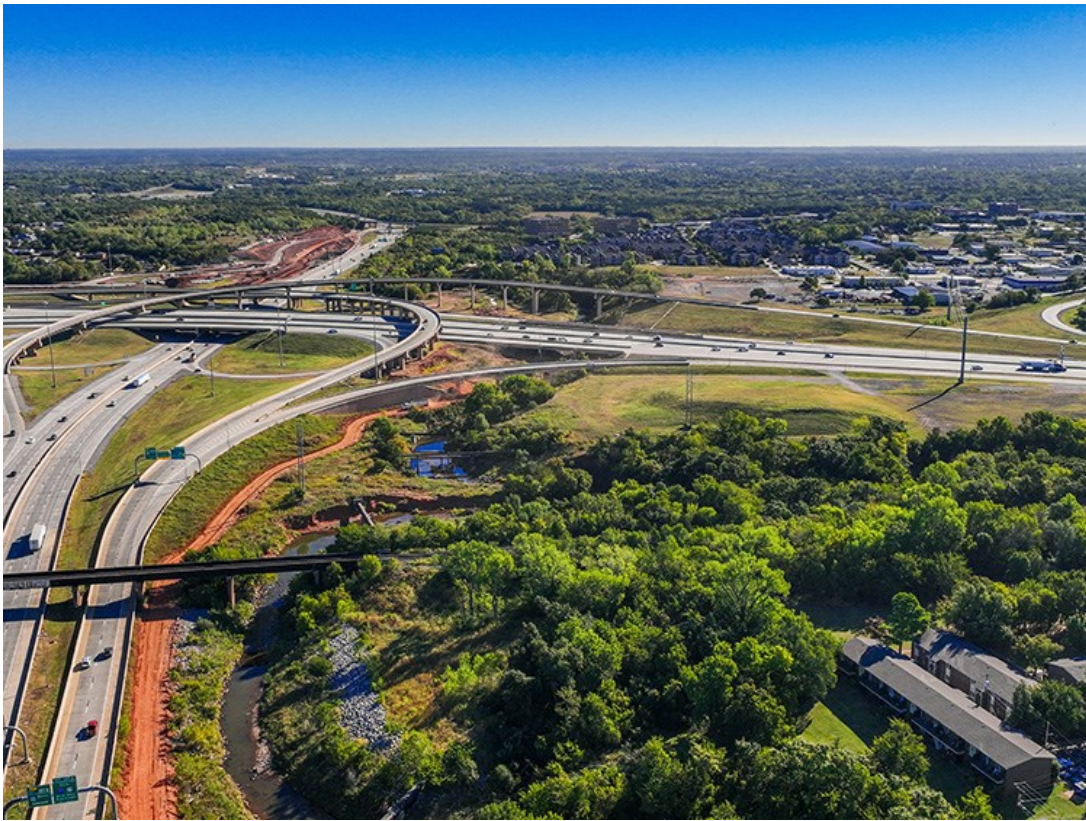
# PUBLIC WORKS LINES OF BUSINESS

## 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	24.00	\$9,279,842	28.95	\$12,291,681	30.65	\$12,913,288
<b>Line of Business Total</b>	<b>24.00</b>	<b>\$9,279,842</b>	<b>28.95</b>	<b>\$12,291,681</b>	<b>30.65</b>	<b>\$12,913,288</b>



## ENGINEERING

- **The Drainage and Bridge 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage and Bridge Engineering Program	8.50	\$662,721	8.50	\$995,101	8.50	\$1,118,064
Engineering Technical Review Program	11.25	844,075	11.25	1,097,155	11.25	1,209,455
Paving Engineering Program	12.25	7,777,633	12.25	6,753,940	11.25	3,353,655
<b>Line of Business Total</b>	<b>32.00</b>	<b>\$9,284,429</b>	<b>32.00</b>	<b>\$8,846,196</b>	<b>31.00</b>	<b>\$5,681,174</b>





## 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspection and Construction Quality Control	44.90	\$4,178,727	44.90	\$4,306,999	44.90	\$4,449,095
Survey	4.10	342,098	4.10	385,876	4.10	422,364
<b>Line of Business Total</b>	<b>49.00</b>	<b>\$4,520,825</b>	<b>49.00</b>	<b>\$4,692,875</b>	<b>49.00</b>	<b>\$4,871,459</b>



## 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 Oklahoma River maintenance, 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Contract Administration	7.00	\$741,061	7.00	\$807,845	7.00	\$878,859
Facilities Project Management	14.00	1,852,343	13.00	2,644,940	14.00	2,565,895
Infrastructure Project Management	16.00	1,689,893	17.00	1,853,369	18.00	2,115,902
<b>Line of Business Total</b>	<b>37.00</b>	<b>\$4,283,297</b>	<b>37.00</b>	<b>\$5,306,154</b>	<b>39.00</b>	<b>\$5,560,656</b>



## 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Environmental Water Quality	7.20	\$766,409	7.20	\$966,669	7.20	\$963,066
Household Hazardous Waste Collection	7.20	1,012,125	7.20	1,272,185	7.20	1,192,027
Public Outreach	1.00	32,198	1.00	111,944	1.00	120,121
Storm Water Permitting	15.60	1,640,355	16.65	1,761,661	15.95	1,831,348
<b>Line of Business Total</b>	<b>31.00</b>	<b>\$3,451,087</b>	<b>32.05</b>	<b>\$4,112,459</b>	<b>31.35</b>	<b>\$4,106,562</b>





## STREETS 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 Repair Program** provides roadway repair and reconstruction services to the public so they can travel safely and efficiently throughout the City.
- **The Streets Reconstruction Program** provides roadway reconstruction services to the public so they can travel safely and efficiently throughout the City.

### **Streets and Drainage Maintenance Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage	92.15	\$8,674,691	92.90	\$10,205,901	91.15	\$10,084,487
Streets Repair	81.50	9,040,574	79.20	11,375,082	76.30	10,513,114
Streets Reconstruction	38.35	4,363,492	37.90	4,387,028	0.00	11,603
<b>Line of Business Total</b>	<b>212.00</b>	<b>\$22,078,757</b>	<b>210.00</b>	<b>\$25,968,011</b>	<b>167.45</b>	<b>\$20,609,204</b>





## TRAFFIC SERVICES

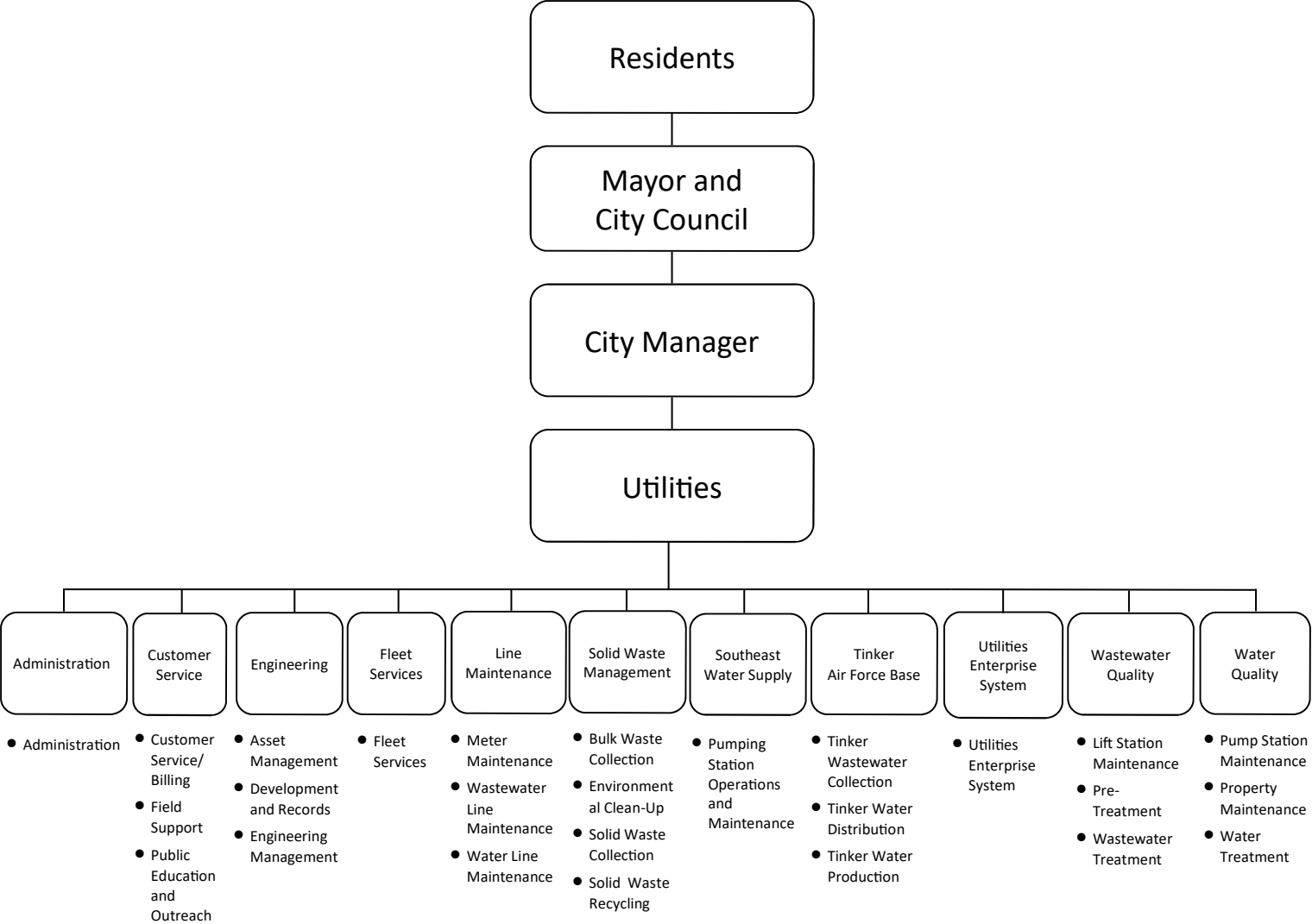
- **The Traffic and Transportation Services Program** provides work zone permits, work zone inspections and traffic safety recommendations to the development community so they can safely operate in the right of way.
- **The Traffic Engineering Program** provides engineering services for the design, review, 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.
- **The Traffic Operations Program** provides traffic control and maintenance services to the public so they can travel safely and efficiently throughout the City.

### **Traffic Services Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Traffic and Transportation	5.65	\$860,388	5.65	\$817,568	5.65	\$2,002,441
Traffic Engineering	9.35	949,196	9.35	919,820	8.35	895,165
Traffic Operations*	0.00	0	0.00	0	36.55	3,157,260
<b>Line of Business Total</b>	<b>15.00</b>	<b>\$1,809,584</b>	<b>15.00</b>	<b>\$1,737,388</b>	<b>50.55</b>	<b>\$6,054,866</b>



# Utilities



Director	Budget	Positions
Chris Browning	\$112,769,203	826

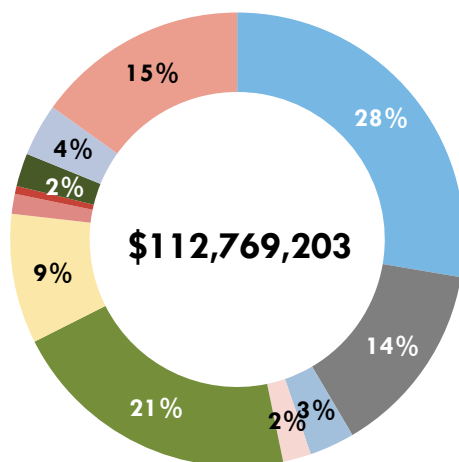
# DEPARTMENT INTRODUCTION

## 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

- Administration
- Customer Service
- Engineering
- Fleet Services
- Line Maintenance
- Solid Waste Management
- Southeast Water Supply
- Tinker Air Force Base
- Utilities Enterprise System\*
- Wastewater Quality
- Water Quality

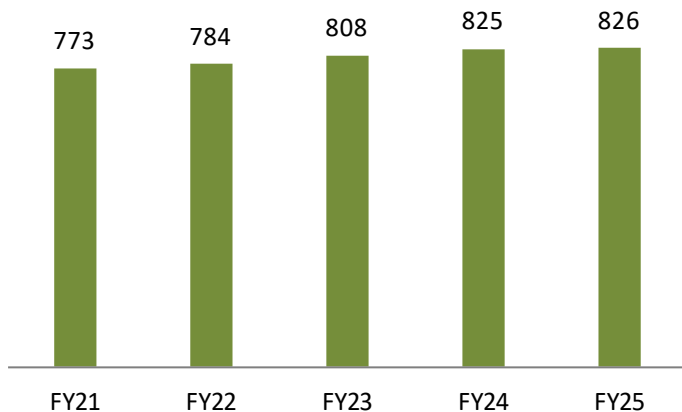


## Department Facts

- 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 37.07 billion gallons of water and treated 24.4 billion gallons of wastewater.
- Sold 2.5 billion gallons of reuse water.
- Recycling program diverted 16,312 tons of waste from landfills in FY23.

## DEPARTMENT OVERVIEW

The Utilities Department has a total budget of \$112,769,203, which is an increase of 2.69%. There are 826 positions authorized in the FY25 budget, an increase of one position over the FY24 budget.



## POSITION HISTORY

To review performance information, please see the attached supplemental performance report or visit our website: [www.okc.gov/performance](http://www.okc.gov/performance)

## 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.	\$5,553,641	
2.	Decreases the budget for Root Control and Fats, Oils, and Grease (FOG) reduction services to the Trust, allocating \$800,000 for FOG reduction treatments and \$900,000 for Root Control programs.	(\$1,700,000)	
3.	Adjusts Utilities Salary Reserves.	(\$926,509)	
4.	Risk Management Chargebacks for Property, Liability, and Workers Compensation.	(\$578,542)	
5.	Decreases the cellular service and equipment budgets and centralizes them in the Trust.	(\$226,188)	
6.	Information Technology Chargebacks.	(\$98,138)	
7.	Increases funding to the services and supplies budget due to price increases due to inflation.	\$913,000	
8.	Adjusts Utilities Administrative Chargebacks.	\$682,847	
9.	Adds funding for one Assistant Municipal Counselor I to Utilities Administration program to assist in providing Trust legal services in day-to-day operations for the Utilities Department.	\$100,086	
10.	Adds one SCADA Systems Analyst to the Tinker Air Force Base program to support the Enterprise SCADA System with Tinker AFB.	\$96,187	1.0
11.	Increases funding to part time wage funding for Utilities Customer Service.	\$84,000	
12.	Print Services Chargebacks.	\$32,630	
13.	Deletes one SAP Application Support Specialist and adds one System Analyst III to the Utilities Enterprise Systems program to enable more efficient comprehensive technical and operational management of Customer Service Systems and functions.	\$24,331	
14.	Deletes one SCADA Systems Analyst and adds one Systems Analyst III to the Utilities Enterprise Systems program to address Risk and Resilience Assessment mitigations and regulatory compliance.	\$16,993	
15.	Deletes one Administrative Coordinator and adds one Administrative Specialist to the Utilities Line Maintenance program to maintain effective daily operations, compliance with policies, financial resource optimization, and enhanced oversight of facility maintenance in the Line Maintenance Division.	\$12,048	
16.	Deletes one Civil Engineer III and adds one Civil Engineer IV to the Treatment Facilities & Building Program to manage day-to-day execution of capital improvement projects for facilities and buildings.	\$9,840	

## EXPENDITURES

Summary of Expenditures by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$22,998,766	\$30,840,544	\$31,197,587	1.16%
Customer Service	12,723,179	14,796,024	15,634,797	5.67%
Engineering	2,881,592	3,553,812	3,631,508	2.19%
Fleet Services	2,285,758	2,054,662	2,257,727	9.88%
Line Maintenance	21,120,751	23,523,731	23,471,573	-0.22%
Solid Waste Management	9,188,590	10,448,247	10,426,558	-0.21%
Southeast Water Supply	970,487	1,652,986	1,598,566	-3.29%
Tinker Air Force Base	236,260	411,016	629,151	53.07%
Utilities Enterprise System*	1,923,340	2,217,419	2,663,211	20.10%
Wastewater Quality	3,593,865	3,921,324	4,227,630	7.81%
Water Quality	40,604,793	16,399,307	17,030,895	3.85%
<b>Total Operating Expenditure</b>	<b>\$118,527,381</b>	<b>\$109,819,072</b>	<b>\$112,769,203</b>	<b>2.69%</b>
<b>Department Total</b>	<b>\$118,527,381</b>	<b>\$109,819,072</b>	<b>\$112,769,203</b>	<b>2.69%</b>

\*Added during the FY23 budget development process

Summary of Expenditures by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Utilities - Solid Waste Management Fund	\$10,955,274	\$13,524,165	\$13,442,803	-0.60%
Utilities - Wastewater Fund	30,870,877	37,208,641	37,956,548	2.01%
Utilities - Water Fund	76,701,230	59,086,266	61,369,852	3.86%
<b>Total All Funds</b>	<b>\$118,527,381</b>	<b>\$109,819,072</b>	<b>\$112,769,203</b>	<b>2.69%</b>

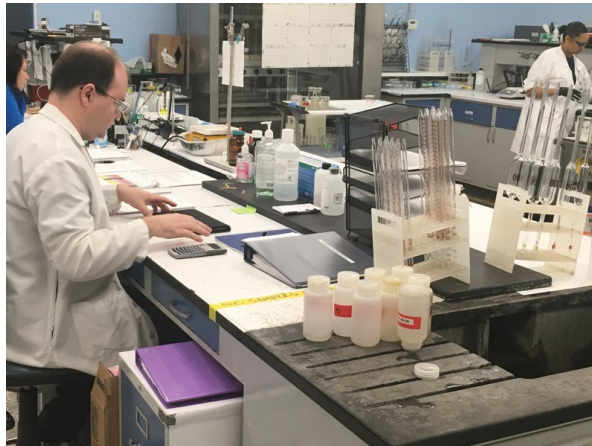


## POSITIONS

Summary of Positions by Purpose	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Administration	56.00	59.00	61.00	3.39%
Customer Service	170.00	170.00	168.00	-1.18%
Engineering	28.00	30.00	30.00	0.00%
Fleet Services	22.00	22.00	22.00	0.00%
Line Maintenance	226.00	231.00	231.00	0.00%
Solid Waste Management	110.00	110.00	110.00	0.00%
Southeast Water Supply	9.00	9.00	9.00	0.00%
Tinker Air Force Base	3.00	4.00	5.00	25.00%
Utilities Enterprise System*	19.00	20.00	20.00	0.00%
Wastewater Quality	32.50	34.50	34.50	0.00%
Water Quality	132.50	135.50	135.50	0.00%
<b>Department Total</b>	<b>808.00</b>	<b>825.00</b>	<b>826.00</b>	<b>0.12%</b>

\*Added during the FY23 budget development process

Summary of Positions by Funding Source	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Utilities - Solid Waste Management Fund	110.42	110.00	110.00	0.00%
Utilities - Wastewater Fund	277.66	286.00	285.40	-0.21%
Utilities - Water Fund	419.92	429.00	430.60	0.37%
<b>Department Total</b>	<b>808.00</b>	<b>825.00</b>	<b>826.00</b>	<b>0.12%</b>





# 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Administration	56.00	\$22,998,766	59.00	\$30,840,544	61.00	\$31,197,587
<b>Line of Business Total</b>	<b>56.00</b>	<b>\$22,998,766</b>	<b>59.00</b>	<b>\$30,840,544</b>	<b>61.00</b>	<b>\$31,197,587</b>

## 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 Education and Outreach Program** provides consistent and timely internal and external communication to customers so they can increase their awareness and utilization of water-efficient practices.

### **Customer Service Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Customer Service/Billing	90.02	\$6,385,181	90.02	\$7,931,421	90.02	\$8,519,288
Field Support	74.98	5,952,264	74.98	6,346,812	74.98	6,829,495
Public Education and Outreach*	5.00	385,734	5.00	517,791	3.00	286,014
<b>Line of Business Total</b>	<b>170.00</b>	<b>\$12,723,179</b>	<b>170.00</b>	<b>\$14,796,024</b>	<b>168.00</b>	<b>\$15,634,797</b>

\*Added during the FY22 Strategic Business Plan update process

## ENGINEERING

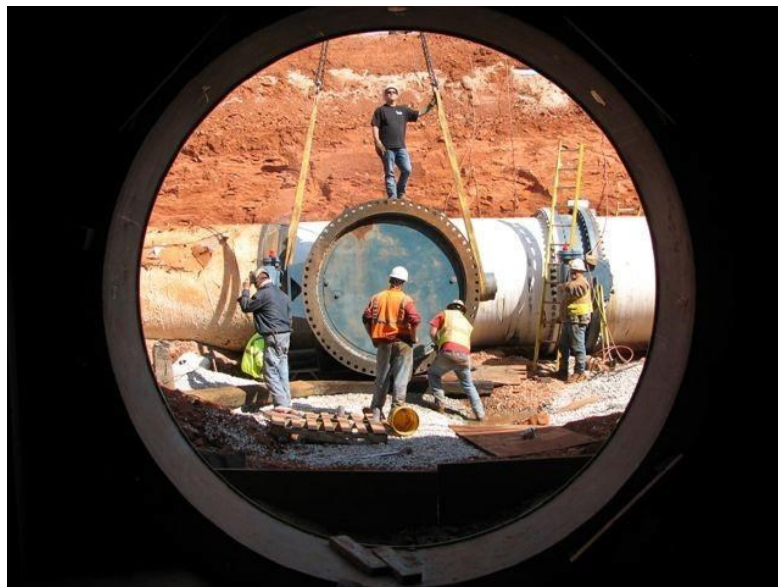
- **The Asset Management Program** provides management the most cost effective and efficient manner to maintain the Utilities infrastructure, so ratepayers can maintain low rates.
- **The Development and Records Program** provides water and wastewater plan review, information requests, and record services 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 and construction 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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Asset Management*	4.00	\$335,526	4.00	\$504,002	4.00	\$358,696
Development and Records**	12.50	1,154,404	13.50	1,299,206	13.50	1,378,976
Engineering Management	11.50	1,380,977	12.50	1,750,604	12.50	1,893,836
Infrastructure Records	0.00	0	0.00	0	0.00	0
Private Development	0.00	10,686	0.00	0	0.00	0
<b>Line of Business Total</b>	<b>28.00</b>	<b>\$2,881,592</b>	<b>30.00</b>	<b>\$3,553,812</b>	<b>30.00</b>	<b>\$3,631,508</b>

\*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**

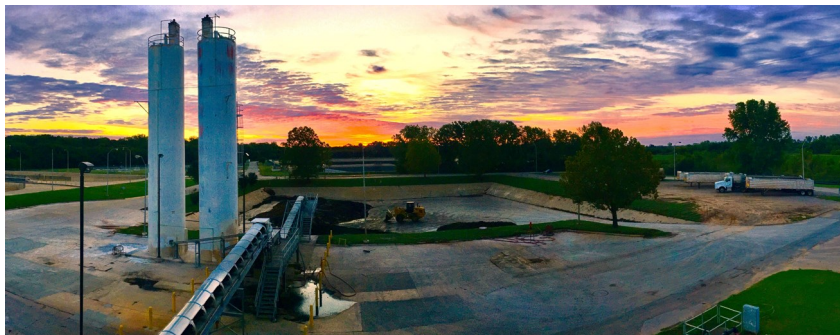
Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fleet Services	22.00	\$2,285,758	22.00	\$2,054,662	22.00	\$2,257,727
<b>Line of Business Total</b>	<b>22.00</b>	<b>\$2,285,758</b>	<b>22.00</b>	<b>\$2,054,662</b>	<b>22.00</b>	<b>\$2,257,727</b>

## 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	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Meter Maintenance	31.00	\$2,229,919	33.00	\$2,915,062	34.00	\$3,219,857
Wastewater Line Maintenance	89.00	9,547,941	90.50	9,976,078	89.00	8,952,435
Water Line Maintenance	106.00	9,342,891	107.50	10,632,591	108.00	11,299,281
<b>Line of Business Total</b>	<b>226.00</b>	<b>\$21,120,751</b>	<b>231.00</b>	<b>\$23,523,731</b>	<b>231.00</b>	<b>\$23,471,573</b>



## 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 collected in a satisfactory manner.
- **The Environmental Clean-Up Program** provides street sweeping, 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 Management Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bulk Waste Collection	32.75	\$2,169,397	32.75	\$2,365,238	32.75	\$2,457,307
Environmental Clean-Up	8.75	554,847	8.75	673,811	8.75	710,030
Solid Waste Collection	68.25	6,464,346	68.25	7,382,905	68.25	7,226,803
Solid Waste Recycling*	0.25	0	0.25	26,293	0.25	32,418
<b>Line of Business Total</b>	<b>110.00</b>	<b>\$9,188,590</b>	<b>110.00</b>	<b>\$10,448,247</b>	<b>110.00</b>	<b>\$10,426,558</b>

\*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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Pumping Station Operations and Maintenance	9.00	\$970,487	9.00	\$1,652,986	9.00	\$1,598,566
<b>Line of Business Total</b>	<b>9.00</b>	<b>\$970,487</b>	<b>9.00</b>	<b>\$1,652,986</b>	<b>9.00</b>	<b>\$1,598,566</b>

## TINKER AIR FORCE BASE

- **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 wastewater collection 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 for Tinker Air Force Base so they can receive reliable water service.

### **Tinker Air Force Base Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Tinker Wastewater Collection*	0.00	0	0.00	0	0.00	0
Tinker Water Distribution	3.00	236,260	4.00	411,016	5.00	629,151
Tinker Water Production*	0.00	0	0.00	0	0.00	0
<b>Line of Business Total</b>	<b>3.00</b>	<b>\$236,260</b>	<b>4.00</b>	<b>\$411,016</b>	<b>5.00</b>	<b>\$629,151</b>

\*Added during the FY22 Strategic Business Plan update process

## UTILITIES ENTERPRISE SYSTEM

- **The Utilities Enterprise System Program** provides the ability to optimize the utilization of technology systems throughout the Utilities Department by strategically enhancing technology systems, facilitating value creation, and driving process modernization improving service to the Oklahoma City Metro Community.

### **Utilities Enterprise System Positions and Budget**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Utilities Enterprise System*	19.00	\$1,923,340	20.00	\$2,217,419	20.00	\$2,663,211
<b>Line of Business Total</b>	<b>19.00</b>	<b>\$1,923,340</b>	<b>20.00</b>	<b>\$2,217,419</b>	<b>20.00</b>	<b>\$2,663,211</b>

\*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**

Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Lift Station Maintenance	15.50	\$1,781,754	15.50	\$1,663,818	15.50	\$1,722,504
Pre-treatment	14.00	1,288,733	16.00	1,734,089	16.00	1,940,794
Wastewater Treatment	3.00	523,378	3.00	523,417	3.00	564,332
<b>Line of Business Total</b>	<b>32.50</b>	<b>\$3,593,865</b>	<b>34.50</b>	<b>\$3,921,324</b>	<b>34.50</b>	<b>\$4,227,630</b>

## WATER QUALITY

- **The Pump Station Maintenance Program** provides adequate raw and treated water 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**

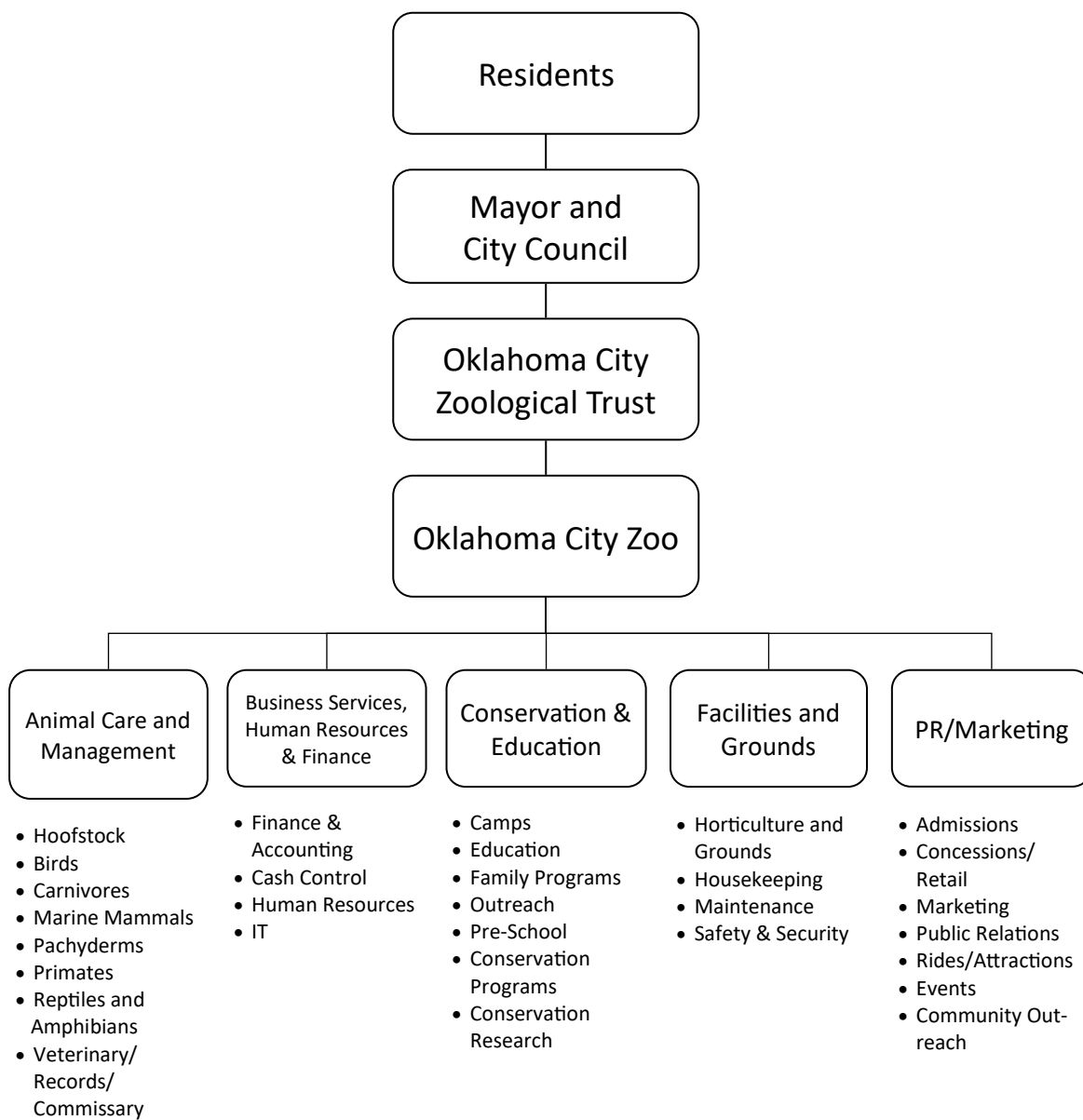
Program	FY23		FY24		FY25	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Pump Station Maintenance*	0.00	\$0	0.00	\$0	0.00	\$0
Property Maintenance	43.00	4,416,080	43.00	4,584,797	43.00	4,886,064
Water Treatment	89.50	36,188,713	92.50	11,814,510	92.50	12,144,831
<b>Line of Business Total</b>	<b>132.50</b>	<b>\$40,604,793</b>	<b>135.50</b>	<b>\$16,399,307</b>	<b>135.50</b>	<b>\$17,030,895</b>

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





# Zoo



Executive Director / CEO	Budget
Dr. Dwight Lawson	\$18,578,026

## 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	FY23 Actual	FY24 Adopted Budget	FY25 Adopted Budget	Percent Change
Zoo Sales Tax Fund	<u>\$18,023,302</u>	<u>\$19,087,397</u>	<u>\$18,578,026</u>	-2.67%
<b>Fund Total</b>	<u><b>\$18,023,302</b></u>	<u><b>\$19,087,397</b></u>	<u><b>\$18,578,026</b></u>	<u><b>-2.67%</b></u>





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.

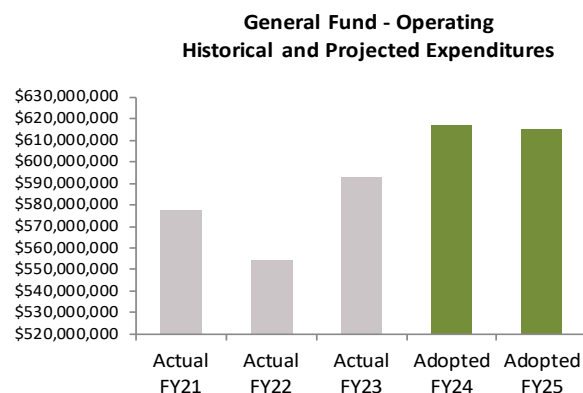
Special Revenue Funds account for proceeds of specific revenue sources that are restricted by law to expenditures for specified purposes.

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.

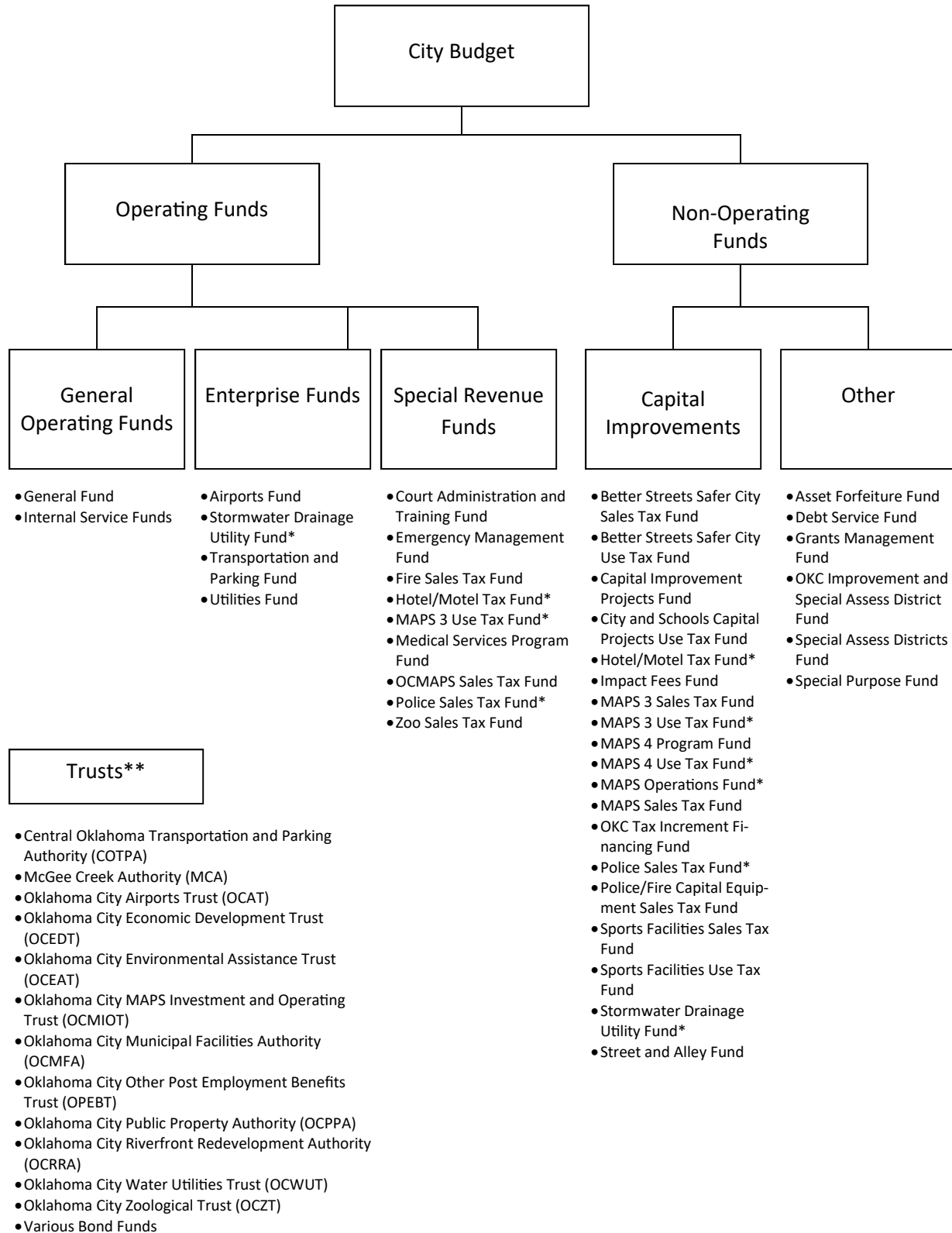
The diagram on the following page categorizes each of the City's funds. The fund summaries on the subsequent pages are listed in alphabetical order for ease of reference.

**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



\*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 OCMAFS 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 construction	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 Facilities	Local Law/Public
OKC Sports Facilities Improvement Use Tax	Fund Balance	Capital Improvements to Sports Facilities	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 MAPS Investment and Operating Trust (OCMIOT)	Sale of Investments	Professional Services 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	\$2,369,838	\$24,775,494	\$27,145,332	\$0	(\$2,369,838)	-100.00% (e)
Asset Forfeiture Fund	920,598	2,024,830	2,856,103	89,325	(831,273)	-90.30% (b)
Better Streets Safer City Sales Tax Fund	65,491,425	2,500,003	67,991,428	0	(65,491,425)	-100.00% (d)
Better Streets Safer City Use Tax Fund	1,449,251	36,111	1,485,362	0	(1,449,251)	-100.00% (d)
Capital Improvement Projects Fund	112,373,103	9,867,369	122,240,472	0	(112,373,103)	-100.00% (b)
City and Sch Cap Proj Use Tax Fund	1,882,717	130,117	2,012,834	0	(1,882,717)	-100.00% (d)
Court Administration and Training Fund	77,956	109,250	127,000	60,206	(17,750)	-22.77% (c)
Debt Service Fund	151,289,269	104,519,311	124,599,132	131,209,448	(20,079,821)	-13.27% (c)
Emergency Management Fund	529,424	11,081,886	11,281,886	329,424	(200,000)	-37.78% (c)
Fire Sales Tax Fund	26,388,432	56,669,262	59,432,997	23,624,697	(2,763,735)	-10.47% (c)
General Fund	147,418,676	763,155,977	763,155,977	147,418,676	0	0.00% (a)
Grants Management Fund	N/A	90,224,894	90,224,894	N/A	N/A	N/A (g)
Hotel/Motel Tax Fund	5,198,391	28,572,996	29,377,820	4,393,567	(804,824)	-15.48% (c)
Impact Fee Fund	58,110,945	19,413,943	77,524,888	0	(58,110,945)	-100.00% (b)
Internal Service Fund	16,758,979	81,604,685	89,681,821	8,681,843	(8,077,136)	-48.20% (a)
Medical Services Program Fund	10,959,679	7,511,193	12,062,835	6,408,037	(4,551,642)	-41.53% (c)
Metropolitan Area Projects Tax Fund	340,648	8,757	179,081	170,324	(170,324)	-50.00% (d)
MAPS Operations Fund	4,017,456	0	4,017,456	0	(4,017,456)	-100.00% (b)
MAPS 3 Sales Tax Fund	34,556,171	0	34,556,171	0	(34,556,171)	-100.00% (d,f)
MAPS 3 Use Tax Fund	3,713,162	108,505	3,713,775	107,892	(3,605,270)	-97.09% (d,f)
MAPS 4 Program Fund	219,619,655	367,601,374	367,601,374	219,619,655	0	0.00% (d,f)
MAPS 4 Use Tax Fund	52,441,266	39,385,480	91,826,746	0	(52,441,266)	-100.00% (d,f)
OCMAPS Sales Tax Fund	35,344	0	35,344	0	(35,344)	-100.00% (d)
OKC Imprv & Spcl Svcs Assess Dist Fund	0	6,978,438	6,978,438	0	0	N/A (c)
Oklahoma City TIF Fund	0	3,986,368	3,986,368	0	0	N/A (c)
Police and Fire Cap Equip Sales Tax Fund	2,736,706	37,505	1,405,858	1,368,353	(1,368,353)	-50.00% (d)
Police Sales Tax Fund	38,540,311	57,120,826	64,074,691	31,586,446	(6,953,865)	-18.04% (c)
Special Assessment Districts Fund	0	1,947,000	1,947,000	0	0	N/A (c)
Special Purpose Fund	18,448,051	6,356,291	24,804,342	0	(18,448,051)	-100.00% (c)
Sports Facilities Sales Tax Fund	24,656	626	24,978	304	(24,352)	-98.77% (d)
Sports Facilities Use Tax Fund	3,819	88	3,907	0	(3,819)	-100.00% (d)
Stormwater Drainage Utility Fund	41,891,708	21,374,639	42,219,123	21,047,224	(20,844,484)	-49.76% (f)
Street and Alley Fund	102	0	102	0	(102)	-100.00% (b)
Transportation and Parking Fund	845,174	7,270,250	7,270,250	845,174	0	0.00% (e)
Utilities Fund	10,679,306	111,569,203	112,769,203	9,479,306	(1,200,000)	-11.24% (e)
Zoo Sales Tax Fund	0	18,578,026	18,578,026	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 FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Transfer from Airport Trust	\$20,708,322	\$22,536,007	\$24,671,062
Interest	63,888	64,743	77,290
Other	4,953	24,434	27,142
Fund Balance	0	2,801,012	2,369,838
<b>Total Revenues</b>	<b>\$20,777,163</b>	<b>\$25,426,196</b>	<b>\$27,145,332</b>
<b>Expenditures - Airports</b>			
Personal Services	\$12,686,692	\$15,700,251	\$16,100,312
Other Services & Charges	7,153,750	8,684,441	10,343,088
Supplies	809,355	791,504	701,932
Capital Outlay	391,921	250,000	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$21,041,718</b>	<b>\$25,426,196</b>	<b>\$27,145,332</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$2,511,094	\$2,246,539	\$2,369,838
Additions/(Reductions) to Fund Balance	(264,556)	123,299 *	(2,369,838) **
<b>Ending Fund Balance</b>	<b>\$2,246,539</b>	<b>\$2,369,838 *</b>	<b>\$0 **</b>

\* Estimated.

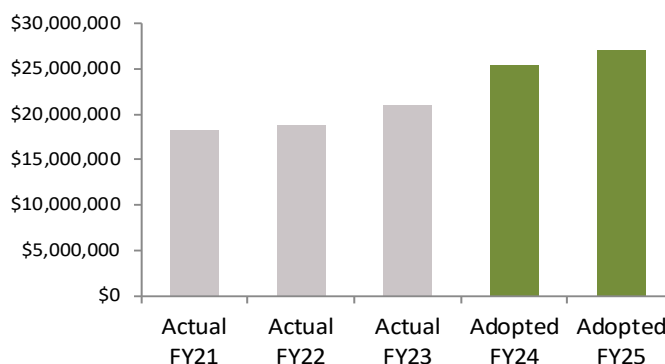
\*\* Assumes budgeted revenues and expenditures.

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.

**Airports Fund  
Historical and Projected Expenditures**



## ASSET FORFEITURE FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Asset Seizure Revenues	\$2,749,216	\$2,125,387	\$1,951,268
Other Revenue	48,912	26,880	19,966
Service Charges	53	0	0
Interest	46,183	38,422	53,596
Transfers	0	0	0
Fund Balance	0	1,092,562	831,273
<b>Total Revenues</b>	<b>\$2,844,364</b>	<b>\$3,283,251</b>	<b>\$2,856,103</b>
<b>Expenditures - Police</b>			
Personal Services	\$336,761	\$185,351	\$171,720
Other Services & Charges	1,288,544	2,024,143	1,712,776
Supplies	715,773	803,757	801,607
Capital Outlay	140,000	200,000	100,000
Transfers	70,000	70,000	70,000
<b>Total Expenditures</b>	<b>\$2,551,078</b>	<b>\$3,283,251</b>	<b>\$2,856,103</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$1,381,301	\$1,674,587	\$920,598
Additions/(Reductions) to Fund Balance	293,286	(753,989) *	(831,273) **
<b>Ending Fund Balance</b>	<b>\$1,674,587</b>	<b>\$920,598 *</b>	<b>\$89,325 **</b>

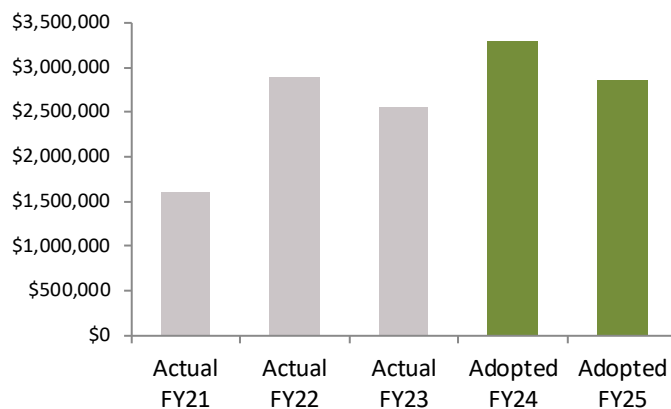
\* Estimated.

\*\* 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.

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.

**Asset Forfeiture Fund  
Historical and Projected Expenditures**





## BETTER STREETS, SAFER CITY SALES TAX FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Capital Improvements Sales Tax	\$67,970	\$0	\$0
Interest	1,697,160	300,000	2,500,003
Other	0	0	0
Fund Balance	0	82,820,189	65,491,425
<b>Total Revenues</b>	<b>\$1,765,129</b>	<b>\$83,120,189</b>	<b>\$67,991,428</b>
<b>Expenditures</b>			
<b>Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	13,243,651	49,661,096	48,473,208
Supplies	537	172,658	514,328
Capital Outlay	4,497,370	33,286,435	19,003,892
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$17,741,558</b>	<b>\$83,120,189</b>	<b>\$67,991,428</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$91,909,972	\$75,933,544	\$65,491,425
Additions/(Reductions) to Fund Balance	(15,976,428)	(10,442,119) *	(65,491,425) **
<b>Ending Fund Balance</b>	<b>\$75,933,544</b>	<b>\$65,491,425 *</b>	<b>\$0 **</b>

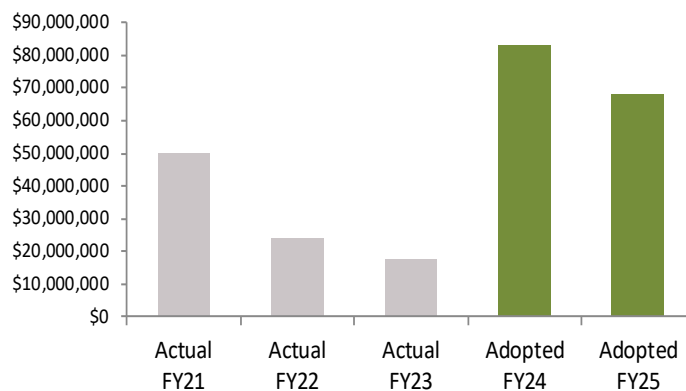
\* Estimated.

\*\* 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.

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 Sales Tax Fund  
Historical and Projected Expenditures**



# BETTER STREETS, SAFER CITY USE TAX FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Capital Improvement Use Tax	(\$557,073)	\$0	\$0
Interest	72,726	89,555	36,111
Other	18,105	0	0
Fund Balance	0	2,191,560	1,449,251
<b>Total Revenues</b>	<b>(\$466,242)</b>	<b>\$2,281,115</b>	<b>\$1,485,362</b>
<b>Expenditures</b>			
<b>Fire</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	83,101	21,222	3,326
Supplies	298,754	118,923	9,178
Capital Outlay	464,555	761,528	761,528
Transfers	0	0	0
<b>Department Total</b>	<b>\$846,409</b>	<b>\$901,673</b>	<b>\$774,032</b>
<b>Information Technology</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	22,766	49,876	49,876
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$22,766</b>	<b>\$49,876</b>	<b>\$49,876</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	89,554	86,979
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$89,554</b>	<b>\$86,979</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	575,408	335,451	53,643
Supplies	6,214,764	904,561	520,832
Capital Outlay	69,541	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$6,859,713</b>	<b>\$1,240,012</b>	<b>\$574,475</b>
<b>All Departments</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	658,510	356,673	56,969
Supplies	6,536,283	1,073,360	579,886
Capital Outlay	534,096	851,082	848,507
Transfers	0	0	0
<b>Department Total</b>	<b>\$7,728,889</b>	<b>\$2,281,115</b>	<b>\$1,485,362</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$9,781,355	\$1,586,225	\$1,449,251
Additions/(Reductions) to Fund Balance	(8,195,131)	(136,974) *	(1,449,251) **
<b>Ending Fund Balance</b>	<b>\$1,586,225</b>	<b>\$1,449,251 *</b>	<b>\$0 **</b>

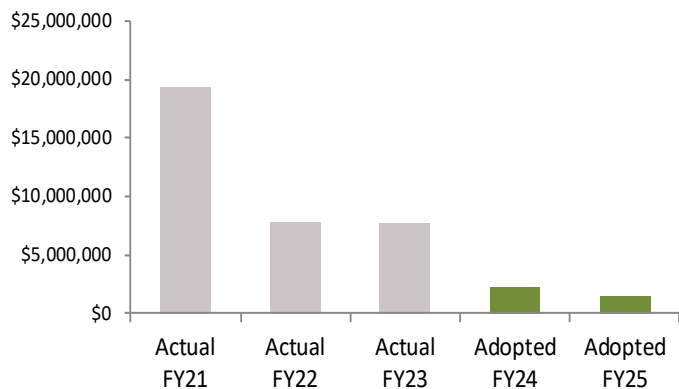
\* Estimated.

\*\* 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 FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Interest	\$2,278,651	\$1,694,470	\$3,960,000
Other	188,263	1,756,374	157,369
Reimbursements	0	0	0
Service Charges	2,250	0	0
Transfers	51,492,316	6,250,000	5,750,000
Fund Balance	0	142,443,251	112,373,103
<b>Total Revenues</b>	<b>\$53,961,480</b>	<b>\$152,144,095</b>	<b>\$122,240,472</b>
<b>Expenditures</b>			
<b>City Clerk</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	2,740	366,258	369,803
Supplies	45,624	53,345	33,262
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$48,364</b>	<b>\$419,603</b>	<b>\$403,065</b>
<b>City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,259,417	776,211	809,111
Supplies	426,292	645,066	245,059
Capital Outlay	10,427,751	8,423,898	117,685
Transfers	0	0	0
<b>Department Total</b>	<b>\$12,113,459</b>	<b>\$9,845,175</b>	<b>\$1,171,855</b>
<b>Development Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	24,967	27,067	18,623
Supplies	4,464	4,464	0
Capital Outlay	59,000	298,826	2,900
Transfers	0	0	0
<b>Department Total</b>	<b>\$88,431</b>	<b>\$330,357</b>	<b>\$21,523</b>
<b>Finance</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	305	201,879	179,863
Supplies	0	48,830	48,830
Capital Outlay	0	0	0
Transfers	49,638	0	0
<b>Department Total</b>	<b>\$49,943</b>	<b>\$250,709</b>	<b>\$228,693</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Fire</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	24,286	24,286
Capital Outlay	0	3,675,714	3,675,714
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$3,700,000</b>	<b>\$3,700,000</b>
<b>General Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,442,714	2,044,982	5,656,532
Supplies	1,412,719	20,498,512	10,852,514
Capital Outlay	4,110,403	12,162,922	13,237,235
Transfers	0	0	0
<b>Department Total</b>	<b>\$6,965,836</b>	<b>\$34,706,416</b>	<b>\$29,746,281</b>
<b>Human Resources</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,438	32,453	31,866
Supplies	6,991	33,098	26,210
Capital Outlay	0	134,400	134,400
Transfers	0	0	0
<b>Department Total</b>	<b>\$8,430</b>	<b>\$199,951</b>	<b>\$192,476</b>
<b>Information Technology</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	318,688	1,780,340	1,404,575
Supplies	90,167	1,187,370	570,313
Capital Outlay	765,361	381,437	183,307
Transfers	102,073	102,073	8,932
<b>Department Total</b>	<b>\$1,276,289</b>	<b>\$3,451,220</b>	<b>\$2,167,127</b>
<b>Mayor and Council</b>			
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
<b>Department Total</b>	<b>\$0</b>	<b>\$10,500</b>	<b>\$10,500</b>
<b>Municipal Court</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	183,351	13,251	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	1,653	0
<b>Department Total</b>	<b>\$183,351</b>	<b>\$14,904</b>	<b>\$0</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Municipal Counselor's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	240,000	240,000
Supplies	78,291	177,675	52,255
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$78,291</b>	<b>\$417,675</b>	<b>\$292,255</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	2,102,941	3,437,645	3,228,406
Supplies	0	840	840
Capital Outlay	0	35,860,987	37,430,959
Transfers	4,173,835	3,405,453	2,103,924
<b>Department Total</b>	<b>\$6,276,776</b>	<b>\$42,704,925</b>	<b>\$42,764,129</b>
<b>Parks and Recreation</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	2,869,761	1,637,832	2,319,819
Supplies	685,107	414,358	276,451
Capital Outlay	2,383,074	18,922,578	8,816,358
Transfers	0	0	0
<b>Department Total</b>	<b>\$5,937,942</b>	<b>\$20,974,768</b>	<b>\$11,412,628</b>
<b>Planning</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	109,700	695,537	528,347
Supplies	0	121,900	121,900
Capital Outlay	0	2,000,000	2,016,762
Transfers	0	0	0
<b>Department Total</b>	<b>\$109,700</b>	<b>\$2,817,437</b>	<b>\$2,667,009</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	13,686	824,320	717,370
Supplies	404,490	455,439	422,449
Capital Outlay	4,304,860	3,450,188	1,766,708
Transfers	0	0	0
<b>Department Total</b>	<b>\$4,723,037</b>	<b>\$4,729,947</b>	<b>\$2,906,527</b>
<b>Public Transportation and Parking</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,471,658	0	543,708
Supplies	0	0	0
Capital Outlay	0	2,200,000	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,471,658</b>	<b>\$2,200,000</b>	<b>\$543,708</b>



	Actual FY23	Adopted FY24	Adopted FY25
<b>Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	4,775,619	8,565,407	4,990,910
Supplies	366,793	6,226,782	5,621,950
Capital Outlay	2,068,379	10,578,319	13,399,836
Transfers	390,000	0	0
<b>Department Total</b>	<b>\$7,600,791</b>	<b>\$25,370,508</b>	<b>\$24,012,696</b>
<b>All Departments</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	14,576,986	20,643,182	21,038,933
Supplies	3,520,937	29,902,465	18,306,819
Capital Outlay	24,118,828	98,089,269	80,781,864
Transfers	4,715,546	3,509,179	2,112,856
<b>Total Expenditures</b>	<b>\$46,932,297</b>	<b>\$152,144,095</b>	<b>\$122,240,472</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$120,150,291	\$127,179,473	\$112,373,103
Additions/(Reductions) to Fund Balance	7,029,183	(14,806,370) *	(112,373,103) **
<b>Ending Fund Balance</b>	<b>\$127,179,473</b>	<b>\$112,373,103 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

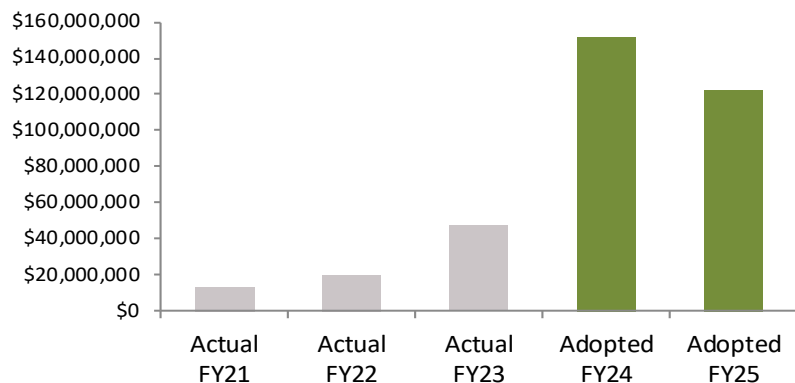
#### NOTES:

(a) Capital projects are lengthy in nature and difficult to predict completion. For this reason, the budget is based on the assumption that the outstanding encumbrances used as of February 2021 will remain to the end of the fiscal year.

If encumbrances are actually expended by the end of the year, the budget will be overstated. Purchases and encumbrances in the budget year are made on a cash basis.

In 1975, the State of Oklahoma passed legislation noted in Title 11 § 17-109.11 authorizing cities to create a fund to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds). The revenue sources of the Capital Improvement Projects Fund may be the proceeds of the sale of assets, interest income, grants from agencies or other governmental units and transfers from other funds. The Fund's major financial resources are interest earnings and a transfer from the General Fund.

**Capital Improvement Projects Fund  
Historical and Projected Expenditures**



# CITY AND SCHOOLS CAPITAL PROJECT USE TAX FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Use Tax	\$0	\$0	\$0
Interest	51,051	50,461	49,718
Other	153,208	123,899	80,399
Transfers	0	0	0
Fund Balance	0	2,564,940	1,882,717
<b>Total Revenues</b>	<b>\$204,259</b>	<b>\$2,739,300</b>	<b>\$2,012,834</b>
<b>Expenditures</b>			
<b>Information Technology</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	2,288	2,289
Capital Outlay	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$2,288</b>	<b>\$2,289</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	1,881,612	2,009,387
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$1,881,612</b>	<b>\$2,009,387</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	127,374	336,112	180
Supplies	561,941	519,288	978
Capital Outlay	0	0	0
<b>Department Total</b>	<b>\$689,315</b>	<b>\$855,400</b>	<b>\$1,158</b>

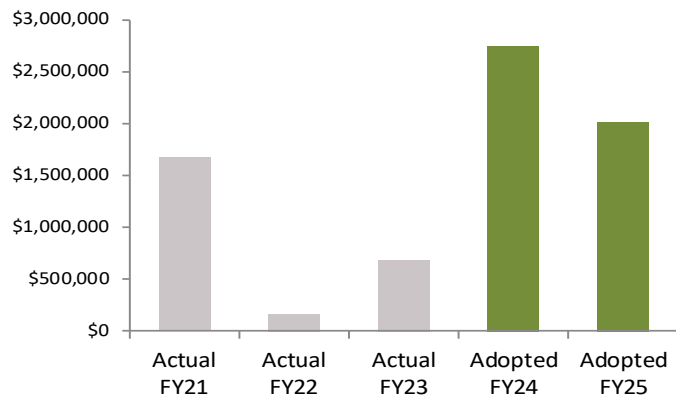
	Actual FY23	Adopted FY24	Adopted FY25
<b>All Departments</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	127,374	336,112	180
Supplies	561,941	521,576	3,267
Capital Outlay	0	1,881,612	2,009,387
<b>Total Expenditures</b>	<b>\$689,315</b>	<b>\$2,739,300</b>	<b>\$2,012,834</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$2,567,626	\$2,082,570	\$1,882,717
Additions/(Reductions) to Fund Balance	(485,056)	(199,853) *	(1,882,717) **
<b>Ending Fund Balance</b>	<b>\$2,082,570</b>	<b>\$1,882,717 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**City and Schools Capital Projects Use Tax Fund  
Historical and Projected 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.



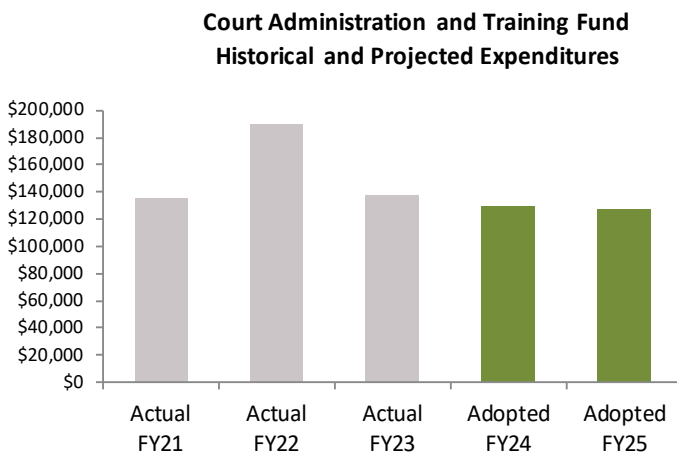
# COURT ADMINISTRATION AND TRAINING FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Fees	\$123,876	\$105,240	\$106,844
Fines	122	237	0
Interest	2,176	1,813	2,406
Fund Balance	0	21,816	17,750
<b>Total Revenues</b>	<b>\$126,173</b>	<b>\$129,106</b>	<b>\$127,000</b>
<b>Expenditures</b>			
<b>Municipal Court</b>			
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
<b>Department Total</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$7,000</b>
<b>Municipal Counselor</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	6,325	12,000	12,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$6,325</b>	<b>\$12,000</b>	<b>\$12,000</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	130,914	107,106	105,000
Supplies	225	3,000	3,000
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$131,139</b>	<b>\$110,106</b>	<b>\$108,000</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>All Departments</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	137,238	126,106	124,000
Supplies	225	3,000	3,000
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$137,463</b>	<b>\$129,106</b>	<b>\$127,000</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$92,398	\$81,108	\$77,956
Additions/(Reductions) to Fund Balance	(11,290)	(3,152) *	(17,750) **
<b>Ending Fund Balance</b>	<b>\$81,108</b>	<b>\$77,956 *</b>	<b>\$60,206 **</b>

\* 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

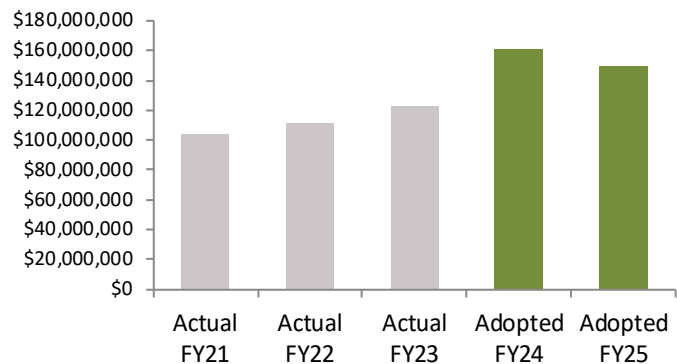
	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Ad Valorem (Property Tax)	\$114,335,051	\$121,229,086	\$94,519,311
Interest	3,702,711	1,500,000	2,000,000
Other	8,768,352	9,000,000	8,000,000
Fund Balance	0	28,849,130	45,000,000
<b>Total Revenues</b>	<b>\$126,806,115</b>	<b>\$160,578,216</b>	<b>\$149,519,311</b>
<b>Expenditures - Non-Departmental</b>			
Judgments	\$9,553,951	\$5,648,512	\$3,997,788
Judgment Interest	352,599	454,724	351,344
Fiscal Agency Fees	424,921	350,000	250,000
Bond Retirement	75,615,000	79,660,000	85,000,000
Interest on Bonds	36,581,978	33,940,281	35,000,000
Reserve For Future Debt Service Payments	0	40,524,699	24,920,179
<b>Total Expenditures</b>	<b>\$122,528,449</b>	<b>\$160,578,216</b>	<b>\$149,519,311</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$135,336,035	\$139,613,700	\$151,289,269
Additions/(Reductions) to Fund Balance	4,277,665	11,675,569 *	(20,079,821) **
<b>Ending Fund Balance</b>	<b>\$139,613,700</b>	<b>\$151,289,269 *</b>	<b>\$131,209,448 **</b>

\* 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.

**Debt Service Fund  
Historical and Projected Expenditures**



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

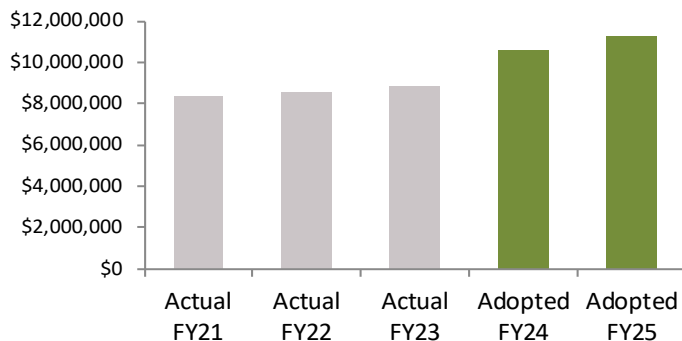
	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Tariffs	\$6,292,384	\$7,211,710	\$8,393,153
Interest	30,660	34,783	39,283
Transfers	2,540,240	3,095,854	2,649,450
Other	0	0	0
Fund Balance	0	254,693	200,000
<b>Total Revenues</b>	<b>\$8,863,284</b>	<b>\$10,597,040</b>	<b>\$11,281,886</b>
<b>Expenditures - Police</b>			
Personal Services	\$6,555,319	\$7,869,461	\$7,937,369
Other Services & Charges	2,339,150	2,720,060	3,337,448
Supplies	4,152	7,519	7,069
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$8,898,621</b>	<b>\$10,597,040</b>	<b>\$11,281,886</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$763,664	\$728,326	\$529,424
Additions/(Reductions) to Fund Balance	(35,338)	(198,902) *	(200,000) **
<b>Ending Fund Balance</b>	<b>\$728,326</b>	<b>\$529,424 *</b>	<b>\$329,424 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

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

**Emergency Management Fund  
Historical and Projected Expenditures**



# FIRE SALES TAX FUND (FIRE FIGHTING AND FIRE RESCUE)

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Special Sales Tax	\$53,653,000	\$54,665,872	\$55,771,138
Interest	526,523	490,694	882,829
Other	434,655	15,838	15,295
Service Charges	74,813	0	0
Fund Balance	0	3,025,309	2,763,735
<b>Total Revenues</b>	<b>\$54,688,991</b>	<b>\$58,197,713</b>	<b>\$59,432,997</b>
<b>Expenditures - Fire</b>			
Personal Services	\$39,039,488	\$41,447,447	\$43,448,465
Other Services & Charges	3,211,786	8,210,483	8,419,532
Supplies	6,286,624	4,999,383	4,565,000
Capital Outlay	348,279	3,540,400	3,000,000
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$48,886,177</b>	<b>\$58,197,713</b>	<b>\$59,432,997</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$19,990,614	\$25,793,428	\$26,388,432
Additions/(Reductions) to Fund Balance	5,802,814	595,004 *	(2,763,735) **
<b>Ending Fund Balance</b>	<b>\$25,793,428</b>	<b>\$26,388,432 *</b>	<b>\$23,624,697 **</b>

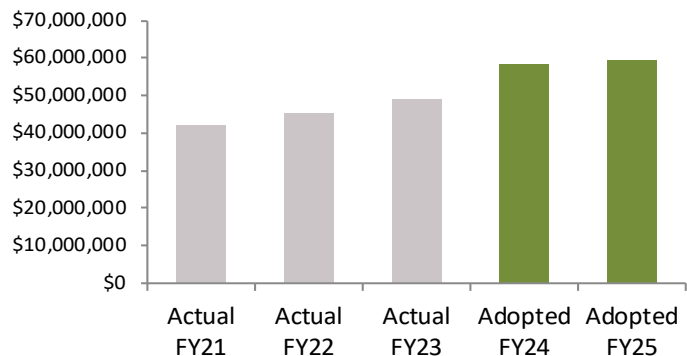
\* Estimated.

\*\* 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 FY23	Adopted FY24	Adopted FY25
<b>Revenues - Operating</b>			
Taxes	\$429,633,713	\$441,911,945	\$451,092,921
Franchise Fees	54,714,959	55,368,664	53,804,574
Licenses & Permits	14,235,806	14,827,137	13,846,699
Service Charges	70,269,104	70,242,233	69,750,968
Fines	12,682,092	11,987,183	9,313,763
Transfers	61,721	63,522	64,158
Other Revenue	11,329,115	22,608,816	17,301,175
<b>Total Revenues - Operating</b>	<b>\$592,926,510</b>	<b>\$617,009,500</b>	<b>\$615,174,258</b>
<b>Revenues - Non-Operating</b>			
Taxes	<b>\$142,936,364</b>	<b>\$145,775,659</b>	<b>\$147,981,719</b>
<b>Total Revenues - Non-Operating</b>	<b>\$142,936,364</b>	<b>\$145,775,659</b>	<b>\$147,981,719</b>
<b>Total Revenues</b>	<b>\$735,862,874</b>	<b>\$762,785,159</b>	<b>\$763,155,977</b>
<b>Expenditures - Operating</b>			
<b>City Auditor's Office</b>			
Personal Services	\$1,287,578	\$1,340,864	\$1,417,252
Other Services & Charges	54,550	168,100	138,220
Supplies	2,577	7,690	7,690
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,344,704</b>	<b>\$1,516,654</b>	<b>\$1,563,162</b>
<b>City Clerk</b>			
Personal Services	\$988,816	\$1,021,430	\$1,049,441
Other Services & Charges	313,360	334,638	404,124
Supplies	4,909	5,052	5,052
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,307,085</b>	<b>\$1,361,120</b>	<b>\$1,458,617</b>
<b>City Manager's Office</b>			
Personal Services	\$3,660,885	\$4,189,541	\$4,679,839
Other Services & Charges	426,539	745,134	674,017
Supplies	83,804	93,132	44,925
Capital Outlay	0	0	0
Transfers	65,500	0	0
<b>Department Total</b>	<b>\$4,236,727</b>	<b>\$5,027,807</b>	<b>\$5,398,781</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Development Services</b>			
Personal Services	\$16,065,959	\$16,609,958	\$17,230,907
Other Services & Charges	3,001,936	3,528,665	3,528,275
Supplies	787,073	697,764	697,535
Capital Outlay	0	0	0
Transfers	147,319	122,319	102,302
<b>Department Total</b>	<b>\$20,002,288</b>	<b>\$20,958,706</b>	<b>\$21,559,019</b>
<b>Finance</b>			
Personal Services	\$8,108,350	\$8,513,961	\$9,131,667
Other Services & Charges	1,442,356	1,837,766	1,828,727
Supplies	93,782	205,416	115,760
Capital Outlay	0	0	0
Debt Service	750	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$9,645,238</b>	<b>\$10,557,143</b>	<b>\$11,076,154</b>
<b>Fire</b>			
Personal Services	\$112,773,829	\$113,049,389	\$118,118,321
Other Services & Charges	8,724,735	10,636,325	10,993,620
Supplies	1,869,547	1,642,055	1,667,643
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$123,368,111</b>	<b>\$125,327,769</b>	<b>\$130,779,584</b>
<b>General Services</b>			
Personal Services	\$3,919,453	\$4,458,176	\$4,769,477
Other Services & Charges	1,439,440	1,678,551	1,337,230
Supplies	246,512	154,854	143,673
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$5,605,405</b>	<b>\$6,291,581</b>	<b>\$6,250,380</b>
<b>Human Resources</b>			
Personal Services	\$3,818,851	\$4,035,106	\$4,442,553
Other Services & Charges	1,028,096	1,108,859	1,137,466
Supplies	44,579	60,872	60,872
Capital Outlay	0	0	0
Transfers	0	0	0

	Actual FY23	Adopted FY24	Adopted FY25
<b>Juvenile Justice - Municipal Court</b>			
Personal Services	\$953,936	\$987,416	\$1,012,701
Other Services & Charges	92,542	117,958	119,257
Supplies	394	2,631	2,631
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,046,872</b>	<b>\$1,108,005</b>	<b>\$1,134,589</b>
<b>Juvenile Justice - Municipal Counselor</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	2,773	2,782	2,782
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$2,773</b>	<b>\$2,782</b>	<b>\$2,782</b>
<b>Mayor and Council</b>			
Personal Services	\$1,042,043	\$1,138,404	\$1,200,646
Other Services & Charges	130,383	167,149	175,490
Supplies	20,777	43,232	10,420
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,193,203</b>	<b>\$1,348,785</b>	<b>\$1,386,556</b>
<b>Municipal Court</b>			
Personal Services	\$4,093,928	\$4,703,978	\$4,929,169
Other Services & Charges	3,224,417	3,469,804	3,575,468
Supplies	111,766	194,772	194,772
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$7,430,111</b>	<b>\$8,368,554</b>	<b>\$8,699,409</b>
<b>Municipal Counselor's Office</b>			
Personal Services	\$8,362,797	\$8,256,746	\$9,022,672
Other Services & Charges	780,819	977,375	879,782
Supplies	109,572	128,127	200,853
Capital Outlay	0	0	0
Transfers	0	0	0

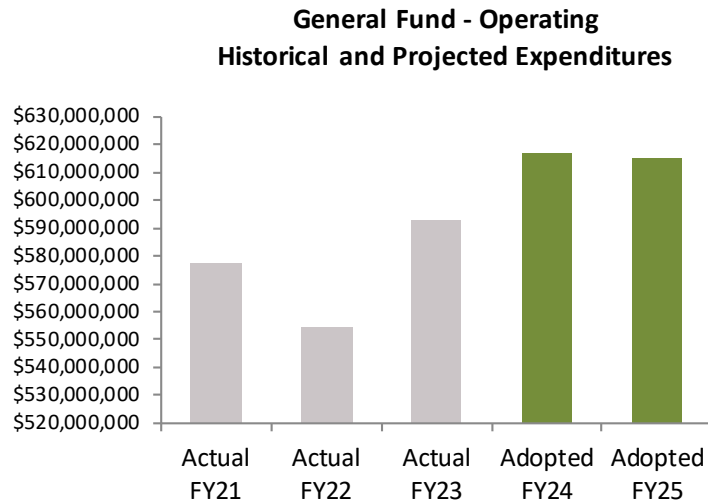
	Actual FY23	Adopted FY24	Adopted FY25
<b>Non-Departmental</b>			
Personal Services	\$18,239,555	\$42,616,276	\$33,637,403
Other Services & Charges	22,670,477	45,008,691	40,484,724
Supplies	11,771	27,500	27,500
Capital Outlay	0	0	0
Debt Service	3,795	10,000	10,000
Transfers	70,751,259	31,175,925	22,569,546
<b>Department Total</b>	<b>\$111,676,856</b>	<b>\$118,838,392</b>	<b>\$96,729,173</b>
<b>Parks and Recreation</b>			
Personal Services	\$14,569,587	\$17,000,969	\$17,991,968
Other Services & Charges	16,887,052	22,452,132	25,407,996
Supplies	2,211,317	2,242,796	2,569,819
Capital Outlay	140,581	0	0
Transfers	1,236,271	1,278,771	1,323,396
<b>Department Total</b>	<b>\$35,044,807</b>	<b>\$42,974,668</b>	<b>\$47,293,179</b>
<b>Planning</b>			
Personal Services	\$4,545,922	\$4,564,707	\$5,387,120
Other Services & Charges	2,015,847	2,609,748	1,635,348
Supplies	57,036	42,329	41,532
Capital Outlay	0	0	0
Transfers	2,469	0	245,098
<b>Department Total</b>	<b>\$6,621,275</b>	<b>\$7,216,784</b>	<b>\$7,309,098</b>
<b>Police</b>			
Personal Services	\$146,751,326	\$145,651,912	\$151,741,553
Other Services & Charges	19,585,951	22,005,232	22,497,806
Supplies	1,095,847	1,238,761	1,434,892
Capital Outlay	1,400,000	850,000	1,110,091
Transfers	2,841,070	3,565,854	3,119,450
<b>Department Total</b>	<b>\$171,674,195</b>	<b>\$173,311,759</b>	<b>\$179,903,792</b>
<b>Public Transportation and Parking</b>			
Other Services & Charges	\$29,837,940	\$37,576,254	\$40,869,333
Transfers	1,114,426	1,146,999	1,204,785
<b>Department Total</b>	<b>\$30,952,366</b>	<b>\$38,723,253</b>	<b>\$42,074,118</b>
<b>Public Works</b>			
Personal Services	\$21,625,246	\$22,826,177	\$23,929,235
Other Services & Charges	12,429,448	12,160,110	9,300,771
Supplies	3,153,969	4,522,366	3,581,661
Capital Outlay	0	0	0
Transfers	7,613	0	0



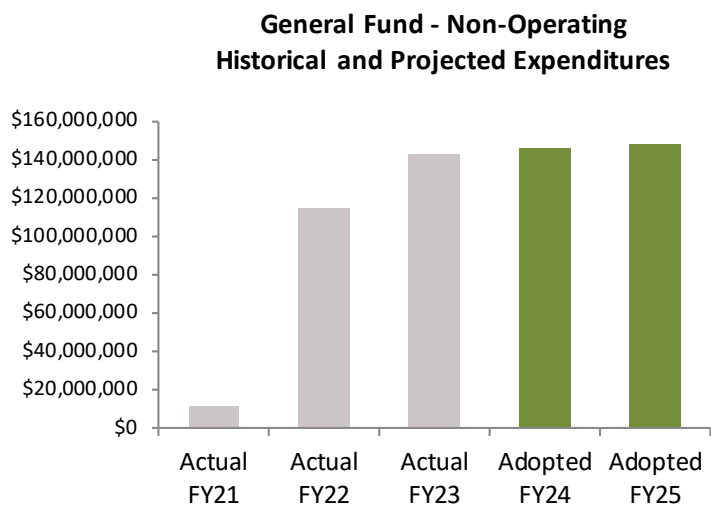
	Actual FY23	Adopted FY24	Adopted FY25
<b>All Departments - Operating</b>			
Personal Services	\$370,808,060	\$400,965,010	\$409,691,924
Other Services & Charges	124,085,887	166,582,491	164,987,654
Supplies	9,908,005	11,312,131	10,810,012
Capital Outlay	1,540,581	850,000	1,110,091
Debt Service	4,545	10,000	10,000
Transfers	76,165,927	37,289,868	28,564,577
<b>Total Operating Expenditures</b>	<b>\$582,513,005</b>	<b>\$617,009,500</b>	<b>\$615,174,258</b>
<b>Expenditures - Non-Operating</b>			
<b>Non-Departmental - MAPS 4 (Non-Operating)</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	131,318,473	145,775,659	147,981,719
<b>Department Total</b>	<b>\$131,318,473</b>	<b>\$145,775,659</b>	<b>\$147,981,719</b>
<b>All Departments - Non-Operating</b>			
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	131,318,473	145,775,659	147,981,719
<b>Total Operating Expenditures</b>	<b>\$131,318,473</b>	<b>\$145,775,659</b>	<b>\$147,981,719</b>
<b>Total All Departments Operating and Non-Operating</b>			
Personal Services	\$370,808,060	\$400,965,010	\$409,691,924
Other Services & Charges	124,085,887	166,582,491	164,987,654
Supplies	9,908,005	11,312,131	10,810,012
Capital Outlay	1,540,581	850,000	1,110,091
Debt Service	4,545	10,000	10,000
Transfers	207,484,399	183,065,527	176,546,296
<b>Total General Fund Expenditures</b>	<b>\$713,831,477</b>	<b>\$762,785,159</b>	<b>\$763,155,977</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$135,480,444	\$145,893,950	\$147,418,676
Additions/(Reductions) to Fund Balance	10,413,505	1,524,726 *	0 **
<b>Ending Fund Balance</b>	<b>\$145,893,950</b>	<b>\$147,418,676 *</b>	<b>\$147,418,676 **</b>

\* Estimated.

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.



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.



## GRANTS MANAGEMENT FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Department of Energy	(\$2,297)	\$0	\$281,505
Department of Homeland Security	42,467	0	0
Department of Housing and Urban Development	20,023,881	48,631,089	36,799,931
Department of Interior	38,625	76,469	39,578
Department of Justice	1,191,264	2,693,979	2,638,771
Department of Transportation	8,751,064	1,079,502	2,462,921
Department of the Treasury	1,358,419	50,000,000	42,000,000
Environmental Protection Agency	1,366,995	4,831,392	4,721,404
Federal Emergency Management Agency	0	0	0
Federal Railroad Administration	7,881	0	110,000
Other - Misc Grants, Loan Repayments, Etc.	1,450,960	0	0
State and Local Grants	422,211	1,043,951	1,170,784
<b>Total Revenues <sup>(a)</sup></b>	<b>\$34,651,471</b>	<b>\$108,356,382</b>	<b>\$90,224,894</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Expenditures</b>			
<b>Development Services</b>			
Personal Services	\$17,929	\$0	\$0
Other Services & Charges	0	0	0
Supplies	8,657	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$26,586</b>	<b>\$0</b>	<b>\$0</b>
<b>Fire</b>			
Personal Services	(\$898)	\$0	\$0
Other Services & Charges	772	0	0
Supplies	0	0	0
Capital Outlay	35,088	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$34,963</b>	<b>\$0</b>	<b>\$0</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	25,895,590	50,000,000	42,000,000
Supplies	1,515,216	0	0
Capital Outlay	6,637,658	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$34,048,464</b>	<b>\$50,000,000</b>	<b>\$42,000,000</b>
<b>Parks and Recreation</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	9,326	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$9,326</b>	<b>\$0</b>	<b>\$0</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Planning</b>			
Personal Services	\$1,955,222	\$6,019,130	\$5,711,954
Other Services & Charges	19,718,916	47,912,375	37,368,818
Supplies	20,554	35,950	35,425
Capital Outlay	6,000	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$21,700,693</b>	<b>\$53,967,455</b>	<b>\$43,116,197</b>
<b>Police</b>			
Personal Services	\$1,130,519	\$2,549,746	\$2,886,981
Other Services & Charges	387,986	1,224,385	1,480,567
Supplies	66,039	413,286	207,881
Capital Outlay	225,251	0	331,758
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,809,795</b>	<b>\$4,187,417</b>	<b>\$4,907,187</b>
<b>Public Works</b>			
Personal Services	\$113,956	\$201,510	\$201,510
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	8,219,968	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$8,333,924</b>	<b>\$201,510</b>	<b>\$201,510</b>
<b>All Departments</b>			
Personal Services	\$3,216,728	\$8,770,386	\$8,800,445
Other Services & Charges	46,003,265	99,136,760	80,849,385
Supplies	1,619,792	449,236	243,306
Capital Outlay	15,123,966	0	331,758
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$65,963,751</b>	<b>\$108,356,382</b>	<b>\$90,224,894</b>

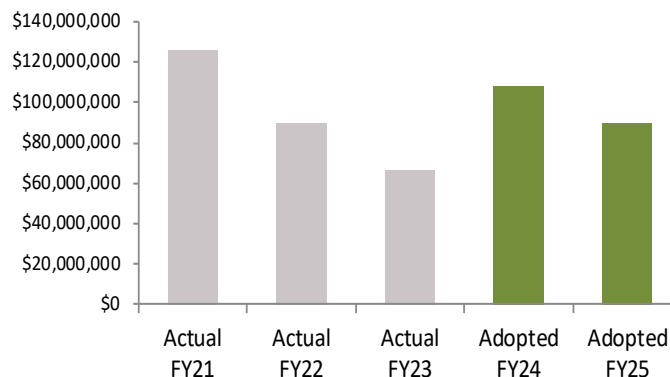
NOTES: Use of Fund Balance

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**



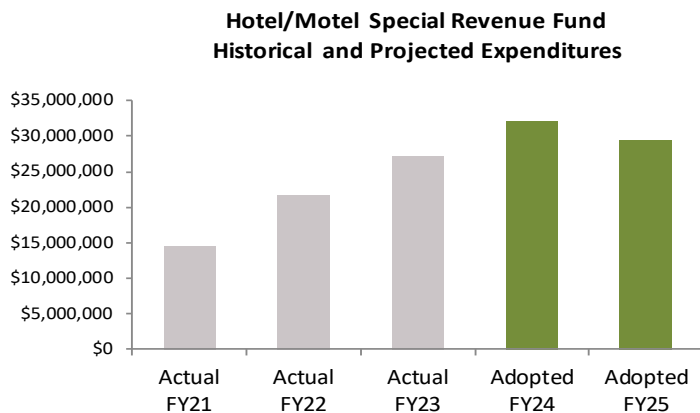


# HOTEL/MOTEL TAX SPECIAL REVENUE FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Hotel/Motel Tax	\$18,313,367	\$17,075,485	\$19,899,770
Interest	177,919	167,068	319,568
Other	75,000	500,000	0
Transfers	9,892,406	9,053,771	8,353,658
Fund Balance	0	5,464,088	804,824
<b>Total Revenues</b>	<b>\$28,458,692</b>	<b>\$32,260,412</b>	<b>\$29,377,820</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	8,587,761	8,812,637	10,169,742
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	18,573,825	23,447,775	19,208,078
<b>Total Expenditures</b>	<b>\$27,161,586</b>	<b>\$32,260,412</b>	<b>\$29,377,820</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$1,770,102	\$3,067,209	\$5,198,391
Additions/(Reductions) to Fund Balance	1,297,107	2,131,182 *	(804,824) **
<b>Ending Fund Balance</b>	<b>\$3,067,209</b>	<b>\$5,198,391 *</b>	<b>\$4,393,567 **</b>

\* 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.

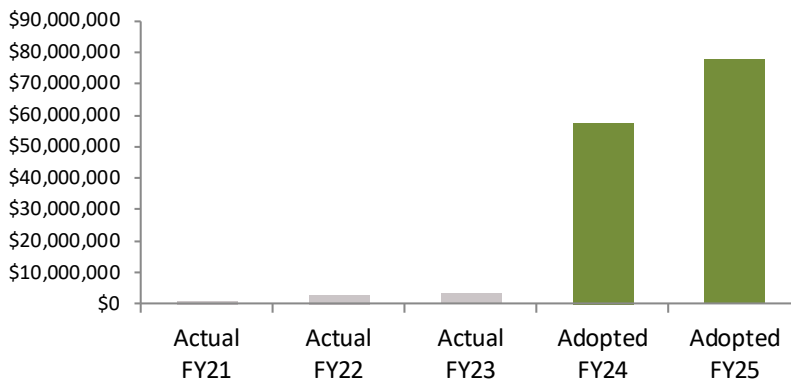
# IMPACT FEE FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Impact Fees	\$10,659,822	\$7,283,717	\$17,346,747
Interest	1,020,455	437,862	2,067,196
Fund Balance	0	49,848,807	58,110,945
<b>Total Revenues</b>	<b>\$11,680,277</b>	<b>\$57,570,386</b>	<b>\$77,524,888</b>
<b>Expenditures - Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,221,014	20,825,578	27,300,406
Supplies	0	0	0
Capital Outlay	2,197,754	36,744,808	50,224,482
Transfers	0	0	0
<b>Department Total</b>	<b>\$3,418,768</b>	<b>\$57,570,386</b>	<b>\$77,524,888</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$45,352,415	\$53,613,924	\$58,110,945
Additions/(Reductions) to Fund Balance	8,261,509	4,497,021 *	(58,110,945) **
<b>Ending Fund Balance</b>	<b>\$53,613,924</b>	<b>\$58,110,945 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**Impact Fee Fund  
Historical and Projected 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.

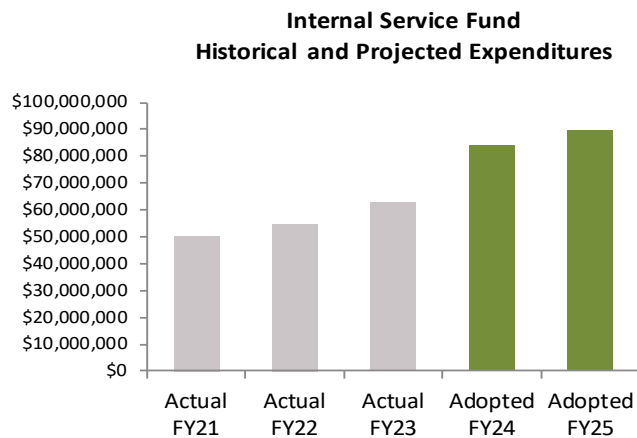
# INTERNAL SERVICE FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Interest	\$403,650	\$88,684	\$0
Information Technology Chargebacks	34,507,870	38,901,480	41,215,482
Risk Management Chargebacks	19,817,733	26,749,141	28,068,836
Print Shop Chargebacks	878,301	1,076,901	1,135,285
Fleet Services Chargebacks	10,079,605	11,360,152	11,135,082
Licenses, Permits and Fees	0	0	0
Other	348,284	273,387	0
Services	0	0	0
Transfers	132,303	315,413	50,000
Fund Balance	0	5,183,293	8,077,136
<b>Total Revenues</b>	<b>\$66,167,747</b>	<b>\$83,948,451</b>	<b>\$89,681,821</b>
<b>Expenditures</b>			
<b>City Manager's Office - Print Shop</b>			
Personal Services	\$274,461	\$358,910	\$391,685
Other Services & Charges	475,487	613,772	634,679
Supplies	111,337	222,700	108,921
Capital Outlay	101,047	30,700	83,287
Transfers	0	0	0
<b>Department Total</b>	<b>\$962,333</b>	<b>\$1,226,082</b>	<b>\$1,218,572</b>
<b>Finance - Risk Management</b>			
Personal Services	\$952,760	\$1,313,252	\$1,279,242
Other Services & Charges	766,045	961,169	1,080,890
Supplies	16,812	24,629	24,532
Capital Outlay	0	0	0
Transfers	16,600,123	24,600,315	26,029,922
<b>Department Total</b>	<b>\$18,335,740</b>	<b>\$26,899,365</b>	<b>\$28,414,586</b>
<b>General Services - Fleet Services</b>			
Personal Services	\$2,818,614	\$3,287,508	\$3,283,248
Other Services & Charges	1,112,994	1,414,258	1,414,571
Supplies	6,234,787	7,156,400	6,891,572
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$10,166,395</b>	<b>\$11,858,166</b>	<b>\$11,589,391</b>
<b>Information Technology</b>			
Personal Services	\$14,385,216	\$16,754,708	\$17,742,708
Other Services & Charges	6,468,667	9,744,618	10,214,774
Supplies	884,967	4,159,361	6,572,381
Capital Outlay	0	327,276	80,127
Transfers	11,677,181	12,978,875	13,849,282
<b>Department Total</b>	<b>\$33,416,031</b>	<b>\$43,964,838</b>	<b>\$48,459,272</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>All Departments</b>			
Personal Services	\$18,431,051	\$21,714,378	\$22,696,883
Other Services & Charges	8,823,194	12,733,817	13,344,914
Supplies	7,247,903	11,563,090	13,597,406
Capital Outlay	101,047	357,976	163,414
Transfers	28,277,304	37,579,190	39,879,204
<b>Total Expenditures</b>	<b>\$62,880,498</b>	<b>\$83,948,451</b>	<b>\$89,681,821</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$10,151,812	\$13,439,060	\$16,758,979
Additions/(Reductions) to Fund Balance	3,287,248	3,319,919 *	(8,077,136) **
<b>Ending Fund Balance</b>	<b>\$13,439,060</b>	<b>\$16,758,979 *</b>	<b>\$8,681,843 **</b>

\* 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

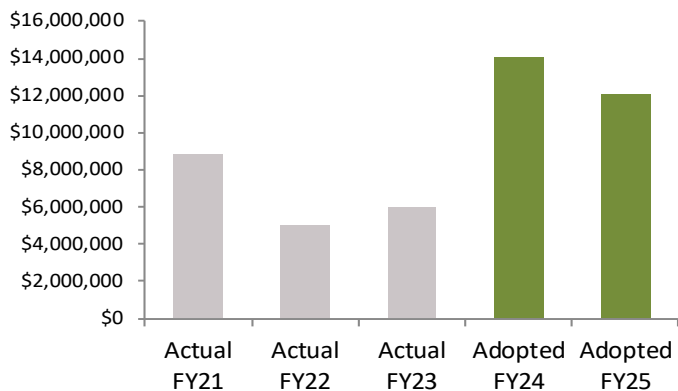
	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Medical Service Program Fee	\$7,111,145	\$9,764,344	\$7,282,481
Interest	259,718	78,808	228,712
Other	0	0	0
Fund Balance	0	4,263,200	4,551,642
<b>Total Revenues</b>	<b>\$7,370,863</b>	<b>\$14,106,352</b>	<b>\$12,062,835</b>
<b>Expenditures - Fire</b>			
Personal Services	\$0	\$3,350,128	\$3,638,570
Other Services & Charges	0	342,952	342,952
Supplies	0	570,120	570,120
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$4,263,200</b>	<b>\$4,551,642</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	6,008,811	9,843,152	7,511,193
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$6,008,811</b>	<b>\$9,843,152</b>	<b>\$7,511,193</b>
<b>All Departments</b>			
Personal Services	\$0	\$3,350,128	\$3,638,570
Other Services & Charges	6,008,811	10,186,104	7,854,145
Supplies	0	570,120	570,120
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$6,008,811</b>	<b>\$14,106,352</b>	<b>\$12,062,835</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$11,217,471	\$12,579,523	\$10,959,679
Additions/(Reductions) to Fund Balance	1,362,052	(1,619,844) *	(4,551,642) **
<b>Ending Fund Balance</b>	<b>\$12,579,523</b>	<b>\$10,959,679 *</b>	<b>\$6,408,037 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

## MEDICAL SERVICE PROGRAM FUND

**Medical Service Program Fund  
Historical and Projected Expenditures**



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

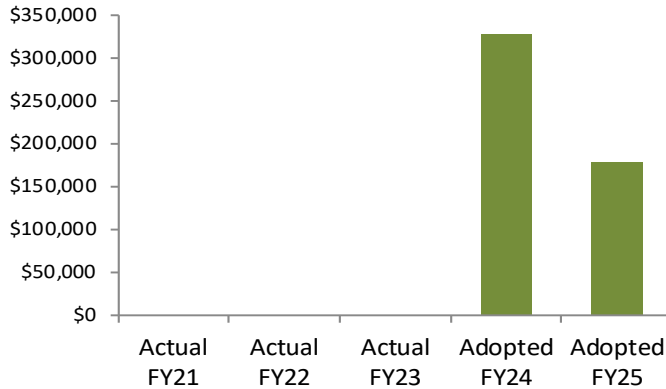
	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Sales Tax	\$0	\$0	\$0
Interest	5,925	15,687	8,757
Other	0	0	0
Fund Balance	0	312,603	170,324
<b>Total Revenues</b>	<b>\$5,925</b>	<b>\$328,290</b>	<b>\$179,081</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	20,221	20,221
Supplies	0	0	0
Capital Outlay	0	5,600	158,860
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$25,821</b>	<b>\$179,081</b>
<b>Expenditures - Parks and Recreation</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	302,469	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$302,469</b>	<b>\$0</b>
<b>All Departments</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	20,221	20,221
Supplies	0	0	0
Capital Outlay	0	308,069	158,860
Debt Service	0	0	0
Transfers	<b>\$0</b>	<b>\$328,290</b>	<b>\$179,081</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$165,934	\$165,934	\$340,648
Additions/(Reductions) to Fund Balance	0	174,714 *	(170,324) **
<b>Ending Fund Balance</b>	<b>\$165,934</b>	<b>\$340,648 *</b>	<b>\$170,324 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

# METROPOLITAN AREA PROJECTS (MAPS) SALES TAX

**MAPS Sales Tax Fund  
Historical and Projected Expenditures**



The Oklahoma City voters approved an ordinance amending the City sales tax code on December 14, 1993. This ordinance levied an additional limited term sales tax of one percent for the term of five years, beginning January 1, 1994 and ending January 1, 1999. The Oklahoma City voters extended this tax on December 8, 1998, adding six months to the life of the tax, which expired June 30, 1999.

The ordinance established a limited purpose tax fund to be expended only for specified projects, including improvements

to the North Canadian River; a metropolitan learning center; a baseball park; improvement of the Myriad Convention Center; improvement of the Civic Center Music Hall; improvement of the Oklahoma City Fairgrounds; an indoor sports/convention facility; all or part of a transportation system between Interstate 40 and Meridian Avenue and downtown Oklahoma City; site acquisition, site preparation, site improvements, infrastructure, parking facilities, personal property, engineering fees, architectural fees, and legal fees related to the main projects; payment of principal and interest on and the costs of issuance of notes or obligations in support of the main projects; payment of senior citizens tax refunds; and related administrative costs.

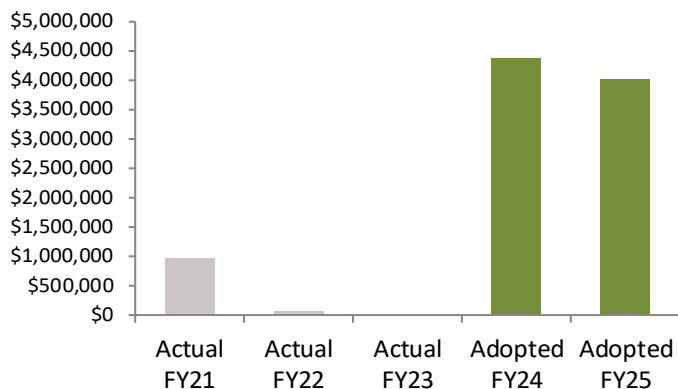
# MAPS OPERATIONS FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Use Tax	\$0	\$0	\$0
Interest	82,577	9,875	0
Other	0	0	0
Transfers	0	0	0
Fund Balance	0	4,377,616	4,017,456
<b>Total Revenues</b>	<b>\$82,577</b>	<b>\$4,387,491</b>	<b>\$4,017,456</b>
<b>Expenditures</b>			
<b>Parks and Recreation</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	304,602
Supplies	0	0	0
Capital Outlay	0	731,600	1,778,284
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$731,600</b>	<b>\$2,082,886</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	27,713	0
Supplies	0	419,050	9,045
Capital Outlay	0	3,209,128	1,925,525
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$3,655,891</b>	<b>\$1,934,570</b>
<b>All Departments</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	27,713	304,602
Supplies	0	419,050	9,045
Capital Outlay	0	3,940,728	3,703,809
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$4,387,491</b>	<b>\$4,017,456</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$4,040,098	\$4,122,675	\$4,017,456
Additions/(Reductions) to Fund Balance	82,577	(105,219) *	(4,017,456) **
<b>Ending Fund Balance</b>	<b>\$4,122,675</b>	<b>\$4,017,456 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**MAPS Operations Fund  
Historical and Projected 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.

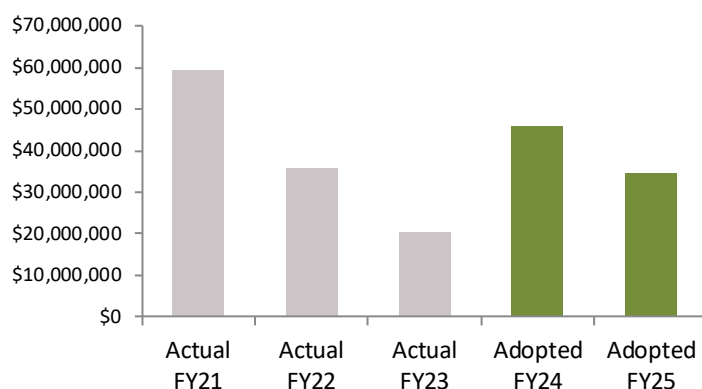
## MAPS 3 SALES TAX FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Sales Tax	\$69,415	\$0	\$0
Interest	950,171	755,342	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	44,992,391	34,556,171
<b>Total Revenues</b>	<b>\$1,019,586</b>	<b>\$45,747,733</b>	<b>\$34,556,171</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	640	3,249	23,720
Supplies	620,520	0	850
Capital Outlay	19,905,919	45,611,316	34,398,433
Transfers	0	133,168	133,168
<b>Total Expenditures</b>	<b>\$20,527,079</b>	<b>\$45,747,733</b>	<b>\$34,556,171</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$59,750,500	\$40,243,008	\$34,556,171
Additions/(Reductions) to Fund Balance	(19,507,492)	(5,686,837) *	(34,556,171) **
<b>Ending Fund Balance</b>	<b>\$40,243,008</b>	<b>\$34,556,171 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**MAPS 3 Sales Tax Fund  
Historical and Projected 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 FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Use Tax	(\$20,392)	\$0	\$0
Interest	101,116	66,886	108,505
Service Charges	31,923	0	0
Transfers	0	0	0
Fund Balance	0	3,884,676	3,605,270
Other	228,065	0	0
<b>Total Revenues</b>	<b>\$340,713</b>	<b>\$3,951,562</b>	<b>\$3,713,775</b>
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$144,886	\$59,165	\$15,150
Other Services & Charges	164,142	400,300	1,229,733
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$309,028</b>	<b>\$459,465</b>	<b>\$1,244,883</b>
<b>Fire Department</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	43	1,874,687
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$43</b>	<b>\$1,874,687</b>
<b>Municipal Courts</b>			
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
<b>Department Total</b>	<b>\$0</b>	<b>\$207,969</b>	<b>\$207,969</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	1,874,644	124,466
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$1,874,644</b>	<b>\$124,466</b>

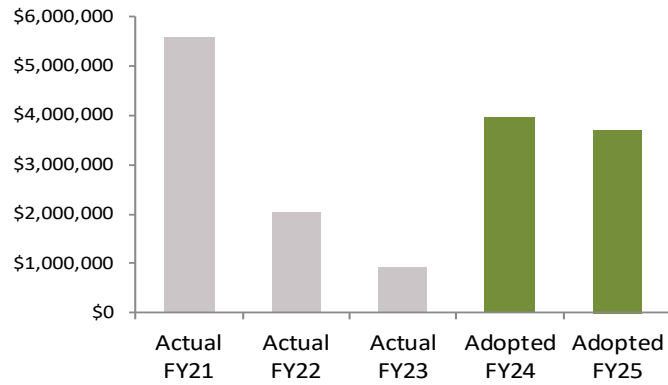


	Actual FY23	Adopted FY24	Adopted FY25
<b>Police Department</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,128	5,909	5,909
Supplies	211,459	1,366,033	174,476
Capital Outlay	400,000	37,499	81,385
Transfers	0	0	0
<b>Department Total</b>	<b>\$612,587</b>	<b>\$1,409,441</b>	<b>\$261,770</b>
<b>All Departments</b>			
Personal Services	\$144,886	\$59,165	\$15,150
Other Services & Charges	165,270	414,535	1,243,968
Supplies	211,459	1,366,033	174,476
Capital Outlay	400,000	2,111,829	2,280,181
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$921,615</b>	<b>\$3,951,562</b>	<b>\$3,713,775</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$5,208,076	\$4,627,173	\$3,713,162
Additions/(Reductions) to Fund Balance	(580,903)	(914,011) *	(3,605,270) **
<b>Ending Fund Balance</b>	<b>\$4,627,173</b>	<b>\$3,713,162 *</b>	<b>\$107,892 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**MAPS 3 Use Tax Fund  
Historical and Projected 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.

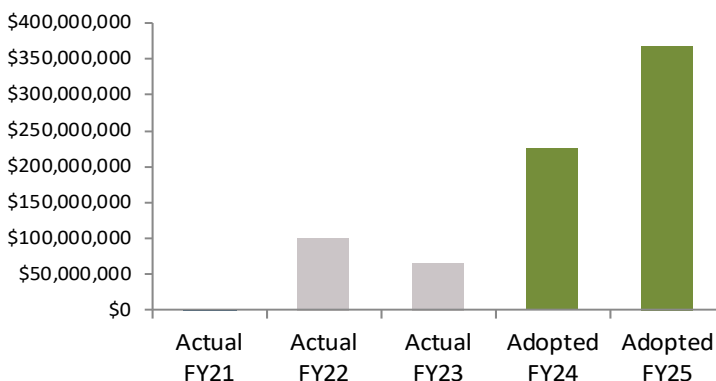
## MAPS 4 PROGRAM FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Interest	\$4,692,348	\$0	\$0
Transfers	131,318,473	145,775,659	147,981,719
Fund Balance	0	79,565,095	219,619,655
Other	1,112,150	0	0
<b>Total Revenues</b>	<b>\$137,122,970</b>	<b>\$225,340,754</b>	<b>\$367,601,374</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	35,795,643	225,340,754	367,601,374
Transfers	31,163,977	0	0
<b>Total Expenditures</b>	<b>\$66,959,620</b>	<b>\$225,340,754</b>	<b>\$367,601,374</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$159,910,454	\$230,073,804	\$219,619,655
Additions/(Reductions) to Fund Balance	70,163,350	(10,454,149) *	(219,619,655) **
<b>Ending Fund Balance</b>	<b>\$230,073,804</b>	<b>\$219,619,655 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**MAPS 4 Program Fund  
Historical and Projected 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.

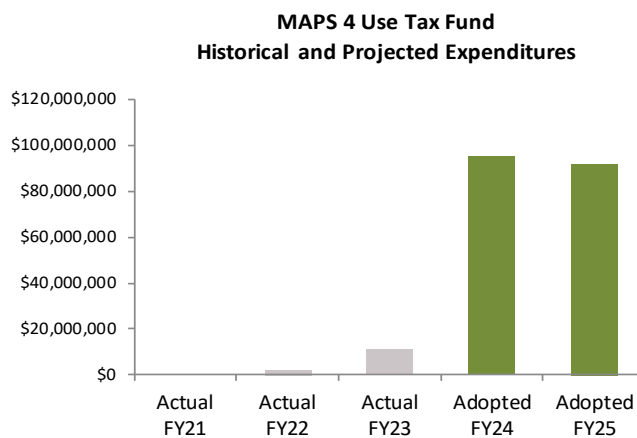
# MAPS 4 USE TAX FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Use Tax	\$30,987,254	\$32,013,732	\$34,500,371
Interest	1,348,657	1,482,565	4,824,262
Service Charges	766,631	0	0
Transfers	(0)	598,399	0
Fund Balance	0	61,204,035	52,441,266
Other	84,153	75,605	60,847
<b>Total Revenues</b>	<b>\$33,186,695</b>	<b>\$95,374,336</b>	<b>\$91,826,746</b>
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$2,492,248	\$3,054,697	\$3,073,524
Other Services & Charges	1,120,026	14,473,091	8,434,703
Supplies	25,998	114,500	114,500
Capital Outlay	0	0	250,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$3,638,272</b>	<b>\$17,642,288</b>	<b>\$11,872,727</b>
<b>Fire Department</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	56,428	130,000	21,609
Supplies	490,106	1,491,066	316,391
Capital Outlay	1,422,185	26,955,508	33,431,071
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,968,719</b>	<b>\$28,576,574</b>	<b>\$33,769,071</b>
<b>Information Technology</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	46,165	445,198	315,224
Supplies	3,933,971	5,031,874	4,670,760
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$3,980,136</b>	<b>\$5,477,072</b>	<b>\$4,985,984</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	19,384,019	9,422,419
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$19,384,019</b>	<b>\$9,422,419</b>
<b>Police Department</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	12,521	11,000	333,120
Supplies	1,181,350	18,652,980	22,842,892
Capital Outlay	0	5,630,403	8,600,533
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,193,872</b>	<b>\$24,294,383</b>	<b>\$31,776,545</b>
<b>All Departments</b>			
Personal Services	\$2,492,248	\$3,054,697	\$3,073,524
Other Services & Charges	1,235,140	15,059,289	9,104,656
Supplies	5,631,425	25,290,420	27,944,543
Capital Outlay	1,422,185	51,969,930	51,704,023
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$10,780,998</b>	<b>\$95,374,336</b>	<b>\$91,826,746</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$53,409,485	\$75,815,182	\$52,441,266
Additions/(Reductions) to Fund Balance	22,405,697	(23,373,916) *	(52,441,266) **
<b>Ending Fund Balance</b>	<b>\$75,815,182</b>	<b>\$52,441,266 *</b>	<b>\$0 **</b>

\* 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 FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Assessments	\$4,205,023	\$6,012,549	\$6,891,473
Interest	55,150	32,220	86,320
Service Charges	0	750	645
Transfers	0	0	0
Fund Balance	0	0	0
<b>Total Revenues</b>	<b>\$4,260,174</b>	<b>\$6,045,519</b>	<b>\$6,978,438</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	4,500,210	6,045,519	6,978,438
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$4,500,210</b>	<b>\$6,045,519</b>	<b>\$6,978,438</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$2,995,171	\$2,755,134	\$0
Additions/(Reductions) to Fund Balance	(240,036)	(2,755,134) *	0 **
<b>Ending Fund Balance</b>	<b>\$2,755,134</b>	<b>\$0 *</b>	<b>\$0 **</b>

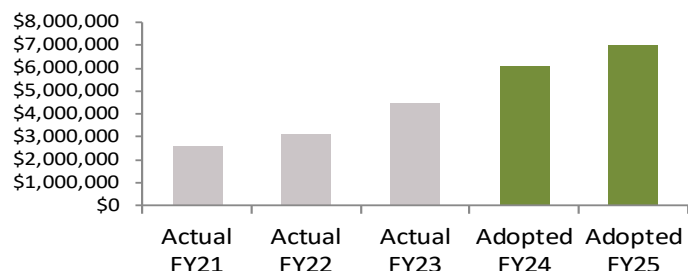
\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

The Oklahoma City Improvement and Special Services Assessment Districts Fund was created in 2001 for the Downtown Oklahoma City Business Improvement District (BID) and the Stockyards BID. Since then, BIDs for Western Avenue, Capitol Hill, the Adventure District, and Uptown 23rd Street have been formed. The 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.

**OKC Improvement and Special Services  
Assessment Districts Fund  
Historical and Projected Expenditures**





# OKLAHOMA CITY METROPOLITAN AREA PUBLIC SCHOOLS

## SALES TAX FUND

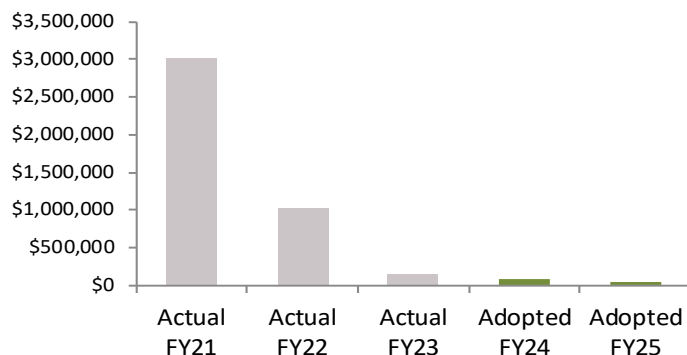
	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
City/Schools Sales Tax	\$0	\$0	\$0
Interest	1,976	0	0
Other	0	0	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	81,285	35,344
<b>Total Revenues</b>	<b>\$1,976</b>	<b>\$81,285</b>	<b>\$35,344</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	49,951	878
Supplies	0	0	0
Capital Outlay	140,400	31,334	34,466
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$140,400</b>	<b>\$81,285</b>	<b>\$35,344</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$220,121	\$81,697	\$35,344
Additions/(Reductions) to Fund Balance	(138,424)	(46,353) *	(35,344) **
<b>Ending Fund Balance</b>	<b>\$81,697</b>	<b>\$35,344 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

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

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



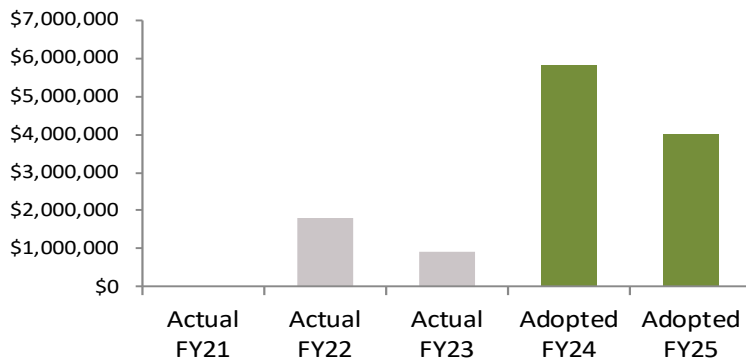
# OKLAHOMA CITY TAX INCREMENT FINANCING (TIF) FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Tax Increment Financing Match	\$0	\$5,250,000	\$3,970,000
Interest	16,429	0	16,368
Fund Balance	0	550,000	0
<b>Total Revenues</b>	<b>\$16,429</b>	<b>\$5,800,000</b>	<b>\$3,986,368</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	909,658	5,800,000	3,986,368
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Reserve for Future Capital Costs	0	0	0
<b>Total Expenditures</b>	<b>\$909,658</b>	<b>\$5,800,000</b>	<b>\$3,986,368</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$893,229	\$0	\$0
Additions/(Reductions) to Fund Balance	(893,229)	0 *	0 **
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**Oklahoma City Tax Increment Financing (TIF) Fund  
Historical and Projected 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

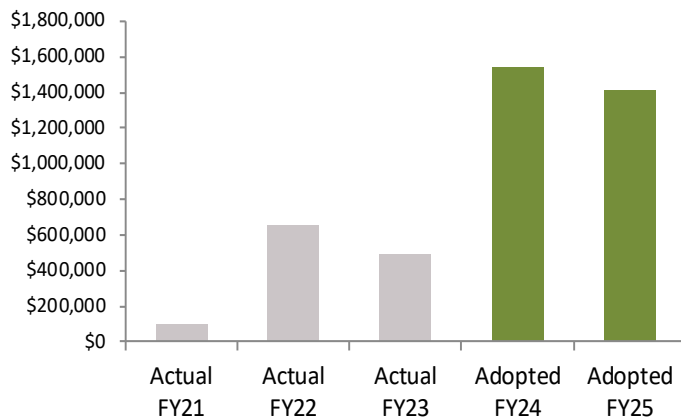
	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Police and Fire Equipment Sales Tax	\$0	\$0	\$0
Interest	32,123	30,698	37,505
Other	1,850	0	0
Fund Balance	0	1,512,797	1,368,353
<b>Total Revenues</b>	<b>\$33,973</b>	<b>\$1,543,495</b>	<b>\$1,405,858</b>
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	568,600	565,477
Supplies	0	102,630	98,067
Capital Outlay	0	422,455	330,988
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$1,093,685</b>	<b>\$994,532</b>
<b>Fire</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	1,936	1,936
Supplies	0	0	0
Capital Outlay	0	7,010	7,010
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$8,946</b>	<b>\$8,946</b>
<b>Information Technology</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	47,425	76,505	82,545
Supplies	513,803	162,813	91,787
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$561,228</b>	<b>\$239,318</b>	<b>\$174,332</b>
<b>Non-Department</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	30,698	57,200
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$30,698</b>	<b>\$57,200</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	3,483	0
Capital Outlay	0	167,365	170,848
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$170,848</b>	<b>\$170,848</b>
<b>All Departments</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	47,425	647,041	649,958
Supplies	513,803	268,926	189,854
Capital Outlay	0	627,528	566,046
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$561,228</b>	<b>\$1,543,495</b>	<b>\$1,405,858</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$1,957,853	\$1,430,598	\$2,736,706
Additions/(Reductions) to Fund Balance	(527,255)	1,306,108 *	(1,368,353) **
<b>Ending Fund Balance</b>	<b>\$1,430,598</b>	<b>\$2,736,706 *</b>	<b>\$1,368,353 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**Police and Fire Capital Equipment Sales Tax Fund  
Historical and Projected 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, a 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)

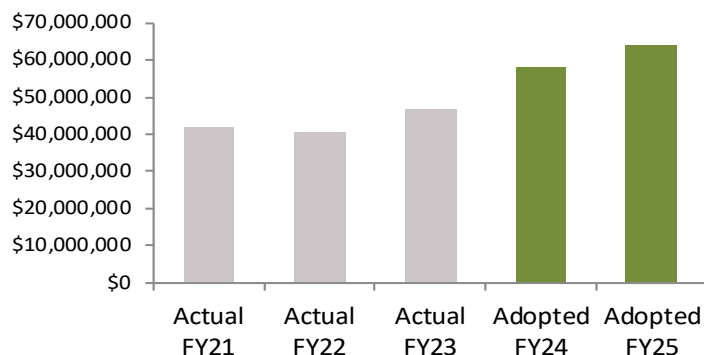
	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Special Sales Tax	\$53,653,000	\$54,665,872	\$55,771,138
Interest	717,733	672,914	1,198,581
Other	419,806	0	0
Service Charges	122,552	159,000	151,107
Transfers	0	0	0
Fund Balance	0	2,756,086	6,953,865
<b>Total Revenues</b>	<b>\$54,913,092</b>	<b>\$58,253,872</b>	<b>\$64,074,691</b>
<b>Expenditures - Police</b>			
Personal Services	\$39,147,407	\$44,960,900	\$45,568,383
Other Services & Charges	3,667,510	7,081,890	7,761,905
Supplies	3,694,292	3,295,377	3,799,239
Capital Outlay	400,626	2,915,705	6,945,164
Transfers	6,976	0	0
<b>Total Expenditures</b>	<b>\$46,916,811</b>	<b>\$58,253,872</b>	<b>\$64,074,691</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$27,886,478	\$35,882,758	\$38,540,311
Additions/(Reductions) to Fund Balance	7,996,280	2,657,553 *	(6,953,865) **
<b>Ending Fund Balance</b>	<b>\$35,882,758</b>	<b>\$38,540,311 *</b>	<b>\$31,586,446 **</b>

\* 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**



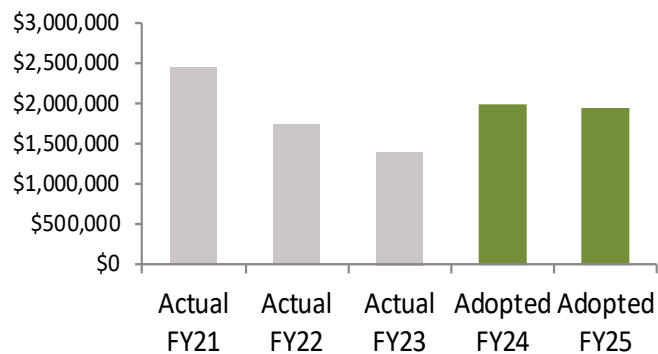
## SPECIAL ASSESSMENT DISTRICTS FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Assessments	\$0	\$1,997,000	\$1,947,000
Interest	0	0	0
Service Charges	0	0	0
Transfers	0	0	0
Fund Balance	0	0	0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$1,997,000</b>	<b>\$1,947,000</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,395,268	1,997,000	1,947,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$1,395,268</b>	<b>\$1,997,000</b>	<b>\$1,947,000</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$1,634,165	\$238,897	\$0
Additions/(Reductions) to Fund Balance	(1,395,268)	(238,897) *	0 **
<b>Ending Fund Balance</b>	<b>\$238,897</b>	<b>\$0 *</b>	<b>\$0 **</b>

\* 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

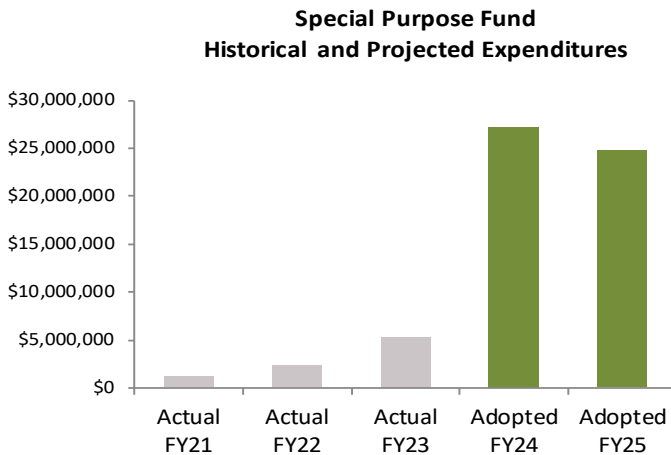
	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Donations	\$3,865,854	\$1,681,940	\$849,669
Fees	74,509	100,726	40,000
Interest	618,178	201,912	492,446
Other	872,500	2,142,500	2,810,000
Service Charges	87,837	59,120	164,176
Transfers	125,000	1,600,000	2,000,000
Fund Balance	0	21,345,757	18,448,051
<b>Total Revenues</b>	<b>\$5,643,878</b>	<b>\$27,131,955</b>	<b>\$24,804,342</b>
<b>Expenditures</b>			
<b>City Clerk's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	776	794
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$776</b>	<b>\$794</b>
<b>City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	7	7
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	11,431	32,599
<b>Department Total</b>	<b>\$0</b>	<b>\$11,438</b>	<b>\$32,606</b>
<b>Development Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	292,057	1,439,146	1,185,156
Supplies	89,764	93,450	120,019
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$381,820</b>	<b>\$1,532,596</b>	<b>\$1,305,175</b>
<b>Fire</b>			
Personal Services	\$0	\$0	\$532,554
Other Services & Charges	0	12,263	12,263
Supplies	0	123,963	127,252
Capital Outlay	0	0	79,686
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$136,226</b>	<b>\$751,755</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	6,209,750	7,639,434
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$6,209,750</b>	<b>\$7,639,434</b>
<b>Parks and Recreation</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	568,825	1,870,971	2,408,936
Supplies	146,605	1,896,981	1,765,523
Capital Outlay	498,038	3,551,583	3,894,360
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,213,468</b>	<b>\$7,319,535</b>	<b>\$8,068,819</b>
<b>Planning</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	105,692	669,415	384,366
Supplies	0	3,974	3,660
Capital Outlay	95,000	138,814	266,337
Transfers	0	0	0
<b>Department Total</b>	<b>\$200,692</b>	<b>\$812,203</b>	<b>\$654,363</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,250	16,359	1,650
Supplies	0	27,907	43,698
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,250</b>	<b>\$44,266</b>	<b>\$45,348</b>
<b>Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	3,339,857	8,681,514	4,007,759
Supplies	0	1,975	0
Capital Outlay	103,351	2,364,788	2,298,071
Transfers	0	16,888	218
<b>Department Total</b>	<b>\$3,443,208</b>	<b>\$11,065,165</b>	<b>\$6,306,048</b>

	Actual FY23	Adopted FY24	Adopted FY25
<b>All Departments</b>			
Personal Services	\$0	\$0	\$532,554
Other Services & Charges	4,307,681	18,900,201	15,640,365
Supplies	236,368	2,148,250	2,060,152
Capital Outlay	696,389	6,055,185	6,538,454
Transfers	0	28,319	32,817
<b>Total Expenditures</b>	<b>\$5,240,439</b>	<b>\$27,131,955</b>	<b>\$24,804,342</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$22,422,911	\$22,826,351	\$18,448,051
Additions/(Reductions) to Fund Balance	403,439	(4,378,300) *	(18,448,051) **
<b>Ending Fund Balance</b>	<b>\$22,826,351</b>	<b>\$18,448,051 *</b>	<b>\$0 **</b>

\* 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.

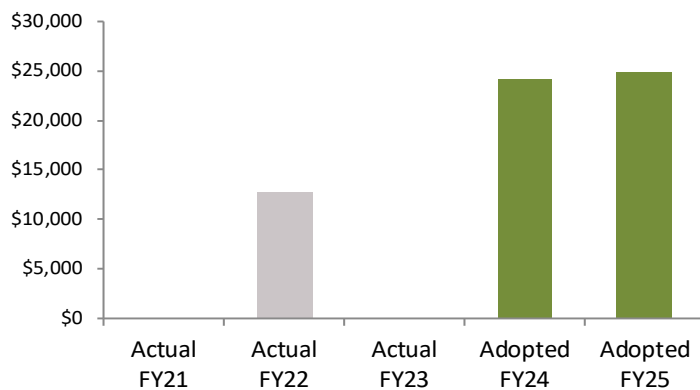
# SPORTS FACILITIES SALES TAX FUND (OKLAHOMA CITY SPORTS FACILITIES IMPROVEMENT SALES TAX FUND)

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Sports Facilities Sales Tax	\$0	\$0	\$0
Interest	481	381	626
Other	0	0	0
Fund Balance	0	23,779	24,352
<b>Total Revenues</b>	<b>\$481</b>	<b>\$24,160</b>	<b>\$24,978</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	24,160	24,978
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$24,160</b>	<b>\$24,978</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$23,548	\$24,030	\$24,656
Additions/(Reductions) to Fund Balance	481	626 *	(24,352) **
<b>Ending Fund Balance</b>	<b>\$24,030</b>	<b>\$24,656 *</b>	<b>\$304 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**Sports Facilities Sales Tax Fund  
Historical and Projected 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.

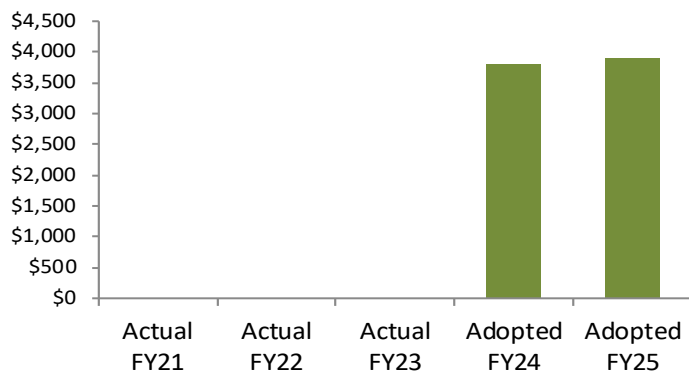
## SPORTS FACILITIES USE TAX FUND (OKLAHOMA CITY SPORTS FACILITIES IMPROVEMENT USE TAX FUND)

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Sports Facilities Use Tax	\$0	\$0	\$0
Interest	75	64	88
Other	0	0	0
Fund Balance	0	3,729	3,819
<b>Total Revenues</b>	<b>\$75</b>	<b>\$3,793</b>	<b>\$3,907</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	3,793	3,907
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$3,793</b>	<b>\$3,907</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$3,693	\$3,769	\$3,819
Additions/(Reductions) to Fund Balance	75	50 *	(3,819) **
<b>Ending Fund Balance</b>	<b>\$3,769</b>	<b>\$3,819 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**Sports Facilities Use Tax Fund  
Historical and Projected 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.

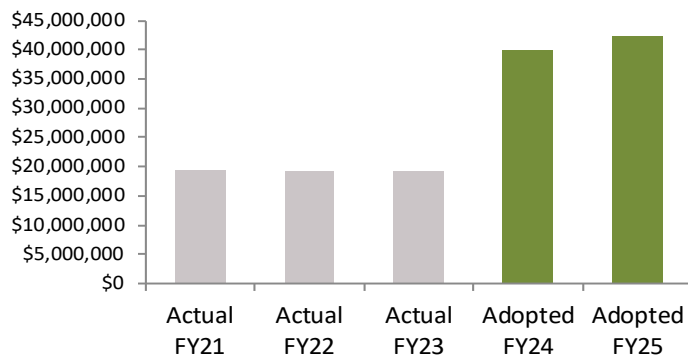
# STORMWATER DRAINAGE UTILITY FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Fees	\$19,242,433	\$19,554,916	\$19,979,264
Interest	485,952	267,303	695,326
Other	0	0	0
Permits	147,650	161,628	137,203
Reimbursements	255,766	270,000	255,766
Service Charges	2,214,395	2,096,865	307,080
Transfers	0	0	0
Fund Balance	0	17,726,074	20,844,484
<b>Total Revenues</b>	<b>\$22,346,196</b>	<b>\$40,076,786</b>	<b>\$42,219,123</b>
<b>Expenditures - Public Works</b>			
Personal Services	\$11,542,364	\$13,977,487	\$14,255,962
Other Services & Charges	5,698,572	18,629,525	19,715,692
Supplies	1,074,894	1,661,895	1,464,969
Capital Outlay	813,237	5,807,879	6,782,500
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$19,129,067</b>	<b>\$40,076,786</b>	<b>\$42,219,123</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$22,257,804	\$25,474,933	\$41,891,708
Additions/(Reductions) to Fund Balance	3,217,129	16,416,775 *	(20,844,484) **
<b>Ending Fund Balance</b>	<b>\$25,474,933</b>	<b>\$41,891,708 *</b>	<b>\$21,047,224 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**Stormwater Drainage Utility Fund  
Historical and Projected 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.



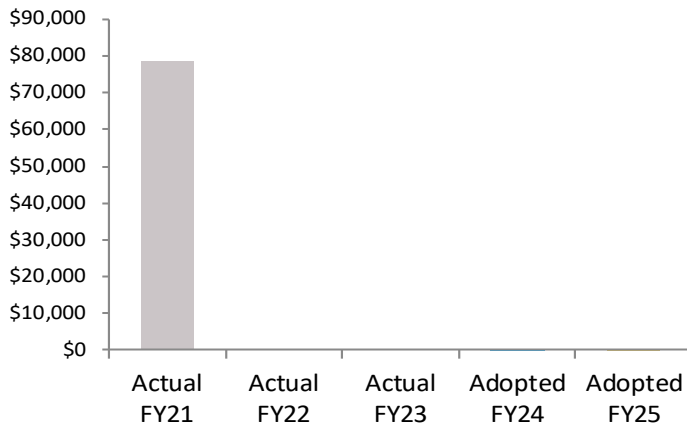
# STREET AND ALLEY FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Interest	\$2	\$0	\$0
Other	0	0	0
Fund Balance	0	100	102
<b>Total Revenues</b>	<b>\$2</b>	<b>\$100</b>	<b>\$102</b>
<b>Expenditures - Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	100	102
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$100</b>	<b>\$102</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$99	\$101	\$102
Additions/(Reductions) to Fund Balance	2	1 *	(102) **
<b>Ending Fund Balance</b>	<b>\$101</b>	<b>\$102 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**Street and Alley Fund  
Historical and Projected Expenditures**



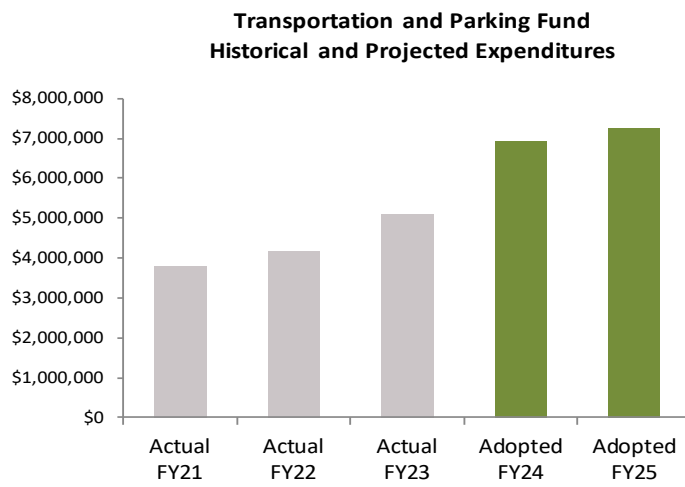
The Street and Alley Fund provides for street resurfacing and major repairs on City streets that are in addition to those projects funded through General Obligation Bonds. Fund Balance provides the funding for these projects.

# TRANSPORTATION AND PARKING FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Interest	\$19,424	\$17,715	\$33,158
Other	0	0	0
Service Charges	343,942	672,148	715,070
Transfers	5,060,344	6,137,341	6,522,022
Fund Balance	0	128,430	0
<b>Total Revenues</b>	<b>\$5,423,710</b>	<b>\$6,955,634</b>	<b>\$7,270,250</b>
<b>Expenditures</b>			
<b>Parking</b>			
Personal Services	\$501,953	\$1,161,756	\$1,248,012
Other Services & Charges	367,032	522,611	542,341
Supplies	266,515	182,087	150,471
Capital Outlay	0	84,484	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,135,500</b>	<b>\$1,950,938</b>	<b>\$1,940,824</b>
<b>Public Transportation</b>			
Personal Services	\$3,574,343	\$4,492,716	\$4,796,034
Other Services & Charges	373,594	511,980	531,792
Supplies	0	0	1,600
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$3,947,937</b>	<b>\$5,004,696</b>	<b>\$5,329,426</b>
<b>All Departments</b>			
Personal Services	\$4,076,295	\$5,654,472	\$6,044,046
Other Services & Charges	740,626	1,034,591	1,074,133
Supplies	266,515	182,087	152,071
Capital Outlay	0	84,484	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$5,083,436</b>	<b>\$6,955,634</b>	<b>\$7,270,250</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$143,255	\$483,529	\$845,174
Additions/(Reductions) to Fund Balance	340,274	361,645 *	0 **
<b>Ending Fund Balance</b>	<b>\$483,529</b>	<b>\$845,174 *</b>	<b>\$845,174 **</b>

\* 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.

The Central Oklahoma Transportation and Parking Authority (COTPA) was created in

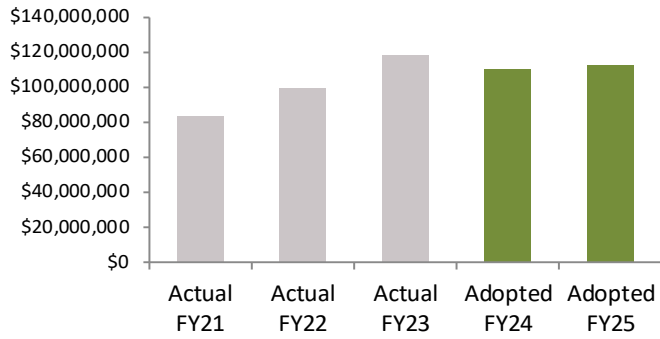
# UTILITIES FUND

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Interest	\$484,490	\$512,171	\$557,429
Other	0	0	0
Service charges	0	0	0
Transfers	117,146,000	107,112,970	111,011,774
Fund Balance	0	2,193,931	1,200,000
<b>Total Revenues</b>	<b>\$117,630,490</b>	<b>\$109,819,072</b>	<b>\$112,769,203</b>
<b>Expenditures</b>			
<b>Solid Waste</b>			
Personal Services	\$8,848,336	\$9,788,772	\$9,767,083
Other Services & Charges	1,936,614	3,498,843	3,439,170
Supplies	170,324	236,550	236,550
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Departmental Total</b>	<b>\$10,955,274</b>	<b>\$13,524,165</b>	<b>\$13,442,803</b>
<b>Water</b>			
Personal Services	\$33,207,576	\$37,557,914	\$40,460,355
Other Services & Charges	30,354,979	15,134,438	14,902,518
Supplies	13,138,676	6,393,914	6,006,979
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Departmental Total</b>	<b>\$76,701,230</b>	<b>\$59,086,266</b>	<b>\$61,369,852</b>
<b>Wastewater</b>			
Personal Services	\$22,078,394	\$25,539,697	\$27,552,413
Other Services & Charges	7,347,619	10,229,756	8,592,997
Supplies	1,444,863	1,439,188	1,811,138
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Departmental Total</b>	<b>\$30,870,877</b>	<b>\$37,208,641</b>	<b>\$37,956,548</b>
<b>All Departments</b>			
Personal Services	\$64,134,306	\$72,886,383	\$77,779,851
Other Services & Charges	39,639,212	28,863,037	26,934,685
Supplies	14,753,862	8,069,652	8,054,667
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$118,527,381</b>	<b>\$109,819,072</b>	<b>\$112,769,203</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$7,105,379	\$6,208,488	\$10,679,306
Additions/(Reductions) to Fund Balance	(896,891)	4,470,818 *	(1,200,000) **
<b>Ending Fund Balance</b>	<b>\$6,208,488</b>	<b>\$10,679,306 *</b>	<b>\$9,479,306 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**Utilities Fund  
Historical and Projected Expenditures**



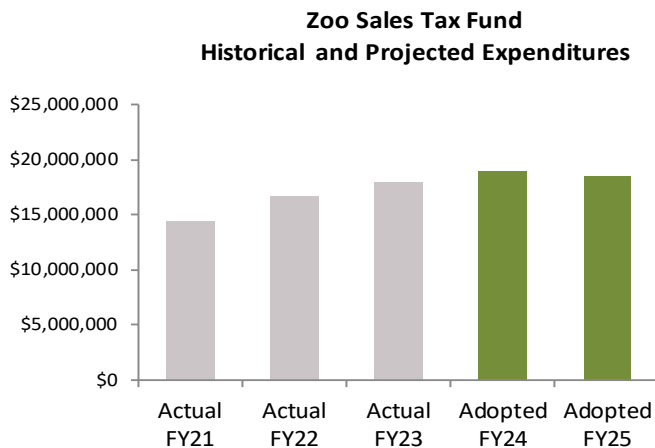
The Water and Wastewater Fund was established in 1988 by the City Council for the purpose of identifying operating expenditures of the Utilities Department and is funded by monthly cash transfers from the Oklahoma City Water Utilities Trust (OCWUT). During FY21, the Solid Waste Management system was 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 FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Zoo Sales Tax Revenue	\$17,884,333	\$18,221,958	\$18,487,117
Interest	0	1,000	0
Other	139,019	864,439	90,909
Fund Balance	0	0	0
<b>Total Revenues</b>	<b>\$18,023,352</b>	<b>\$19,087,397</b>	<b>\$18,578,026</b>
<b>Expenditures - Zoo</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	18,023,302	19,087,397	18,578,026
<b>Total Expenditures</b>	<b>\$18,023,302</b>	<b>\$19,087,397</b>	<b>\$18,578,026</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$0	\$50	\$0 **
Additions/(Reductions) to Fund Balance	50	(50) *	0 **
<b>Ending Fund Balance</b>	<b>\$50</b>	<b>\$0 *</b>	<b>\$0</b>

\* Estimated



On July 17, 1990, the Oklahoma City voters approved a one-eighth cent sales tax levy for the limited purpose of funding the Oklahoma City Zoo. The Oklahoma City Zoo Sales Tax Fund was created to collect all revenues pursuant to the Zoo tax levy. The ordinance provides that Zoo Sales Tax funds will only be used for the establishment, maintenance, replacement, and expansion of zoological parks, gardens, and entertainment facilities; the acquisition, maintenance, and replacement of real property, personal property, and buildings; the operational expenses, education

research and program expenses, conservation program expenses, and all other expenses deemed necessary or advisable by the Oklahoma City Zoological Trust in connection with the operation of the Oklahoma City Zoo. The Oklahoma City Zoological Trust is a public trust of which the City of Oklahoma City is the sole beneficiary. The Trust operates the Oklahoma City Zoo under a lease and operating agreement with the City.





# CAPITAL IMPROVEMENT BUDGET

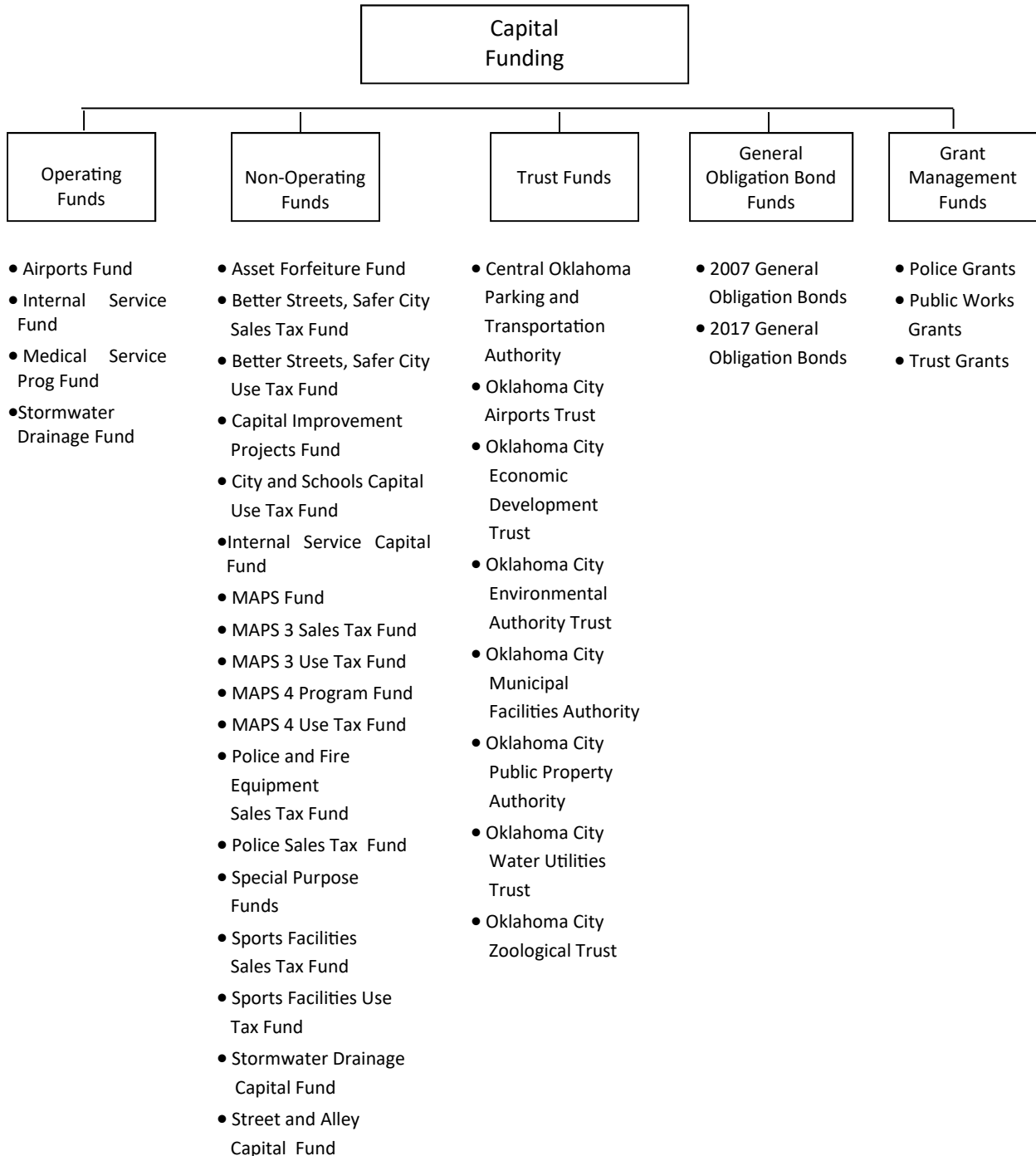
THE CAPITAL IMPROVEMENT BUDGET IS SEPARATE FROM THE CITY'S OPERATING BUDGET APPROVED BY THE CITY COUNCIL. THE PROVIDED CAPITAL BUDGET IS A LISTING OF FY25 AMOUNTS BUDGETED AND FUNDING SOURCES OF EACH PLANNED PROJECT. THE PLANNED CAPITAL EXPENDITURES REPRESENTS THE COST OF NEW CONSTRUCTION, RENOVATION, 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 BIENNIALY 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](https://www.okc.gov/departments/finance/financial-and-budget-reports/budget-and-tax-reports).



# CAPITAL IMPROVEMENT FUNDING

The FY25 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.



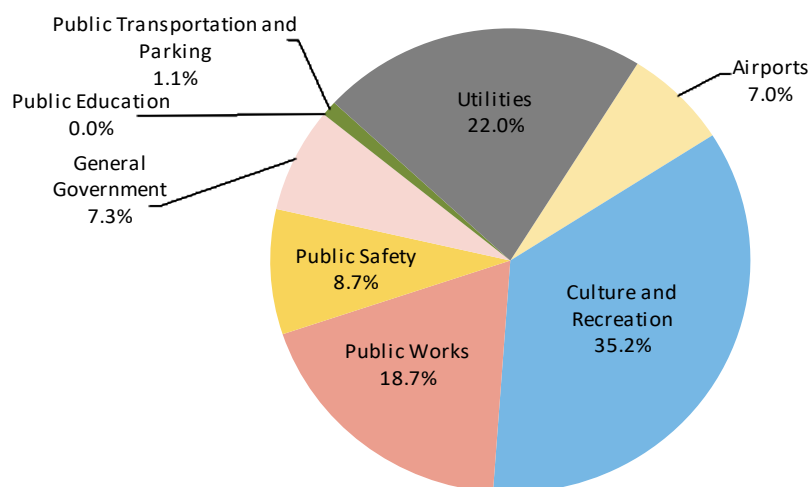
## IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

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.

## FY25 Capital Budget by Function



**\$1,350,599,182** \*\*

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

\*\* Estimated Capital Expenditures as of April 19, 2024

# CAPITAL EXPENDITURES SUMMARY

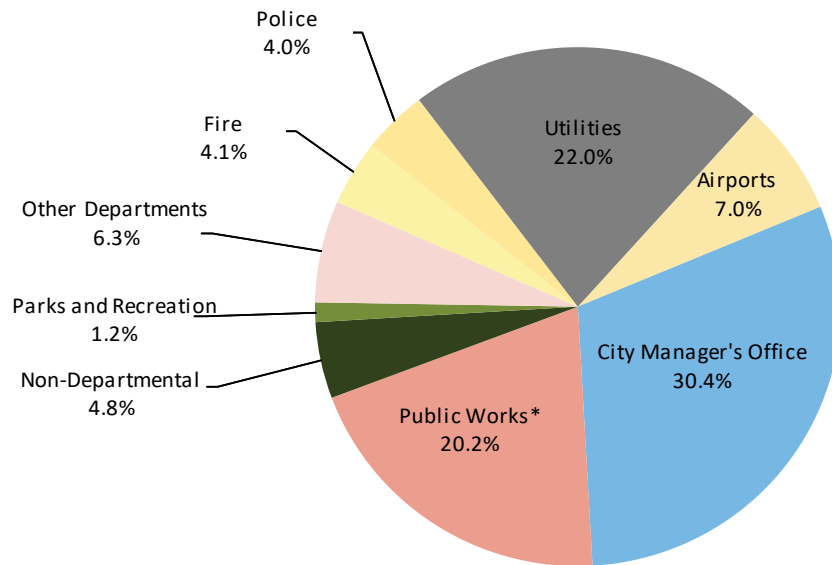
	Actual FY23	Adopted FY24	Adopted FY25
<b>Operating Funds</b>			
Airports Fund	\$391,921	\$500,000	\$0
Internal Service Fund	8,487	30,700	0
Medical Service Program Fund	0	0	0
Stormwater Drainage Fund	258,742	480,898	480,898
<b>Total Operating Funds</b>	<b>\$659,150</b>	<b>\$1,011,598</b>	<b>\$480,898</b>
<b>Non-Operating Funds</b>			
Asset Forfeiture Funds	\$140,000	\$200,000	\$200,000
Capital Improvements Projects Fund	24,118,828	127,790,830	122,240,472
Impact Fee Fund	2,197,754	51,130,670	77,524,888
Internal Service Capital Fund	92,560	3,486,995	7,862,330
Special Purpose Funds	696,389	5,236,200	6,538,454
Stormwater Drainage Capital Fund	554,496	1,667,894	6,301,602
Street and Alley Capital Fund	0	0	0
Transportation & Parking Fund	0	84,484	0
<b>Total Non-Operating Funds</b>	<b>\$27,800,026</b>	<b>\$189,597,073</b>	<b>\$220,667,746</b>
<b>Trust Funds *</b>			
Central OK Trans. and Parking Auth. (COTPA)	\$12,421,063	\$6,964,775	3,057,000
McGee Creek Authority (MCA)	\$2,458,689	0	0
OKC Airport Trust (OCAT)	38,519,451	43,728,000	49,270,000
OKC Environmental Assistance Trust (OCEAT)	0	0	0
OKC Economic Development Trust (OCEDT)	77,458	0	0
OKC Municipal Facilities Authority (OCMFA)	0	1,601,421	0
OKC Public Property Authority (OCPPA)	3,785,387	8,529,201	7,218,589
OKC Water Utilities Trust (OCWUT)	188,060,229	420,806,000	297,029,000
OKC Zoological Trust (OCZT)	22,059,000	22,059,000	22,316,000
<b>Total Trust Funds</b>	<b>\$267,381,277</b>	<b>\$503,688,397</b>	<b>\$378,890,589</b>
<b>Special Tax Funds</b>			
Special Tax Funds	\$63,444,517	\$518,208,991	\$576,703,949
<b>Total Special Tax Funds</b>	<b>\$63,444,517</b>	<b>\$518,208,991</b>	<b>\$576,703,949</b>
<b>General Obligation Bond Funds</b>			
General Obligation Bond Funds	\$84,019,394	\$170,709,770	\$118,435,000
<b>Total General Obligation Bond Funds</b>	<b>\$84,019,394</b>	<b>\$170,709,770</b>	<b>\$118,435,000</b>
<b>Grant Management Funds</b>			
Grant Management Funds	\$15,123,966	\$25,442,750	\$47,421,000
<b>Total Grant Management Funds</b>	<b>\$15,123,966</b>	<b>\$25,442,750</b>	<b>\$47,421,000</b>
<b>Other Unspecified Funds</b>			
Other Unspecified Funds	\$0	\$902,000	8,000,000
<b>Other Unspecified Funds ***</b>	<b>\$0</b>	<b>\$902,000</b>	<b>\$8,000,000</b>
<b>Total Capital Expenditures **</b>	<b>\$458,428,331</b>	<b>\$1,409,560,579</b>	<b>\$1,350,599,182</b>

\* Not included in the City's adopted budget

\*\* Estimated Capital Expenditures as of April 19, 2024

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

# CAPITAL BUDGET BY DEPARTMENT



**\$1,350,599,182 \*\***

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

\*\* Estimated Capital Expenditures as of April 19, 2024

Adopted FY25	
Airports	\$95,173,000
City Clerk's Office	403,065
City Manager's Office	410,508,317
Development Services	21,523
Finance	228,693
Fire	54,772,672
General Services	29,746,281
Human Resources	192,476
Information Technology	15,158,651
Mayor and Council	10,500
Municipal Counselor	292,255
Municipal Court	207,969
Non-Departmental	64,206,408
Parks and Recreation	16,465,498
Planning	2,933,346
Police	54,126,487
Public Transportation and Parking	14,225,708
Public Works	272,581,333
Utilities	297,029,000
Zoo	22,316,000
<b>Total Capital Expenditures **</b>	<b><u>\$1,350,599,182</u></b>

\*\* Estimated Capital Expenditures as of April 19, 2024





## AIRPORTS

### CEPA INSTALL PAPIs & WINDCONE - Clarence E. Page Airport (Ward 3)

Prepare procurement and installation documents for the removal and replacement of PAPI light bars on runways 17R/35L and 17L/35R and replacement of the windcone. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Other Grants	\$400,000
Oklahoma City Airport Trust	\$80,000
<b>Project Total</b>	<b>\$480,000</b>

### CEPA Reconstruction Taxiway A - Clarence E. Page Airport (Ward 3)

CEPA reconstruction of Taxiway A. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

### 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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$3,587,000
<b>Project Total</b>	<b>\$3,587,000</b>

### 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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$1,438,000
<b>Project Total</b>	<b>\$1,438,000</b>

### 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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$190,000
<b>Project Total</b>	<b>\$190,000</b>

**MMAC BMB VEHICLE MAINT ROOF - Mike Monroney Aeronautical Center (Ward 3)**

Replacement of roof over vehicle maintenance area of BMB and sealing of window openings Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$125,000
<b>Project Total</b>	<b>\$125,000</b>

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

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

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$1,540,000
<b>Project Total</b>	<b>\$1,540,000</b>

**MMAC FSB MEDIUM VOLTAGE SWITCH - Mike Monroney Aeronautical Centre (Ward 3)**

"Replace the pad-mounted, medium-voltage Switch 49970 near the Thomas P. Stafford Building. "  
Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$470,000
<b>Project Total</b>	<b>\$470,000</b>

**MMAC HANGAR 8 ROOF REPLACEMENT - Mike Monroney Aeronautical Center (Ward 3)**

Hangar 8 Roof Replacement Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$1,950,000
<b>Project Total</b>	<b>\$1,950,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$5,101,000
<b>Project Total</b>	<b>\$5,101,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$2,792,000
<b>Project Total</b>	<b>\$2,792,000</b>

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

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

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$507,000
<b>Project Total</b>	<b>\$507,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$4,829,000
<b>Project Total</b>	<b>\$4,829,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$6,470,000
<b>Project Total</b>	<b>\$6,470,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$125,000
<b>Project Total</b>	<b>\$125,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$125,000
<b>Project Total</b>	<b>\$125,000</b>

**MMAC MEDIUM VOLTAGE UPGRADES - MMAC (Ward 3)**

Repair, replace and expand medium voltage electrical system as needed. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$750,000
<b>Project Total</b>	<b>\$750,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$2,375,000
<b>Project Total</b>	<b>\$2,375,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$400,000
<b>Project Total</b>	<b>\$400,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$3,500,000
<b>Project Total</b>	<b>\$3,500,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

**MMAC REG BUILD EXT LIGHTING PK - Mike Monroney Aeronautical Center (Ward 3)**

Remove and replace the exterior lighting elements on the Registry Building. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$125,000
<b>Project Total</b>	<b>\$125,000</b>

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

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

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$1,600,000
<b>Project Total</b>	<b>\$1,600,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$125,000
<b>Project Total</b>	<b>\$125,000</b>

**MMAC ROOF STUDY & MASTER PLAN - MMAC Roof Study and Master Plan (Ward 3)**

Evaluate and prioritize the conditions of all OCAT roof on the MMAC campus. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$300,000
<b>Project Total</b>	<b>\$300,000</b>



**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$795,000
<b>Project Total</b>	<b>\$795,000</b>

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

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

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$169,000
<b>Project Total</b>	<b>\$169,000</b>

**WPA ATLANTIC AV HANGAR 14 RAMP - 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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$2,934,000
<b>Project Total</b>	<b>\$2,934,000</b>

**WPA CONSTRUCT NEW ATCT - Wiley Post Airport (Ward 1)**

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

	<b>FY25 Cost</b>
Other Grants	\$1,663,000
Oklahoma City Airport Trust	\$87,000
<b>Project Total</b>	<b>\$1,750,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$4,850,000
<b>Project Total</b>	<b>\$4,850,000</b>

**WPA GULFSTREAM DEMO - Wiley Post Airport (Ward 1)**

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

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$2,125,000
<b>Project Total</b>	<b>\$2,125,000</b>

**WPA TW B PAVEMENT REHAB - Wiley Post Airport (Ward 1)**

Reconstruct/Rehabilitate and clean and seal PCC joints and cracks on Taxiway B. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**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.

	<b>FY25 Cost</b>
Other Grants	\$5,223,000
Oklahoma City Airport Trust	\$4,243,000
<b>Project Total</b>	<b>\$9,466,000</b>

**WRWA AIRFLD RUNUP DEFLECTORS - WILL ROGERS WORLD AIRPORT (Ward 3)**

Provide an area with blast deflectors for aircraft to preform a run-up and engine testing. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$740,000
<b>Project Total</b>	<b>\$740,000</b>

**WRWA -2 SHUTTLE BUSES - WILL ROGERS WORLD AIRPORTS (Ward 3)**

Two (2) Glaval Universal shuttle buses. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$283,000
<b>Project Total</b>	<b>\$283,000</b>

**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.

	<b>FY25 Cost</b>
Other Grants	\$17,640,000
Other Unspecified	\$7,554,000
<b>Project Total</b>	<b>\$25,194,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$5,000,000
<b>Project Total</b>	<b>\$5,000,000</b>

**WRWA AIRBADGE - Will Rogers World Airport (Ward 3)**

Identity management system (SaaS) linking airport access control system to AAAE Clearinghouse & airport fingerprint computer. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$80,000
<b>Project Total</b>	<b>\$80,000</b>

**WRWA AIRPORTS PROC IMPV IMPLEM - Airports Process Improvement Implementation (FY25-27) - WRWA (Ward 3)**

The Airports process improvement implementation will apply the solutions recommended in the study to automate and streamline business processes. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$250,000
<b>Project Total</b>	<b>\$250,000</b>

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

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

	<b>FY25 Cost</b>
Other Grants	\$3,712,000
Oklahoma City Airport Trust	\$220,000
<b>Project Total</b>	<b>\$3,932,000</b>

**WRWA CONRAC CANOPY FABRIC REPL - Will Rogers World Airport (Ward 3)**

Replace Lot 3 Canopy Fabric as needed anticipation 25-30% per year. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
PAX\Customer Facility Charges	\$385,000
<b>Project Total</b>	<b>\$385,000</b>

**WRWA CONSTRUCT COVERED LOT 4 - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)**

Will Rogers World Airport - New surface parking lot at the old RAC locations to provide new public parking, cell phone lot, and employee parking. Estimated annual operating cost is \$50,000.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$1,265,000
<b>Project Total</b>	<b>\$1,265,000</b>

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

Replace De-Ice Truck Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$330,000
<b>Project Total</b>	<b>\$330,000</b>

**WRWA EQUIPMENT CAPITAL - Will Rogers World Airport (Ward 3)**

Miscellaneous Equipment purchases Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$750,000
<b>Project Total</b>	<b>\$750,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$300,000
<b>Project Total</b>	<b>\$300,000</b>

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

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

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$12,001,000
<b>Project Total</b>	<b>\$12,001,000</b>

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

Garage B and C review/repair waterproofing and structural repairs. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$116,000
<b>Project Total</b>	<b>\$116,000</b>

**WRWA HLD RM SEATING &ELECT UPG - WILL ROGERS WORLD AIRPORT (Ward 3)**

Design holdroom seating layouts, add and upgrade additional holdroom floor electrical outlets, replace aging seating. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$1,044,000
<b>Project Total</b>	<b>\$1,044,000</b>

**WRWA LARIAT LANDING DEV-PHSE 1 - Will Rogers World Airport (Ward 3)**

This plan outlined the implementation of certain infrastructure to provide road access and utilities to the Phase 1 development area. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

**WRWA LOT3 CANOPY FABRIC REPL - Will Rogers World Airport (Ward 3)**

Replace Lot 3 Canopy Fabric as needed anticipation 25-30% per year. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$160,000
<b>Project Total</b>	<b>\$160,000</b>

**WRWA MAINTENANCE AND MULTI-BAY - 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)**

Will Rogers World Airport - Plan and design a new 2 or 3 bay maintenance facility at the south maintenance yard large enough to accommodate the new CNG 35-foot CONRAC busses, ARFF vehicles, and snow removal equipment. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$2,500,000
<b>Project Total</b>	<b>\$2,500,000</b>

**WRWA MASTERPLAN UPDATE - Will Rogers World Airport (Ward 3)**

The existing master plan was approved in 2010. This project will be to perform a complete master plan update for Will Rogers World Airport. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Other Grants	\$227,000
Oklahoma City Airport Trust	\$23,000
<b>Project Total</b>	<b>\$250,000</b>

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

Emergency repairs. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**WRWA NETWORK 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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**WRWA PARCS SYSTEM REFRESH - Will Rogers World Airport (Ward 3)**

WRWA Parking Access and Revenue Control System (PARCS) system refresh. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$2,780,000
<b>Project Total</b>	<b>\$2,780,000</b>

**WRWA PARKING GARAGE D - Will Rogers World Airport 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)**

Design and construction for a new five story parking Garage D to be located just north of the existing five story Garage C. Prepare preliminary and final design documents for the bidding and construction of the new garage. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$1,500,000
<b>Project Total</b>	<b>\$1,500,000</b>



**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.

	<b>FY25 Cost</b>
Other Grants	\$9,052,000
Oklahoma City Airport Trust	\$410,000
<b>Project Total</b>	<b>\$9,462,000</b>

**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$200,000
<b>Project Total</b>	<b>\$200,000</b>

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

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

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**WRWA RAMP CUPPING PLOW - WILL ROGERS WORLD AIRPORT (Ward 3)**

CUPPING PLOW TO CLEAR RAMP Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$136,000
<b>Project Total</b>	<b>\$136,000</b>

**WRWA RECONSTR RW 17R-35L NORTH - 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 reconstr. 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.

	<b>FY25 Cost</b>
Other Grants	\$2,665,000
Oklahoma City Airport Trust	\$296,000
<b>Project Total</b>	<b>\$2,961,000</b>

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**WRWA RECONTR TERMINAL APRON SO - Will Rogers World Airport 7100 Terminal Drive, Oklahoma City, OK 73159 (Ward 3)**

Reconstruction of the terminal apron. Several areas of pavement are over 40 years old and showing signs of distress in the form of cracking, spalling, and surface delamination. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Other Grants	\$2,821,000
Oklahoma City Airport Trust	\$100,000
<b>Project Total</b>	<b>\$2,921,000</b>

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**WRWA Rehab Runway 17R/35L Pave - 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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$300,000
<b>Project Total</b>	<b>\$300,000</b>

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**WRWA Replace Motor Grader - Will Rogers World Airport (Ward 3)**

Replace equipment that's becoming less dependable, costly to maintain and obsolete parts. Current Motor Grader is 17 yrs old. Estimated annual operating cost is \$10,000.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$383,000
<b>Project Total</b>	<b>\$383,000</b>

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**WRWA TERM BUILD FLOORING REPL - Will Rogers World Airport (Ward 3)**

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

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$350,000
<b>Project Total</b>	<b>\$350,000</b>

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**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.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

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

The Master Plan will provide a planning tool to correct current and forecast landside traffic issues and provide a roadmap for future devt in the termnl area in-line with forecasted airport growth projections and a related approved and phased devt plan. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$750,000
<b>Project Total</b>	<b>\$750,000</b>

**WRWA Terminal Bld Energy Asse - 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.

	<b>FY25 Cost</b>
Other Grants	\$113,000
Oklahoma City Airport Trust	\$12,000
<b>Project Total</b>	<b>\$125,000</b>

**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.

	<b>FY25 Cost</b>
Other Grants	\$2,150,000
Oklahoma City Airport Trust	\$107,000
<b>Project Total</b>	<b>\$2,257,000</b>

**WRWA WALKWAY MODERNIZATION - 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.

	<b>FY25 Cost</b>
Other Grants	\$954,000
Oklahoma City Airport Trust	\$530,000
<b>Project Total</b>	<b>\$1,484,000</b>

**WRWA WIRELESS IMPLEMENTATION - Will Rogers World Airport (Ward 3)**

WRWA Wireless RFP implementation project for public Wi-Fi solution Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Oklahoma City Airport Trust	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**AIRPORTS FY25 TOTAL**

**\$145,532,000**

## BOND-BUILDINGS

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### 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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$515,000
<b>Project Total</b>	<b>\$515,000</b>
<b>BOND-BUILDINGS FY25 TOTAL</b>	<b>\$515,000</b>

## BOND-LIBRARIES

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### Libraries CNTRL\_ULSTA - To be determined. (N/A)

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

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$850,000
<b>Project Total</b>	<b>\$850,000</b>

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### Ralph Ellison Library - 2000 NE 23rd Street (Ward 7)

Expansion, renovation, remodeling, and repair, may also include site preparation, infrastructure, appurtenances, roadways, parking, equipment, furniture and technology improvements. MB-1671 Boiler Replacement. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$3,025,000
<b>Project Total</b>	<b>\$3,025,000</b>

### BOND-LIBRARIES FY25 TOTAL

**\$3,875,000**



## CITY MANAGER

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### **Printshop Equipment - 200 N. Walker (Ward 6)**

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

	<b>FY25 Cost</b>
Internal Service Fund Capital	\$50,000
<b>Project Total</b>	<b>\$50,000</b>
<b>CITY MANAGER FY25 TOTAL</b>	<b>\$50,000</b>

## CITY MANAGER (MAPS)

### MAPS 3 Convention Center - 100 Mick Cornett Drive (Ward 6)

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

	<b>FY25 Cost</b>
MAPS3 Sales Tax	\$5,708,401
<b>Project Total</b>	<b>\$5,708,401</b>

### 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.

	<b>FY25 Cost</b>
MAPS3 Sales Tax	\$13,104,803
<b>Project Total</b>	<b>\$13,104,803</b>

### 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.

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$32,110,400
<b>Project Total</b>	<b>\$32,110,400</b>

### 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.

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$60,601,024
<b>Project Total</b>	<b>\$60,601,024</b>

### MAPS4 - Beautification - Citywide

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

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$5,079,900
<b>Project Total</b>	<b>\$5,079,900</b>

**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.

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$12,096,000
<b>Project Total</b>	<b>\$12,096,000</b>

**MAPS4 - Diversion Hub - To be determined (Ward 6)**

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

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$63,800
<b>Project Total</b>	<b>\$63,800</b>

**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.

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$303,500
<b>Project Total</b>	<b>\$303,500</b>

**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.

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$29,849,500
<b>Project Total</b>	<b>\$29,849,500</b>

**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.

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$10,916,900
<b>Project Total</b>	<b>\$10,916,900</b>

**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.

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$24,518,300
<b>Project Total</b>	<b>\$24,518,300</b>

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**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.

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$35,387,000
<b>Project Total</b>	<b>\$35,387,000</b>

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**MAPS4 - Multipurpose Stadium - To be determined. (N/A)**

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

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$31,862,200
<b>Project Total</b>	<b>\$31,862,200</b>

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**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.

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$60,371,600
<b>Project Total</b>	<b>\$60,371,600</b>

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**MAPS4 - Senior Wellness Center - Citywide**

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

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$4,388,600
<b>Project Total</b>	<b>\$4,388,600</b>

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**MAPS4 - Transit - Citywide**

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

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$26,002,500
<b>Project Total</b>	<b>\$26,002,500</b>

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**MAPS4 - Wlks/Lane/Trail/Stlght - Citywide**

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

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$19,952,200
<b>Project Total</b>	<b>\$19,952,200</b>

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**MAPS4 - Youth Centers - Citywide**

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

	<b>FY25 Cost</b>
MAPS4 Sales Tax	\$19,391,400
<b>Project Total</b>	<b>\$19,391,400</b>

<b>CITY MANAGER (MAPS) FY25 TOTAL</b>	<b>\$391,708,028</b>
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## DEVELOPMENT SERVICES

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### **Animal Welfare Incinerator - Incinerator for disposal of deceased animals at the Animal Shelter. 2811 SE 29th Street (Ward 7)**

Incinerator for disposal of deceased animals at the Animal Shelter Estimated annual operating cost is \$12,000.

	<b>FY25 Cost</b>
MAPS4 Use Tax	\$250,000
<b>Project Total</b>	<b>\$250,000</b>
 <b>DEVELOPMENT SERVICES FY25 TOTAL</b>	 <b>\$250,000</b>



## 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.

	<b>FY25 Cost</b>
Fire Sales Tax Fund	\$715,000
<b>Project Total</b>	<b>\$715,000</b>

### 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.

	<b>FY25 Cost</b>
MAPS4 Use Tax	\$10,800,000
<b>Project Total</b>	<b>\$10,800,000</b>

### Fire Control Unlisted - (N/A)

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

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

### Fire Passenger Vehicles - (N/A)

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

	<b>FY25 Cost</b>
MAPS4 Use Tax	\$353,000
<b>Project Total</b>	<b>\$353,000</b>

### Fire Training Center - In the vicinity of I-240 and S Air Depot (Ward 4)

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

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$2,500,000
<b>Project Total</b>	<b>\$2,500,000</b>

## FIRE FY25 TOTAL

**\$14,868,000**

## GENERAL SERVICES

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### 420 W. Main, 10th Fl. Remodel - (Ward 6)

Renovation of the 10th Floor to improve the existing office space for the Development Services and Information Technology Departments. The renovation will also provide space for additional staff in the future. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Capital Improvement Fund	\$1,369,080
<b>Project Total</b>	<b>\$1,369,080</b>

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### ABS Struxureware, Energy Mgt - (Citywide)

Upgrade energy management systems to ABS Struxureware operating controllers at all applicable facilities and additional energy management systems upgrades to ABS systems. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Capital Improvement Fund	\$1,270,000
<b>Project Total</b>	<b>\$1,270,000</b>

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### AMAG Hardware Replacement - Citywide

Routine break/fix replacement of AMAG access control equipment and hardware including locks, card readers, and various maintenance items. Estimated annual operating cost is \$35,000.

	<b>FY25 Cost</b>
Capital Improvement Fund	\$160,740
<b>Project Total</b>	<b>\$160,740</b>

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### City Hall Waterproofing - 200 North Walker (Ward 6)

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

	<b>FY25 Cost</b>
Capital Improvement Fund	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

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### 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.

	<b>FY25 Cost</b>
Capital Improvement Fund	\$4,600,000
<b>Project Total</b>	<b>\$4,600,000</b>

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**Citywide Roofing - Various locations (Citywide)**

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

	<b>FY25 Cost</b>
Capital Improvement Fund	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

<b>GENERAL SERVICES FY25 TOTAL</b>	<b>\$8,549,820</b>
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## INFORMATION TECHNOLOGY

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### Accela SaaS Migration - (N/A)

Migrate Accela, the City's Permitting, Planning, and Licensing System, to a subscription as a service environment due to end of on-premises support. Estimated annual operating cost is \$514,904.

	<b>FY25 Cost</b>
Internal Service Fund Capital	\$328,500
<b>Project Total</b>	<b>\$328,500</b>

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### Canopy Grounding Mitigation - (N/A)

Install surge arrestor in the cabling at the top of towers for the wireless canopy system and the replacement of non-armored cat 5E cable and cat 6 cable with armored cable. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Internal Service Fund Capital	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

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### Cisco UCCXv12.5.1 Implement - (N/A)

Implementation of new, virtualized Unified Contact Center Express production and development systems. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Internal Service Fund Capital	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

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### Core Voice ISR Gateway Rplc - (N/A)

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

	<b>FY25 Cost</b>
Internal Service Fund Capital	\$105,000
<b>Project Total</b>	<b>\$105,000</b>

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### Enterprise Server Backup Rplc - (N/A)

Replacement of the current backup appliance for the enterprise environment due to end-of-life. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Internal Service Fund Capital	\$1,400,000
<b>Project Total</b>	<b>\$1,400,000</b>

**Fiber Infrastructure Inventory - (N/A)**

Inventory and document the fiber infrastructure of the City of Oklahoma City. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Capital Improvement Fund	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

**Mobile Data Computers Rplc - (N/A)**

Annual replacement of mobile data computers (MDCs) used by Public Safety departments as they reach the end of their useful life. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
MAPS4 Use Tax	\$1,520,000
<b>Project Total</b>	<b>\$1,520,000</b>

**Network Expansion - (N/A)**

Expand network infrastructure to address internet access needs in remote locations for employees to handle benefits and other Oracle functions. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Internal Service Fund Capital	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**Network Segmentation - (N/A)**

Replace the distribution switches, layer switches, and wireless access points with Fortinet Firewalls for internal network segmentation and to provide visibility of the network. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Internal Service Fund Capital	\$165,000
<b>Project Total</b>	<b>\$165,000</b>

**Network Wiring Core Campus - (N/A)**

Upgrade network wiring for the core campus located at 420 W Main St, 100 N Walker, and 200 N Walker to modern Category 6a network cabling, jacks, and patch panels. This will include removal of existing unused analog cabling no longer in-service. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Capital Improvement Fund	\$165,000
<b>Project Total</b>	<b>\$165,000</b>

**Radio System P25 Radio Rplc - Citywide**

Annual replacement of P25 radios for the 800 MHz Radio System. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
MAPS4 Use Tax	\$1,915,000
<b>Project Total</b>	<b>\$1,915,000</b>

**SD-WAN Solution - (N/A)**

Replace the software-defined wide area network solution for remote sites. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Internal Service Fund Capital	\$193,000
<b>Project Total</b>	<b>\$193,000</b>

**INFORMATION TECHNOLOGY FY25 TOTAL****\$6,141,500**

## PARKS AND RECREATION

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### 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 \$80,000.

	<b>FY25 Cost</b>
Capital Improvement Fund	\$2,000,000
Development Impact Fees	\$2,400,000
<b>Project Total</b>	<b>\$4,400,000</b>

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### Deep Fork Greenway Trail - Northeast Oklahoma City (Ward 7)

Construction of a new trail along the Deep Fork creek in Northeast Oklahoma City. Estimated annual operating cost is \$84,000.

	<b>FY25 Cost</b>
2007 G.O. Bonds	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

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### Earlywine Golf Clubhouse - 11600 S Portland Avenue (Ward 5)

Acquisition, construction, expansion, renovation, repair, relocation, or improvements to new and existing City golf courses, clubhouses, maintenance facilities, practice facilities, or tournament facilities. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$3,600,000
<b>Project Total</b>	<b>\$3,600,000</b>

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### Field Lights - South Lakes Soc - 12310 S Meridian Ave. (Ward 5)

New Athletic Field Lights for South Lakes Soccer Complex. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Development Impact Fees	\$1,700,000
<b>Project Total</b>	<b>\$1,700,000</b>

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### Hefner Golf Clubhouse - 4491 S Lake Hefner Drive (Ward 1)

Acquisition, construction, expansion, renovation, repair, relocation, or improvements to new and existing City golf courses, clubhouses, maintenance facilities, practice facilities, or tournament facilities. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$10,280,000
<b>Project Total</b>	<b>\$10,280,000</b>



**Melrose Park - Melrose Park - 7800 Melrose Lane (Ward 1)**

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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,100,000
<b>Project Total</b>	<b>\$1,100,000</b>

**North Rotary Park - North Oklahoma City Rotary Park - 5708 N Tulsa Ave (Citywide)**

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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

**Oklahoma River Greenway Trail - Along the Oklahoma River (Ward 7)**

Completion of a new trail on the Oklahoma River. Estimated annual operating cost is \$36,000.

	<b>FY25 Cost</b>
2007 G.O. Bonds	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**Parking Lot Lights in Parks - Citywide**

Adding LED solar lights in parks. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Development Impact Fees	\$350,000
<b>Project Total</b>	<b>\$350,000</b>

**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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$3,051,250
<b>Project Total</b>	<b>\$3,051,250</b>

**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 \$30,000.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,900,000
<b>Project Total</b>	<b>\$1,900,000</b>

**Trosper Park - Shelter & RR - 2300 SE 29th Street (Ward 7)**

Trosper Park is one of the City's original four corner parks. The park currently has a small shelter with restroom but has been without water after the extreme freezing temperatures last year keeping the facility closed and subject to vandalism. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Capital Improvement Fund	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**Wiley Post Park - 2021 S Robinson Avenue (Ward 4)**

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

	<b>FY25 Cost</b>
2007 G.O. Bonds	\$345,000
<b>Project Total</b>	<b>\$345,000</b>

**Will Rogers Various Projects - Ward 2**

Various capital improvement projects at Will Rogers Park - replacing drainage structures, a pedestrian bridge for ADA compliance, perimeter fencing for security, repairing historic structures, and irrigation. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Capital Improvement Fund	\$1,600,000
<b>Project Total</b>	<b>\$1,600,000</b>

**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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$2,200,000
<b>Project Total</b>	<b>\$2,200,000</b>

**PARKS AND RECREATION FY25 TOTAL** **\$33,126,250**

## 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.

	<b>FY25 Cost</b>
Btr Streets Safer City Use Tax	\$480,440
MAPS3 Use Tax	\$17,860
MAPS4 Use Tax	\$1,399,024
<b>Project Total</b>	<b>\$1,897,324</b>

### 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.

	<b>FY25 Cost</b>
Btr Streets Safer City Use Tax	\$23,326
MAPS3 Use Tax	\$225,754
MAPS4 Use Tax	\$20,931,170
<b>Project Total</b>	<b>\$21,180,250</b>

### 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.

	<b>FY25 Cost</b>
Police Sales Tax Fund	\$1,591,470
<b>Project Total</b>	<b>\$1,591,470</b>

### 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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**Police Helicopter - (N/A)**

Replacement and purchase of police helicopters. Estimated annual operating cost is \$200,000.

	<b>FY25 Cost</b>
MAPS4 Use Tax	\$7,543,309
Police Sales Tax Fund	\$90,618
Police and Fire Equipment Tax	\$170,849
<b>Project Total</b>	<b>\$7,804,776</b>

**Police Storage Facility - 1600 S. Portland (Ward 3)**

Construction of a new Police Storage Facility at the SW 15th and Portland Ave. complex. Estimated annual operating cost is \$10,000.

	<b>FY25 Cost</b>
Police Sales Tax Fund	\$6,000,000
<b>Project Total</b>	<b>\$6,000,000</b>

**Police Training Center - Located near current Police Firing Range and Bomb Disposal site. (Ward 4)**

Construct a new Police/Fire training center (Phase 1-Driving Track, Phase 2-Building Construction and Parking and Phase 3-Site Amenities). Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$2,500,000
ARRA Grant	\$4,624,800
<b>Project Total</b>	<b>\$7,124,800</b>

**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.

	<b>FY25 Cost</b>
State Asset Forfeiture Funds	\$200,000
<b>Project Total</b>	<b>\$200,000</b>

**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.

	<b>FY25 Cost</b>
Btr Streets Safer City Use Tax	\$100,709
MAPS3 Use Tax	\$18,155
MAPS4 Use Tax	\$1,845,818
<b>Project Total</b>	<b>\$1,964,682</b>

**POLICE FY25 TOTAL**

**\$48,263,302**

## PUBLIC TRANS AND PARKING

### Bus Replacement - (N/A)

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

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,000,000
Cntrl OK Trans and Prkng Auth	\$2,400,000
Other Grants	\$1,000,000
<b>Project Total</b>	<b>\$4,400,000</b>

### Bus Shelters - Citywide

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

	<b>FY25 Cost</b>
Other Grants	\$90,000
<b>Project Total</b>	<b>\$90,000</b>

### Bus Stop Improvements - Citywide

Acquisition of public transit buses, bus stop improvements; and construction, repair, improvement, and acquisition of transit facilities, equipment and materials. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$125,000
<b>Project Total</b>	<b>\$125,000</b>

### Equipment Replacement - 2000 S May Avenue (Ward 6)

Purchase of maintenance equipment. Estimated annual operating cost is \$2,000.

	<b>FY25 Cost</b>
Cntrl OK Trans and Prkng Auth	\$20,000
Other Grants	\$80,000
<b>Project Total</b>	<b>\$100,000</b>

### Ferry Terminal Upgrades - 701 S Lincoln Blvd (Ward 7)

Upgrades to ferry terminal. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Cntrl OK Trans and Prkng Auth	\$20,000
Other Grants	\$80,000
<b>Project Total</b>	<b>\$100,000</b>

**Paratransit Vans - (N/A)**

Replacement of 25 paratransit vehicles starting in FY 2019. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Cntrl OK Trans and Prkng Auth	\$35,000
Other Grants	\$140,000
<b>Project Total</b>	<b>\$175,000</b>

**Parking Garage Improvements - Downtown (Ward 6)**

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

	<b>FY25 Cost</b>
Cntrl OK Trans and Prkng Auth	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$2,000,000
<b>Project Total</b>	<b>\$2,000,000</b>

**Security at COTPA Facilities - Citywide**

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

	<b>FY25 Cost</b>
Cntrl OK Trans and Prkng Auth	\$17,000
Other Grants	\$68,000
<b>Project Total</b>	<b>\$85,000</b>

**Service Vehicle Replacement - (N/A)**

Replacement of service vehicles. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Cntrl OK Trans and Prkng Auth	\$15,000
Other Grants	\$60,000
<b>Project Total</b>	<b>\$75,000</b>



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**Transit Center Improvements - 420 NW 5th Street (Ward 6)**

Facilities improvements. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Cntrl OK Trans and Prkng Auth	\$50,000
<b>Project Total</b>	<b>\$50,000</b>
<b>PUBLIC TRANS AND PARKING FY25 TOTAL</b>	<b>\$7,700,000</b>

## PUBLIC WORKS - BRIDGES

### Bridge Cntrl Unlisted - (N/A)

Control project for unlisted bond funds related to bridges. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$355,000
<b>Project Total</b>	<b>\$355,000</b>

### 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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$355,000
<b>Project Total</b>	<b>\$355,000</b>

### 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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$2,750,000
<b>Project Total</b>	<b>\$2,750,000</b>

### NW 63rd St, N Western Ave - 0.6 Miles east of NW 63rd and Western (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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,375,000
<b>Project Total</b>	<b>\$1,375,000</b>

<b>PUBLIC WORKS - BRIDGES FY25 TOTAL</b>	<b>\$4,835,000</b>
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## PUBLIC WORKS - DRAINAGE

### Dam/Cntrl House Refurb\_OK Rvr - Various locations along the Oklahoma River. (Ward 6)

Dam & Control House refurbishments - Oklahoma River. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Stormwater Drainage Utility	\$750,000
<b>Project Total</b>	<b>\$750,000</b>

### Drainage Studies - (Citywide)

Drainage studies Citywide. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Stormwater Drainage Utility	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

### Drainage Sys Cntrl Unlisted - (Citywide)

Control project for unlisted bond funds related to Drainage. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$250,000
<b>Project Total</b>	<b>\$250,000</b>

### Dredge Silt Dewatering\_Rivers - Various River Locations (Ward 6)

Dredging Silt Dewatering Sites - Various River Locations. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
Stormwater Drainage Utility	\$120,000
<b>Project Total</b>	<b>\$120,000</b>

### Hog Creek Lake Thunderbird - SE 29th Street to SE 149th Street and South Post Road to South Peebly Road (Ward 4)

Drainage, channel and water quality improvements, mapping and equipment, may include stormwater detention facilities, real property acquisition, construction and related activities, landscaping, or technology improvements. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$8,800,000
<b>Project Total</b>	<b>\$8,800,000</b>

**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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$600,000
<b>Project Total</b>	<b>\$600,000</b>

**Nichols Hills Suburban Tracts - In The Vicinity Of W Wilshire Blvd and W Britton Rd off Sunnymede 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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$6,600,000
<b>Project Total</b>	<b>\$6,600,000</b>

**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.

	<b>FY25 Cost</b>
Stormwater Drainage Utility	\$300,000
<b>Project Total</b>	<b>\$300,000</b>

**PUBLIC WORKS - DRAINAGE FY25 TOTAL****\$17,570,000**

## PUBLIC WORKS - STREETS

### Cemetery, Reno to NW 10 - N Cemetery Rd from W Reno Ave to NW 10th 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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$4,950,000
<b>Project Total</b>	<b>\$4,950,000</b>

### E Memorial, N Kelley\_Eastern - E Memorial Rd from N Kelley Ave to N Eastern Ave (Ward 7)

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvement, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,335,000
<b>Project Total</b>	<b>\$1,335,000</b>

### Kelley\_MLK\_NE 36 \_NE 50 - Area bound by Kelley Ave, MLK, NE 36th St, and NE 50th St (Ward 7)

Resurfacing, repair, rehabilitation or improvement of the streets in areas bounded by listed streets, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, or sidewalks. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$3,880,000
<b>Project Total</b>	<b>\$3,880,000</b>

### 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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$18,020,000
<b>Project Total</b>	<b>\$18,020,000</b>

### 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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$4,157,500
<b>Project Total</b>	<b>\$4,157,500</b>

**NW 23, Western to I-235 - NW 23rd St from N Western to I-235 (Citywide)**

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,810,000
<b>Project Total</b>	<b>\$1,810,000</b>

**NW 36\_Penn\_NW Expwy\_Classen - Area bound by NW 36th St, Pennsylvania, NW Expwy and Classen Blvd (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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$4,157,500
<b>Project Total</b>	<b>\$4,157,500</b>

**Penn, NW 10 to NW 23 - N Pennsylvania Ave from NW 10th St to NW 23rd St (Ward 6)**

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,320,000
<b>Project Total</b>	<b>\$1,320,000</b>

**Rockwell, Memorial to NW 150 - N Rockwell Ave from W Memorial Rd to NW 150th St (Ward 8)**

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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$4,400,000
<b>Project Total</b>	<b>\$4,400,000</b>

**S Harrah, I-40 to City Limits - S Harrah Rd from I-40 north to City limits (Ward 4)**

Widening and improving listed streets. May include AE, signals, signs, markings, devices, conduit and improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, landscaping, or irrigation systems. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$6,600,000
<b>Project Total</b>	<b>\$6,600,000</b>

**SE 29, Shields to I-35 - SE 29th St from Shields Boulevard to I-35 - PC-0834 and PC-0834-II (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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,070,000
<b>Project Total</b>	<b>\$1,070,000</b>

**SE 44, Eastern to Bryant - SE 44th St from S Eastern Ave to S Bryant Ave (Citywide)**

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,320,000
<b>Project Total</b>	<b>\$1,320,000</b>

**Streets Cntrl Unlisted - (Citywide)**

Control project for unlisted bond funds related to Streets. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$10,302,750
<b>Project Total</b>	<b>\$10,302,750</b>

**SW 104, May to I-44 - SW 104th St between May Avenue and I-44 (Citywide)**

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,305,000
<b>Project Total</b>	<b>\$1,305,000</b>

**SW 149, Western to Santa Fe - SW 149th St from S Western Ave to S Santa Fe Ave (Ward 5)**

Widening and improving listed streets, may include AE, signals, signs, markings, devices, conduit and improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, landscaping, or irrigation systems. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$3,000,000
<b>Project Total</b>	<b>\$3,000,000</b>



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**SW 15, Mustang Kilpatrick TPK - SW 15th St from Mustang Road to John Kilpatrick TPK and QA/QC and Construction Plan Review of final plans for Projects PC-0557 and PC-0558 (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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$4,400,000
<b>Project Total</b>	<b>\$4,400,000</b>

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**SW 29, Western to Shields - SW 29th Street from Western Avenue to Shields Boulevard (Ward 4)**

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,570,000
<b>Project Total</b>	<b>\$1,570,000</b>

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**Walker, I-240 to SW 59 - S Walker Ave from I-240 to SW 59th St (Citywide)**

Reconstruction, construction, repair, resurfacing, or improvements of street, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection imprv, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,320,000
<b>Project Total</b>	<b>\$1,320,000</b>

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**Walker, SW 74 to SW 89 - S Walker Ave from SW 74th St and SW 89th St (Ward 5)**

Reconstruction, construction, repair, resurfacing, or improvements of street. May include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, landscaping, or irrigation sys. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,320,000
<b>Project Total</b>	<b>\$1,320,000</b>

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**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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$11,090,000
<b>Project Total</b>	<b>\$11,090,000</b>

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**Westrn, SW 29, Shlds, Okla Rvr - Area bound by S Western, SW 29th St, Shields, and Oklahoma River / PH I ;& II (Ward 4)**

Resurfacing, repair, rehabilitation or improvement of the streets in areas bounded by listed streets, may include AE, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, or sidewalks. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$3,422,500
<b>Project Total</b>	<b>\$3,422,500</b>

<b>PUBLIC WORKS - STREETS FY25 TOTAL</b>	<b>\$90,750,250</b>
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## PUBLIC WORKS - TRAFFIC

### Kingsgate Drive and SW 119 - Kingsgate Drive and SW 119 St (Ward 5)

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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,215,000
<b>Project Total</b>	<b>\$1,215,000</b>

### 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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,215,000
<b>Project Total</b>	<b>\$1,215,000</b>

### Sara Rd and SW 29 - Sara Road and SW 29th St (Ward 3)

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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,215,000
<b>Project Total</b>	<b>\$1,215,000</b>

### Traffic Ctrl Sys Ctrl Unlisted - (Citywide)

Control project for unlisted bond funds related to the Traffic control systems. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$851,000
<b>Project Total</b>	<b>\$851,000</b>

### W Hefner, Basswood Canyon Rd - W Hefner Road at Basswood Canyon Road (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.

	<b>FY25 Cost</b>
2017 G.O. Bonds	\$1,215,000
<b>Project Total</b>	<b>\$1,215,000</b>

**PUBLIC WORKS - TRAFFIC FY25 TOTAL**

**\$5,711,000**

## SOLID WASTE MANAGEMENT

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### Cart Purchases - (N/A)

Replacement of recycling and collection carts and the addition of carts for expanded service. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$2,650,000
<b>Project Total</b>	<b>\$2,650,000</b>

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### Mobile Equipment - (N/A)

Replacement of pick-up trucks, refuse trucks, side loaders, and other mobile equipment. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$3,062,000
<b>Project Total</b>	<b>\$3,062,000</b>

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### SWM Facility Improvements - 11501 N Portland Ave (Ward 8)

Solid Waste Management facility improvements. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$979,000
<b>Project Total</b>	<b>\$979,000</b>

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### SWM Technology Upgrades - Citywide

Technology upgrades. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$795,000
<b>Project Total</b>	<b>\$795,000</b>

<b>SOLID WASTE MANAGEMENT FY25 TOTAL</b>	<b>\$7,486,000</b>
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## 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.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$742,000
<b>Project Total</b>	<b>\$742,000</b>

### 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.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$1,013,000
<b>Project Total</b>	<b>\$1,013,000</b>

### Citywide Sanitary Sewer R & R - Citywide

To provide for renewal and/or replacement of deficient sanitary sewer lines. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$12,805,000
<b>Project Total</b>	<b>\$12,805,000</b>

### 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.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$1,134,000
<b>Project Total</b>	<b>\$1,134,000</b>

### Customer Service Division - Citywide

Replaces meters and meter pits. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$2,825,000
<b>Project Total</b>	<b>\$2,825,000</b>

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**Deer Creek Plant Improvements - 20600 N. Portland Avenue (Ward 8)**

Improvements to the Deer Creek Wastewater Treatment Plant. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$181,000
<b>Project Total</b>	<b>\$181,000</b>

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**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.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$13,506,000
<b>Project Total</b>	<b>\$13,506,000</b>

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**Emergency Projects - Citywide**

Wastewater related emergency projects. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$1,237,000
<b>Project Total</b>	<b>\$1,237,000</b>

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**Equipment Replacement - (N/A)**

Mobile equipment replacement. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$1,826,000
<b>Project Total</b>	<b>\$1,826,000</b>

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**Lift Station R & R - Citywide**

Lift station renewals and/or replacements. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$6,409,000
<b>Project Total</b>	<b>\$6,409,000</b>

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**Line Maintenance Division Pro. - Citywide**

Line Maintenance projects. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$371,000
<b>Project Total</b>	<b>\$371,000</b>



**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.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$3,533,000
<b>Project Total</b>	<b>\$3,533,000</b>

**North Canadian Expansion - 12800 N Anderson Rd (Ward 7)**

North Canadian Wastewater Treatment Plant expansion. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$186,000
<b>Project Total</b>	<b>\$186,000</b>

**South Canadian Expansion - 15924 S. May Avenue (Ward 5)**

South Canadian Wastewater Treatment Plant expansion. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$170,000
<b>Project Total</b>	<b>\$170,000</b>

**Technology Upgrades - (N/A)**

Technology upgrades. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$371,000
<b>Project Total</b>	<b>\$371,000</b>

**WASTEWATER FY25 TOTAL****\$46,309,000**

## WATER

### 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.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$742,000
<b>Project Total</b>	<b>\$742,000</b>

### Citywide Water Main R & R - Citywide

Water main renewals and replacements. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$13,234,000
<b>Project Total</b>	<b>\$13,234,000</b>

### Customer Service Division Proj - Citywide

Replaces water meters and meter pits. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$2,825,000
<b>Project Total</b>	<b>\$2,825,000</b>

### Draper Plant R & R - 13700 S. Douglas Boulevard (Ward 4)

Draper Water Treatment Plant renewal and replacement. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$2,535,000
<b>Project Total</b>	<b>\$2,535,000</b>

### Draper WTP Upgrades - 13700 S. Douglas Boulevard (Ward 4)

Improvements to the Draper Water Treatment Plant. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$37,122,000
<b>Project Total</b>	<b>\$37,122,000</b>

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**Draper/Hefner Interconnection - Citywide**

Transmission and booster station improvements to interconnect the Draper and Hefner service areas. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$1,237,000
<b>Project Total</b>	<b>\$1,237,000</b>

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**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.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$3,712,000
<b>Project Total</b>	<b>\$3,712,000</b>

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**Equipment Replacement - (N/A)**

Mobile equipment replacement. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$1,166,000
<b>Project Total</b>	<b>\$1,166,000</b>

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**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.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$2,704,000
<b>Project Total</b>	<b>\$2,704,000</b>

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**Hefner Plant R & R - 3827 W. Hefner Road (Ward 8)**

Hefner Water Treatment Plant renewal and replacement. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$6,080,000
<b>Project Total</b>	<b>\$6,080,000</b>

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**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.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$3,277,000
<b>Project Total</b>	<b>\$3,277,000</b>

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**Laboratory Improvements - Citywide**

Laboratory improvements. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$131,000
<b>Project Total</b>	<b>\$131,000</b>

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**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.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$511,000
<b>Project Total</b>	<b>\$511,000</b>

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**Large Valve Replacement - Citywide**

Large valve replacement. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$309,000
<b>Project Total</b>	<b>\$309,000</b>

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**Line Maintenance Division Proj - Citywide**

Line Maintenance Division capital projects. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$4,981,000
<b>Project Total</b>	<b>\$4,981,000</b>

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**Northwest Extension - Citywide**

North and Northwest extension of large transmission main from Hefner Water Treatment Plant. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$1,237,000
<b>Project Total</b>	<b>\$1,237,000</b>

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**Public Works Reimbursements - Citywide**

Public Works reimbursement projects. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$265,000
<b>Project Total</b>	<b>\$265,000</b>

**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.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$155,670,000
<b>Project Total</b>	<b>\$155,670,000</b>

**Relocation for Road Projects - Citywide**

Relocation of water roadway improvement projects. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$795,000
<b>Project Total</b>	<b>\$795,000</b>

**Technology Upgrade - (N/A)**

Technology upgrades. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$964,000
<b>Project Total</b>	<b>\$964,000</b>

**Upgrades to Booster Stations - Citywide**

Upgrades to booster stations to improve reliability and resiliency. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$505,000
<b>Project Total</b>	<b>\$505,000</b>

**Water Storage Tanks - Citywide**

Add water storage tanks. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$1,995,000
<b>Project Total</b>	<b>\$1,995,000</b>

**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.

	<b>FY25 Cost</b>
OKC Water Utilities Trust	\$1,237,000
<b>Project Total</b>	<b>\$1,237,000</b>

**WATER FY25 TOTAL****\$243,234,000**

## ZOO

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### General Capital Maintenance - 2101 NE 50th St (Ward 7)

Capital maintenance of buildings, grounds, and exhibits. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Zoological Trust	\$1,500,000
<b>Project Total</b>	<b>\$1,500,000</b>

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### New Master Plan Projects - 2101 NE 50th St (Ward 7)

Upcoming master-plan projects currently in the planning stage. Estimated annual operating cost is \$0.

	<b>FY25 Cost</b>
OKC Zoological Trust	\$8,000,000
<b>Project Total</b>	<b>\$8,000,000</b>

**ZOO FY25 TOTAL**

**\$9,500,000**

# 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 \$79.7 million in General Obligation bonded debt and has issued \$120.5 million in FY24, which will leave the total General Obligation Bond indebtedness at the end of FY23 at approximately \$1.116 billion. This equates to \$1,599 per capita estimated for FY24 compared to \$1,488 per capita at the end of FY23.

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.



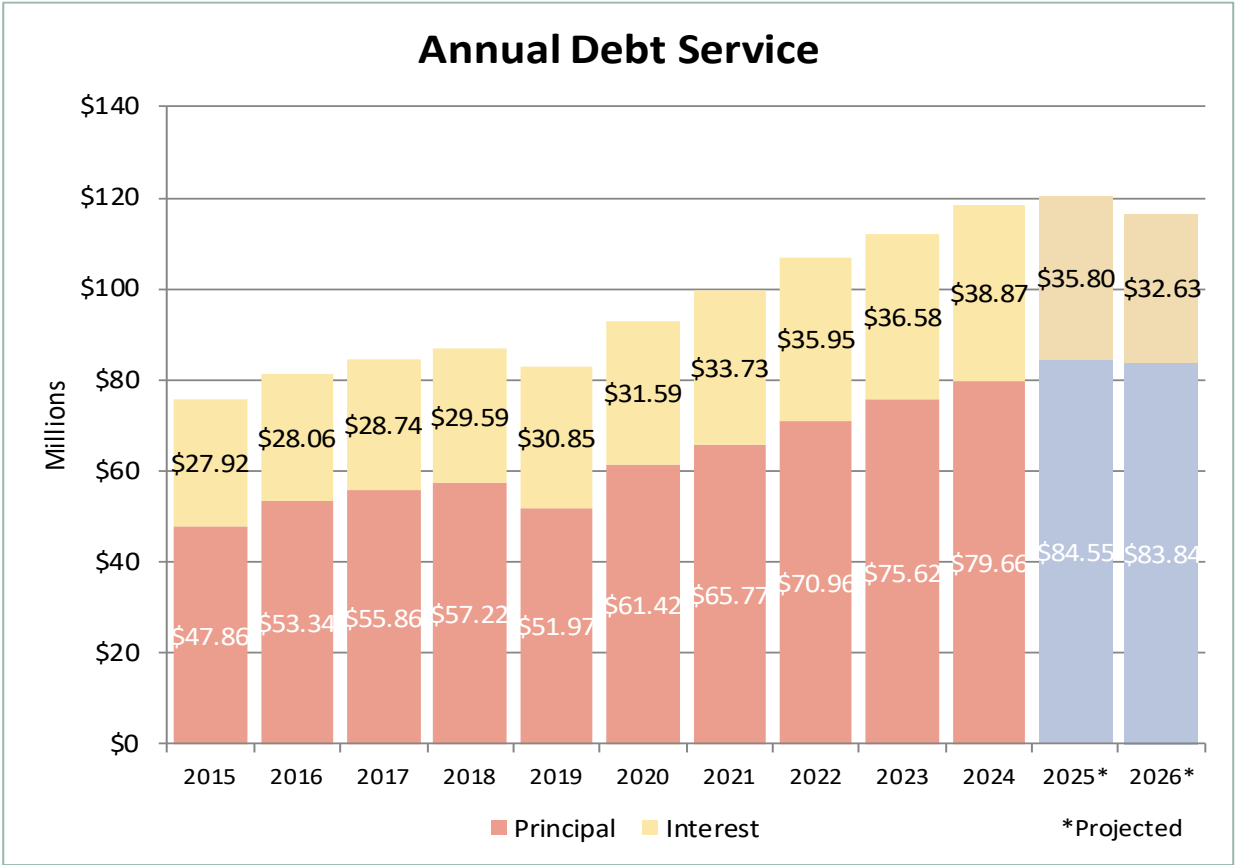
# DEBT SERVICE BUDGET

	Actual FY23	Adopted FY24	Adopted FY25
<b>Revenues</b>			
Ad Valorem (Property Tax)	\$114,335,051	\$121,229,086	\$94,519,311
Interest	3,702,711	1,500,000	2,000,000
Other	8,768,352	9,000,000	8,000,000
Fund Balance	0	28,849,130	45,000,000
<b>Total Revenues</b>	<b>\$126,806,115</b>	<b>\$160,578,216</b>	<b>\$149,519,311</b>
<b>Expenditures - Non-Departmental</b>			
Judgments	\$9,553,951	\$5,648,512	\$3,997,788
Judgment Interest	352,599	454,724	351,344
Fiscal Agency Fees	424,921	350,000	250,000
Bond Retirement	75,615,000	79,660,000	85,000,000
Interest on Bonds	36,581,978	33,940,281	35,000,000
Reserve For Future Debt Service Payments	0	40,524,699	24,920,179
<b>Total Expenditures</b>	<b>\$122,528,449</b>	<b>\$160,578,216</b>	<b>\$149,519,311</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$135,336,035	\$139,613,700	\$151,289,269
Additions/(Reductions) to Fund Balance	4,277,665	11,675,569 *	(20,079,821) **
<b>Ending Fund Balance</b>	<b>\$139,613,700</b>	<b>\$151,289,269 *</b>	<b>\$131,209,448 **</b>

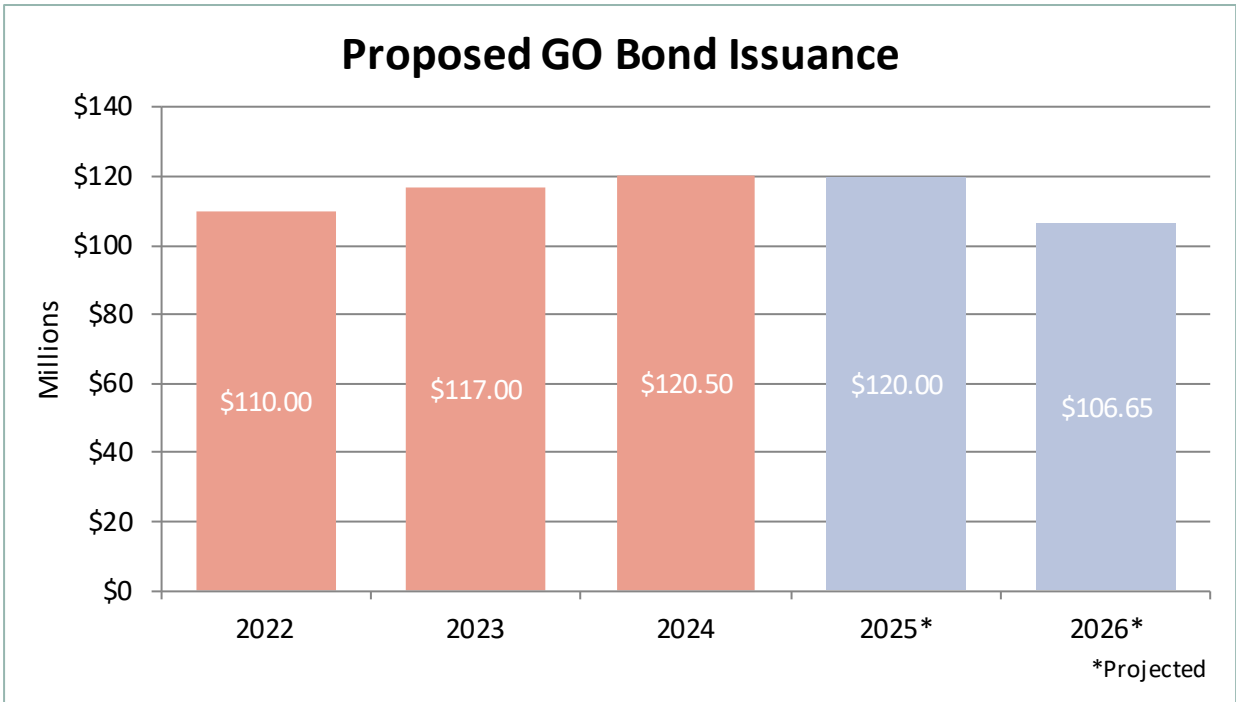
\* Estimated.

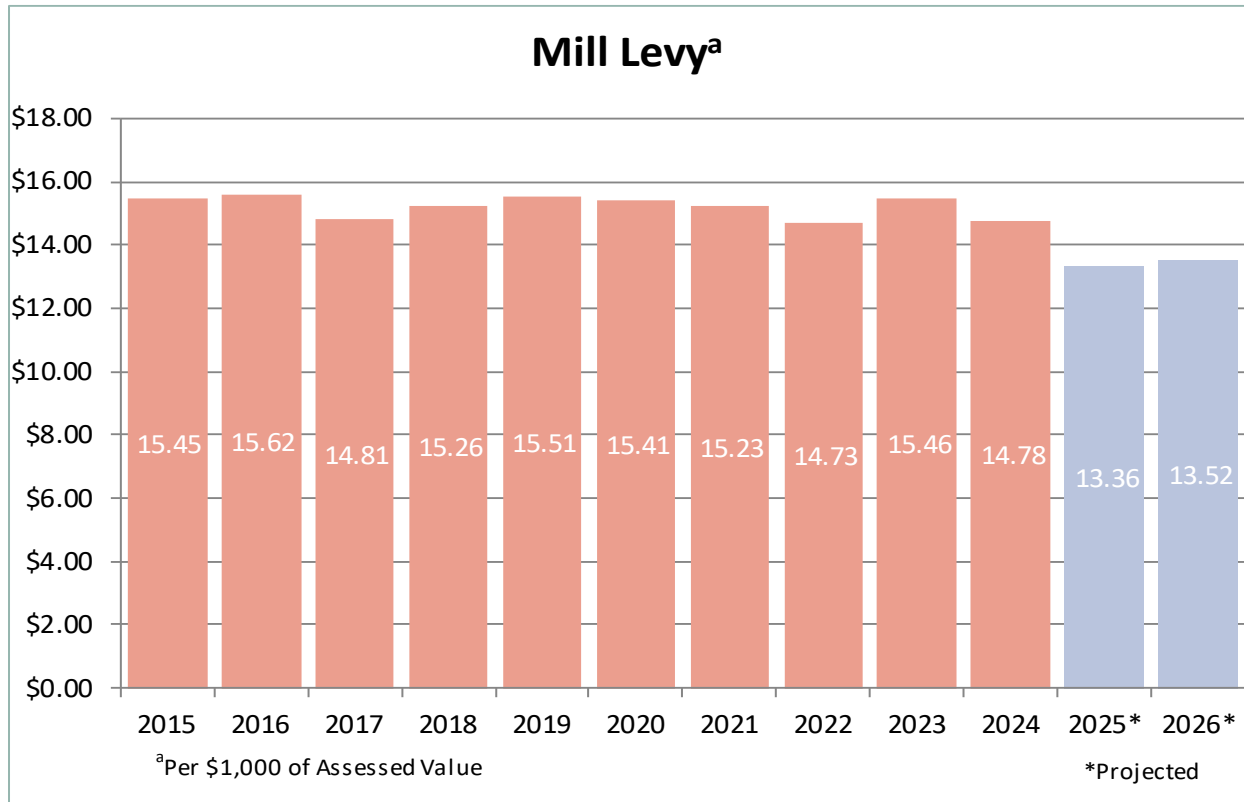
\*\* Assumes budgeted revenues and expenditures.

# 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.



## OVERVIEW OF BUDGET GUIDELINES AND CONTROL

**THE BUDGET GUIDELINES AND CONTROL SECTION DESCRIBES OKLAHOMA CITY'S FINANCIAL PLANNING AND BUDGETING PRACTICES, INCLUDING STATE LAWS THAT AFFECT BUDGETING, HOW THE BUDGET MAY CHANGE DURING THE FISCAL YEAR, AND THE MAJOR FINANCIAL POLICIES AND PRACTICES OF THE CITY.**



# LEGISLATIVE REQUIREMENTS

## **OKLAHOMA STATE LAW ALLOWS FOR TWO METHODS OF BUDGETING. THE CITY OF OKLAHOMA CITY HAS CHOSEN THE FUND AND DEPARTMENT METHOD AND THESE ARE THE REQUIREMENTS:**

1. A budget that discloses the complete financial position and condition of the City must be prepared and submitted to the Mayor and City Council at least thirty days prior to the beginning of the fiscal year.
2. The budget must contain a summary, a message from the City Manager and a description of important budget features. Actual revenues and expenditures for the immediate prior fiscal year must be included along with the budgeted revenues and expenditures for the current year and estimated revenues and expenditures for the upcoming fiscal year.
3. The estimate of revenues and expenditures must be accounted for by fund and account. The budget of expenditures for each fund may not exceed the estimated revenues. No more than 10 percent of the total budget for any fund may be budgeted for miscellaneous purposes (e.g., contingencies and reserves).
4. No later than fifteen days prior to the beginning of the budget year, the Council must hold a public hearing on the proposed budget. The date, time and place of the hearing, along with a summary of the budget, must be published in a newspaper of general circulation no less than five days before the hearing. The proposed budget is available to the public at this time.
5. After the hearing and at least seven days prior to the beginning of the budget year, Council must adopt the budget.
6. The adopted budget must be filed with the State Auditor and Inspector and the City Clerk. The adopted budget becomes effective on the first day of the fiscal year.
7. No expenditures or encumbrances may exceed 90 percent of the appropriation for any fund until revenues, including the prior fiscal year's fund balance, in an amount equal to at least 90 percent of the appropriation for the fund are collected.
8. General obligation operating debt and deficit spending are prohibited. Oklahoma City's debt service requirements are, therefore, budgeted in a Debt Service Fund. Revenue bonds may be issued by Trusts and Authorities, while voter approved general obligation bond issues may be used to finance specific capital projects.
9. The Municipal Budget Act also allows cities to transfer funds between departments and/or between expenditure categories (i.e., Capital Outlay to Personal Services, Supplies to Capital Outlay, etc.). Since these transfers represent a deviation from the adopted budget, the City Manager reports these transfers to the City Council as an informational item. This practice keeps the governing body informed of necessary operational changes as the adopted budget is implemented.
10. Trusts that have been created to benefit the City are required to submit budgets, financial reports and related materials to the Mayor and City Council.

# LEVELS OF BUDGETARY CONTROL

**THE BUDGET IS ADOPTED BY THE MAYOR AND CITY COUNCIL BY FUND, DEPARTMENT AND EXPENDITURE CLASSIFICATION.**

**The following are the definitions for each classification:**

**Personal Services** are the costs of personnel, such as compensating City employees for salaries, wages, and employee benefits (social security, retirement, and insurance), the cost of health insurance for retired employees, and other personnel related costs such as uniform allowance.

**Other Services and Charges** are for expenditures for services (e.g., advertising, repairs, postage), contractual arrangements, and any other expenditures that are not applicable to the other classifications.

**Supplies and Materials** are items used to provide City services such as fuel, parts, and office supplies.

**Capital Outlay** is the purchase, construction or improvement of machinery and equipment, furniture, land, buildings, and similar assets. Capital outlay items have a useful life of over one year and a cost of \$50,000 or more. Definitions differ for grant and certain special revenue funds.

**Transfers** are payments to other funds or trusts related to the City. Some transfers are general fund subsidies to other City funds.

**Debt Service** is the payment of principal and interest on bonds that financed the purchase or construction of City facilities such as roads, buildings, and water supply systems.

Actual expenditures are charged to more detailed accounts. For example, the supplies and materials classification contains distinct object accounts for fuel, office supplies, computer supplies and other commodities.

Departments have the flexibility to shift funds between accounts within the same classification (e.g., from the fuel account to the office supplies account) or between organizational divisions in the same classification (e.g., from the Fire Department/ Administration Division's personal service classification to the Fire Department / Fire Suppression Division's personal service classification).

A department cannot exceed the adopted budget for any classification without either a budget amendment or an appropriately approved budget transfer.

## **Budget Transfers**

Transfers are more common than budget amendments and must be approved by the department (or, if funds are transferred from one department to another, by both departments), the Office of Management and Budget, the Finance Director, and in some cases, the City Manager. Transfers are reported quarterly to the Mayor and City Council for informational purposes.

## **Budget Amendments**

The Oklahoma Municipal Budget Act permits the City Council to amend the City's annual adopted budget. The budget may be amended for supplemental appropriations up to the amount of any additional revenues that are available due to:

1. Revenues received from unanticipated sources;
2. Revenues from anticipated sources in excess of unbudgeted estimates; or
3. Unanticipated, unencumbered cash balances on hand at the end of the previous fiscal year in excess of budgeted estimates.

The Oklahoma Municipal Budget Act also allows the City Council to take action, as it deems necessary, to amend the budget if it appears that projected revenues will be insufficient to meet appropriations.

The budget amendment must be adopted at a City Council meeting and filed with the City Clerk and the State Auditor and Inspector. In the event of a budget amendment, Oklahoma City incorporates the same public notice and public hearing practices used in the adoption of the original budget.



# ACCOUNTING BASIS

## **THE CITY OF OKLAHOMA CITY’S BUDGET IS BEST CHARACTERIZED AS BEING DEVELOPED ON A MODIFIED CASH AND EXPENDITURES/ENCUMBRANCES BASIS.**

The operating budget is an estimate of revenues and expenditures for one fiscal year. Only revenues expected to be received in cash during the year or soon thereafter are included in revenue estimates, as well as any fund balance that will be used for one-time expenditures during the coming year. Only amounts that will be spent or encumbered (under contract) by the end of the fiscal year are budgeted as expenditures. This is in conformance with the Oklahoma Municipal Budget Act that does not allow the City to incur operating fund obligations for more than one fiscal year.

Annual financial reports are prepared under the modified accrual and accrual basis of accounting, as required by Generally Accepted Accounting Principles (GAAP). The annual financial report also compares actual revenues and expenditures on the budgetary basis to the budget so that budget performance can be measured.

The City of Oklahoma City’s budgetary basis of accounting differs from the basis of accounting required by GAAP for preparing the City’s Annual Comprehensive Financial Report (ACFR). The major differences between the budgetary basis of accounting and the basis of accounting required by GAAP are listed in the following paragraphs. A reconciliation of the budgetary basis and GAAP basis fund balances is provided each year in the ACFR.

1. For budgetary purposes, only revenues expected to be received in cash during the year or soon thereafter are included in revenue estimates along with unreserved fund balance expected to be used during the coming year. For GAAP purposes, governmental fund type revenues are recognized when they are both “measurable and available” according to the modified accrual basis of accounting. Proprietary fund type revenues are recognized when earned according to the accrual basis of accounting.
2. For budgetary purposes, only amounts that will be spent or encumbered (under contract) by the end of the fiscal year are budgeted as expenditures. For GAAP purposes, governmental and proprietary fund type expenditures are recorded when incurred according to the modified accrual and accrual basis of accounting. Encumbered amounts are commonly treated as expenditures for budgetary purposes, while encumbrances are never treated as expenditures for GAAP purposes.
3. Transactions, such as transfers, classified as “other financing sources (or uses)” in the ACFR for GAAP purposes are classified as revenues and expenditures for budgetary purposes.
4. All City public trust revenues and expenses are incorporated for GAAP purposes but only included in budgetary revenues and expenses to the extent that transfers are budgeted from or to a City fund by the public trust.

## OVERVIEW OF FINANCIAL POLICIES AND PRACTICES

THIS SECTION DESCRIBES THE MAJOR POLICIES AND PRACTICES THAT GUIDE OKLAHOMA CITY'S FINANCIAL PLANNING AND MANAGEMENT. POLICIES ARE SHAPED BY STATE LAW AND ESTABLISHED BY THE MAYOR AND CITY COUNCIL. PRACTICES ARE DETERMINED BY CITY MANAGEMENT AND, WHILE OFTEN RATIFIED BY THE MAYOR AND CITY COUNCIL IN ANNUAL BUDGETING AND OTHER MAJOR DECISIONS, HAVE NOT BEEN ADOPTED AS POLICIES.



The financial policies and practices described in this section address:

**Budgeting and Financial  
Planning**

**Capital Planning**

**Revenue**

**Investments**

**Debt Management**

**Procurement**

**Accounting and Auditing**

# BUDGETING AND FINANCIAL PLANNING POLICIES

**A RESOLUTION ADOPTING UPDATED BUDGETING AND FINANCIAL PLANNING POLICIES, ADOPTED BY THE CITY COUNCIL APRIL 30, 2024, 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 F20-F21.**

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 Budget Analysts shall authorize transfers between account classes within any department within the same fund except those involving Personnel Accounts (51). The Budget Director shall authorize transfers involving Personnel accounts.
    - v. The City Manager shall authorize all transfers involving Non-Departmental contingency. The Budget Director shall authorize transfers involving Non-Departmental accounts that are not contingency.
    - vi. The City Manager will inform the Council of all transfer adjustments to the budget through City Manager reports or Council items.
  - 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.

## BUDGETING AND FINANCIAL PLANNING POLICIES

- d. Purchase Order (PO) Rollover Process.** PO's rolled over from the prior year to the current year will be administratively reappropriated without the need of a budget amendment. This process is in compliance with the Section 17-206, item D of the Municipal Budget Act, which reads as follows:

Encumbrances for funds whose sole purpose is to account for grants and capital projects and/or any unexpended appropriation balances may be considered nonfiscal and excluded from the budget by the governing body, but shall be reappropriated to the same funds, accounts and for the same purposes for the successive fiscal year, unless the grant, project or purpose is designated or declared closed or completed by the governing body.

- 10. Budget Amendments.** The annual budget shall be amended in accordance with Title 11 Oklahoma Statutes, Section 17-216.

- a. The governing body may amend the budget to make supplemental appropriations to any fund up to the amount of additional revenues which are available for current expenditures for the fund due to:
    - i. Revenues received or to be received from sources not anticipated in the budget for that year;
    - ii. Revenues received or to be received from anticipated sources but in excess of the budget estimates therefor; or
    - iii. Unexpended and unencumbered fund balances on hand at the end of the preceding fiscal year, which had not been anticipated or appropriated in the budget. Any appropriation authorizing the 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.

## BUDGETING AND FINANCIAL PLANNING POLICIES

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.
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.



## BUDGETING AND FINANCIAL PLANNING POLICIES

- 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 ladderized 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

	<u>MAXIMUM %</u>	<u>MINIMUM %</u>
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:**

1. **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.

# ACCOUNTING AND AUDITING

## 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		FY25 Proposed Budget	FY25 Budgeted Contingency (a)	Contingency as a % of Budget (b)	Projected Unbudgeted Fund Balance (c)	Fund Bal. as a % of Budget (d)
(e)	General Fund	\$615,174,258	\$8,216,105	1.34%	\$147,418,676	23.96%
(g)	Asset Forfeiture Fund	\$2,856,103	774,079	27.10%	\$332,855	11.65%
(e)	Court Admin. and Training Fund	127,000	6,400	5.04%	25,929	20.42%
(g)	Fire Sales Tax Fund	59,432,997	5,015,000	8.44%	23,624,697	39.75%
(e,f,g)	Hotel/Motel Tax Fund	17,047,810	0	0.00%	4,393,567	25.77%
	MAPS 3 Use Tax	1,244,883	1,229,072	98.73%	107,892	8.67%
	MAPS 4 Use Tax	11,622,727	6,405,502	55.11%	0	0.00%
(g)	Medical Service Program Fund	12,062,835	1,656,915	13.74%	6,408,037	53.12%
(g)	Police Sales Tax Fund	54,484,073	1,916,979	3.52%	31,586,446	57.97%
(g)	Stormwater Drainage Fund	22,985,542	605,000	2.63%	202,740	0.88%
(f,i)	Zoo Sales Tax Fund	18,578,026	0	0.00%	0	0.00%
<b>Funds Supported by the General Fund or Other Entities (h)</b>						
(i)	Airports	\$27,145,332	\$336,882	1.24%	\$0	0.00%
	Emergency Management Fund	11,281,886	200,000	1.77%	329,424	2.92%
	Internal Service Fund	81,819,491	844,918	1.03%	14,832,687	18.13%
(i)	Transportation and Parking Fund	7,270,250	139,767	1.92%	845,174	11.63%
(i)	Solid Waste Mgmt. Fund	13,442,803	364,256	2.71%	0	0.00%
(i)	Water Fund	61,369,852	1,260,000	2.05%	6,582,733	10.73%
(i)	Wastewater Fund	37,956,548	630,000	1.66%	2,782,556	7.33%

**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.



# GLOSSARY

**Dedicated Revenues** – Income that is restricted by law to fund specific purposes.

**Deficit** – The excess of a fund's current liabilities and encumbrances over its current financial assets as reflected by its books of account.

**Demand Measure** – A specific type of performance measure used in the City's Leading for Results process referring to the number of total units of service expected to be requested or required.

**Department** – A functional unit within a fund which carries on a specific activity, such as a fire department or a police department within a general fund.

**Division** – See "Line of Business."

**DOE** – Department of Energy. The federal agency whose mission is to advance energy technology and promote related innovation in the United States.

**DOJ** – Department of Justice. The federal agency responsible for criminal investigation and law enforcement.

**EEOC** – Equal Employment Opportunity Commission. The federal agency tasked with ending employment discrimination in the United States.

**Efficiency Measure** – A specific type of performance measure used in the City's Leading for Results process measuring cost or expenditure per Output or Result.

**EMSA** – Emergency Medical Services Authority. EMSA is a trust of the Tulsa and Oklahoma City governments. As an arm of local government, EMSA puts out bids for a private ambulance service to provide emergency and non-emergency medical services and dispatching in the Oklahoma City area.

**Encumbrances** – Obligations in the form of purchase orders, contracts, or salary commitments that are charged to an appropriation and for which a part of the appropriation is reserved. Encumbrances are eliminated when paid or when an actual liability is set up.

**Enterprise Fund** – Funds where the costs are financed primarily through user charges.

**EPA** – Environmental Protection Agency. The agency of the federal government charged with protecting human health and with safeguarding the natural environment (air, water, and land).

**Estimated Revenue** – The amount of revenues estimated to be received during the budget year in each fund for which a budget is prepared.

**Excise Tax** – Taxes paid when purchases are made on specific goods or activities and often included in the price of the product or service. An example would be taxes on tobacco.

**Expenditures** – The total outflow of funds represented by: (a) supplies, materials and services received for current operations; (b) payments in the form of goods or services received; (c) equipment and other assets received; (d) payment for servicing debts including interest or principal; and (e) transfers to other funds.

**FAA** – Federal Aviation Administration. The federal agency responsible for the regulation of civil aviation and overseeing the development of air traffic control.

**FEMA** – Federal Emergency Management Agency. An agency of the United States Department of Homeland Security established to coordinate the response to disaster that has occurred in the United States and overwhelms the resources of local and state authorities.

**Fiscal Year (FY)** – The annual period for reporting fiscal operations which begins and ends on dates as the Legislature provides or as provided by law. The City's fiscal year is July 1 to June 30.

# 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 FY24 Strategic Business Plan Update process.

More information about Oklahoma City Council Priorities can be found in the Introduction section of the FY25 Budget Book.



*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

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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%	100%
2	% increase in Food, beverage, and retail concession revenues per boarding passenger	40%	104%	104%	2%	2%
3	% change in parking revenue per transaction	7%	-2%	0%	2%	2%



# Airports

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## 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

4	% increase in the airport cost to the airline per boarding passenger	-44%	-9%	-9%	5%	5%
5	# of marketing presentations to air carriers each year	9	10	3	10	10
6	% change in boarding passengers	63%	63%	63%	2%	2%



# Airports

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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	26%	47%	45%	70%	70%
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# Airports

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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	15%	28%	21%	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	71%	63%	77%	75%	75%
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## Administrative - Executive Leadership

11	 % of key measures and strategic results achieved	15%	15%	22%	75%	75%
12	% change in parking revenue per transaction	7%	-2%	0%	2%	2%
13	% increase in Food, beverage, and retail concession revenues per boarding passenger	40%	104%	104%	2%	2%
14	% increase in the airport cost to the airline per boarding passenger	-44%	-9%	-9%	5%	5%











# Airports

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Administrative - Executive Leadership</b>						
15	% of days garage public parking exceeds 85% of capacity	26%	47%	45%	70%	70%
16	% of new signs installed to implement the wayfinding plan	55%	55%	55%	88%	100%
17	% of terminal expansion project completed	99%	99%	100%	85%	85%
18	Injury/Illness Incident Rate	5.83	3.73	7.02	6.00	5.90
19	 # of enplanements	1,903,178	2,099,010	2,288,342	2,080,000	2,384,000
<b>Administrative - Public Information and Marketing</b>						
20	 % of airlines that have increased or improved air service	3%	0%	0%	18%	18%
21	% of customer complaints responded to within 2 business days	85%	93%	100%	98%	98%
22	# of airports served by non-stop flights from Will Rogers World Airport	25	25	24	27	27
23	# of marketing presentations to air carriers each year	9	10	3	10	10
<b>Commercial Aviation - Airfield Operations</b>						
24	 % of FAA inspection categories with zero discrepancies	N/A	100%	N/A	90%	90%
25	# of aircraft diversions per month	222	372	220	225	225
<b>Commercial Aviation - Runways and Taxiways</b>						
26	 % of days per year that the airport has a runway closed for maintenance activities	N/A	109%	N/A	15%	15%
27	% of airport certification work orders completed within 3 business days of identifying deficiency	108%	100%	96%	96%	96%
<b>Commercial Aviation - Safety, Security and Inspection</b>						
28	 % of days with zero security incidents	84%	82%	85%	97%	97%
29	% of airport identification badges renewed on time	76%	78%	82%	85%	85%
<b>General Aviation - Operations</b>						
30	 % of itinerant takeoffs and landings at Wiley Post Airport	78%	68%	N/A	80%	80%



# Airports

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Maintenance - Building Maintenance</b>						
31	 % of airport operating hours where major mechanical systems are functioning	86%	97%	89%	95%	95%
32	% of critical building maintenance calls resolved within 2 days	92%	100%	100%	95%	95%
<b>Maintenance - Equipment Maintenance</b>						
33	 % of preventative maintenance work orders completed on time	76%	82%	88%	90%	90%
<b>Maintenance - Fuel</b>						
34	 % of tenant aircraft refueling vehicles with no deficiencies found	100%	100%	89%	95%	95%
<b>Maintenance - Horticulture</b>						
35	 % of landscape maintained according to schedule	86%	180%	N/A	90%	90%
36	# of square-feet of beds maintained	3,547,773	1,101,034	N/A	N/A	N/A
<b>Property Management and Development - Architectural and Engineering/Planning</b>						
37	 % of total project consultant cost as a result of amendments	404%	28%	92%	5%	5%
<b>Property Management and Development - Construction</b>						
38	 % of change orders on construction projects that do not exceed 5% of original contract amount	55%	88%	68%	80%	80%
39	 % of total project construction cost as a result of change orders and amendments	5%	6%	2%	5%	5%
<b>Property Management and Development - Facility and Lease Administration</b>						
40	 % of agreements/contracts approved on time	15%	28%	21%	90%	90%
41	% change in boarding passengers	63%	63%	63%	2%	2%
42	% of identified and targeted acres leased	0%	0%	0%	2%	2%
43	# of agreements	487	491	491	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

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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 that could result in diminished ability to fund infrastructure and service improvements through voter-approved funding*
- *Diminished service levels that are not efficient or cost-effective*
- *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 by:*

- *At least 90% of City Council and other City decision makers surveyed 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 quality of audit services as "good" or "excellent"	100%	100%	100%	90%	90%
46	% of audit recommendations accepted by management	96%	100%	100%	95%	95%

### Strategic Result(s) to measure annual progress on Long-Term Issue

*Annually, 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 five days of reporting*

47	% of actionable allegations assessed and assigned for investigation within 5 days of reporting	N/A	N/A	90%	90%	90%
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# City Auditor's Office

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 Target

## Long-Term Issue - Complex Information Systems

The continuing reliance on complex information systems combined with rapid technology advancement creates a need for knowledge and expertise to assess controls over information systems that support critical operational and financial activities, which, if not addressed will lead to:

- Increased risks relating to system security, availability and integrity
- Programs failing to meet objectives
- Undetected violations of laws, regulations and policies

### Strategies to address the Long-Term Issue

- Contract with an information technology expert to update the citywide information systems risk assessment
- Coordinate outsourced assessments of information technology controls

### Strategic Result(s) to measure annual progress on Long-Term Issue



By 2026, control assessment will be completed for 75% of information systems rated as high-risk.

48	% of information systems identified as high risk for which outsourced control assessments have been coordinated	N/A	N/A	55%	60%	65%
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## Administrative - Executive Leadership

49	 % of key measures and strategic results achieved	50%	100%	75%	75%	75%
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## Audit Services - Audit Services

50	 % of audit recommendations accepted by management	96%	100%	100%	95%	95%
51	 % of City Council and other City decision makers rating quality of audit services as "good" or "excellent"	100%	100%	100%	90%	90%
52	% of available time on direct services	86%	85%	85%	80%	80%
53	% of City Council and other City decision makers rating timeliness of audit services as good or excellent	N/A	N/A	100%	80%	90%
54	% of information systems identified as high risk for which outsourced control assessments have been coordinated	N/A	N/A	55%	60%	65%
55	# of direct service hours provided	9,700	11,234	11,710	11,038	11,053

## Ethics Assurance - Ethics Assurance

56	 % of actionable allegations assessed and assigned for investigation within 5 days of reporting	N/A	N/A	90%	90%	90%
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# City Auditor's Office

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
Ethics Assurance - Ethics Assurance						
57	# of allegation dispositions provided	26	33	26	40	40
58	# of actionable allegations received	23	26	40	40	40



# City Clerk's Office

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## Long-Term Issue - Increasing Demand for Government Transparency

*The increasing demand for government transparency including meeting management, requests for information and open records, if not addressed will result in:*

- *Loss of public trust and confidence*
- *Delays in responses to requests for information and open records*
- *Failure to comply with the Open Meetings Act*

### Strategies to address the Long-Term Issue

- *Increase the number of City and Trust records available online to departments and the public*
- *Provide training for Open Records Act and Open Meetings Act compliance*

### Strategic Result(s) to measure annual progress on Long-Term Issue

*Annually, City and public customers will benefit from improved customer service as evidenced by:*

- *95% of City Clerk records requests completed within 8 hours*
- *90% of requests for records and information maintained in other city departments completed withing 7 business days*

59	% of City Clerk records requests completed within 8 hours of request	92%	99%	99%	95%	95%
60	% of requests for records and information maintained in other City departments completed within 7 working days	84%	95%	96%	90%	90%





# City Clerk's Office

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 Target

## 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 2025*
- *Implementation of an enterprise records management system 2025*
- *A Records Retention policy update by May 2024*

## Administrative - Executive Leadership



62	 % of key measures and strategic results achieved	67%	83%	100%	75%	75%
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## Clerk Operations - Meeting and Bid Management

63	 % of agenda items submitted correctly	88%	89%	83%	85%	85%
64	# of agenda items corrected	450	386	574	600	600
65	# of bidding documents reviewed and released	237	192	173	225	200
66	# of bids received	982	844	750	975	800
67	# of agenda items reviewed	3,730	3,616	3,375	4,000	4,000



# City Clerk's Office

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Clerk Operations - Records and Information Management</b>						
68	 % of City Clerk records requests completed within 8 hours of request	92%	99%	99%	95%	95%
69	 % of requests for records and information maintained in other City departments completed within 7 working days	84%	95%	96%	90%	90%
70	# of req maintained in other city departments completed within 7 days	3,817.00	4,378.00	4,353.34	4,050.00	4,095.00
71	# of requests maintained by clerk's office completed in 8 hours	316.00	491.00	490.79	428.00	475.00
72	# of staff trained on records management and retention policies	11	38	36	30	40
73	# of record requests received	4,874	5,079	5,038	4,950	5,050
74	# of requests for records maintained in other city departments	4,527	4,585	4,543	4,500	4,550



# City Manager's Office

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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

75	% of employees surveyed who are satisfied or very satisfied with the City of Oklahoma City as a place to work	76%	77%	76%	80%	80%
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### 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

76	% of residents surveyed who report they are satisfied or very satisfied with City services	69%	66%	66%	75%	75%
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# City Manager's Office

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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

77	% of residents surveyed who are satisfied the City is heading in the right direction	75%	69%	69%	85%	85%
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### Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, 75% of departments participating in active innovation projects

78	% of departments participating in active innovation projects	N/A	N/A	N/A	N/A	N/A
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# City Manager's Office

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## Long-Term Issue - Program Management

*The increasing number of specialized programs such as specialized sales tax programs, 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*

79	% of defined program benchmarks within project timelines from implementation plans	N/A	N/A	N/A	100%	100%
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### 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*

80	% of Convention Center and Arena organizers satisfied with the quality of City facilities	93%	93%	93%	80%	80%
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### 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*

81	% of residents who are satisfied with the quality of life in the City	70%	66%	66%	80%	80%
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# City Manager's Office

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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


82	% of residents who are satisfied with the availability of information about City programs and services	62%	55%	55%	60%	60%
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### Strategic Result(s) to measure annual progress on Long-Term Issue

By 2024, 70% of employees will feel informed about City services and programs






83	% of employees surveyed who say they feel informed about City services and programs	75%	71%	61%	56%	56%
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## Administrative - Executive Leadership

84	 % of key measures and strategic results achieved	35%	22%	22%	75%	75%
85	% of defined program benchmarks within project timelines from implementation plans	N/A	N/A	N/A	100%	100%
86	% of departments participating in active innovation projects	N/A	N/A	N/A	N/A	N/A
87	% of employees surveyed who are satisfied or very satisfied with the City of Oklahoma City as a place to work	N/A	N/A	N/A	N/A	N/A












# City Manager's Office

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Communications - Employee Communication</b>						
88	 % of employees surveyed who say they feel informed about City services and programs	N/A	0.71	N/A	0.56	0.56
89	% of employees surveyed who say they feel valued by the organization	0.53	0.54	0.53	0.56	0.56
90	# of "News to Know" newsletters produced	45	31	29	42	42
91	# of employee events held	19	27	36	4	4
92	# of employee special communication projects managed	2	2	2	13	13
93	# of Facebook posts on City of OKC Employees page	62	89	87	100	100
94	# of full and part-time City employees	5,477	5,600	5,719	5,795	5,795
<b>Communications - Print and Mail Services</b>						
95	 % of employees who report being satisfied with print and mail services	99%	96%	45%	98%	98%
96	% of print jobs delivered within the agreed upon deadline	100%	100%	100%	100%	100%
97	# of impressions produced	4,637,741	4,357,858	N/A	6,100,000	6,100,000
98	# of US mail pieces stamped	744,982	358,460	366,707	385,000	385,000
<b>Communications - Public Information</b>						
99	 % of residents who are satisfied with the availability of information about City programs and services	62%	55%	55%	60%	60%
100	 % of service requests acted upon within 10 working days	94%	95%	94%	96%	96%
101	# of media contacts provided	475	429	492	650	650
102	# of overdue service requests	2,759	3,672	N/A	4,800	4,800
103	# of social media interactions	1,729	947	951	2,500	2,500
104	# of special event permits processed	490	469	487	500	500
<b>Community Enhancement - Event and Tourism Development</b>						
105	 \$ of combined direct spending generated per square foot of privately operated City event facilities	461.23	N/A	N/A	458.56	458.56





# City Manager's Office

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Community Enhancement - Event and Tourism Development</b>						
106	 % of Convention Center and Arena organizers satisfied with the quality of City facilities	93%	93%	93%	80%	80%
107	# of attendees for events hosted in Oklahoma City	459,753	590,603	446,056	100,000	100,000
108	# of events hosted in Oklahoma City	197	207	231	100	100
109	# of hotel room nights generated by Convention and Visitors Bureau	306,801	356,206	640,918	376,250	376,250
<b>Community Enhancement - MAPS</b>						
110	 % of MAPS 3 program completed	0%	50%	50%	63%	63%
111	 % of MAPS 4 program completed	N/A	0%	N/A	0%	0%
112	 % of residents who are satisfied with the quality of life in the City	70%	66%	66%	80%	80%
113	\$ expended on MAPS 4 projects to date	N/A	163,467,913	190,960,758	N/A	N/A
<b>Policy and Executive Leadership - City Manager's Office</b>						
114	 % of residents surveyed who are satisfied the City is heading in the right direction	75%	69%	69%	85%	85%
115	  % of residents surveyed who are satisfied with City services	69%	66%	66%	75%	75%
116	% of City Auditor audit recommendations (accepted by management) implemented within the specified time	N/A	96%	N/A	75%	75%
117	% of Strategic Results identified in LFR Strategic Business Plans achieved	N/A	N/A	N/A	75%	75%
<b>Policy and Executive Leadership - Innovation</b>						
118	 % of respondents to Innovation's post-project survey agree or strongly agree that they are more equipped to incorporate innovation practices in their line of work after working with the Innovation Tea	N/A	N/A	N/A	N/A	N/A
119	 % of respondents to Innovation's post-project survey agree or strongly agree that working with the Innovation Team has improved the targeted outcome(s) of the project	N/A	N/A	N/A	N/A	N/A








# City Manager's Office

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Policy and Executive Leadership - Innovation</b>						
120	# of completed projects per year	N/A	N/A	N/A	N/A	N/A
121	# of departments involved in intra-departmental projects	N/A	N/A	N/A	N/A	N/A
122	# of high-impact projects	N/A	N/A	N/A	N/A	N/A
123	# of inter/cross-departmental projects	N/A	N/A	N/A	N/A	N/A
<b>Policy and Executive Leadership - Legislative</b>						
124	🔑 % of legislative agenda items accomplished resulting in favorable changes in legislative rules and regulations	82%	N/A	N/A	71%	71%
125	# of legislative contacts	125	74	N/A	125	125
126	# of legislative issues accomplished	9	N/A	N/A	5	5
127	# of legislative status reports and briefings provided	27	19	N/A	30	30
<b>Policy and Executive Leadership - Office of City Council</b>						
128	🔑 % of residents who are satisfied the City is heading in the right direction	75%	69%	69%	85%	85%
129	# of events, education sessions and programs facilitated	18	12	N/A	40	40
<b>Policy and Executive Leadership - Office of Equity</b>						
130	🔑 % of employees surveyed are considered engaged	N/A	N/A	N/A	N/A	N/A
131	# of biennial equity reports produced	N/A	N/A	N/A	N/A	N/A
132	# of community engagement events	N/A	N/A	N/A	N/A	N/A
133	# of equity indicators	N/A	N/A	N/A	N/A	N/A
134	# of events/programs/trainings	N/A	39	N/A	50	50
135	# of I&D biennial reports produced	N/A	N/A	N/A	N/A	N/A
136	# of participants at events/program/trainings	N/A	6,260	792	8,000	8,000
137	# of partnerships	N/A	N/A	N/A	N/A	N/A
138	# of Talent Lifecycle scorecards completed	N/A	N/A	N/A	N/A	N/A



# City Manager's Office

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Policy and Executive Leadership - Mayor's Office</b>						
139	 % of residents surveyed who report they are satisfied or very satisfied with City services	69%	66%	66%	75%	75%
140	% of residents surveyed who are satisfied or very satisfied with Oklahoma City as a place to live	85%	84%	84%	85%	85%
141	% of residents who are satisfied the City is heading in the right direction	75%	69%	69%	85%	85%
<b>Policy and Executive Leadership - Special Projects and Initiatives</b>						
142	 % change in chronic homelessness	N/A	N/A	N/A	N/A	N/A
143	 % of 911 calls resulting in mental health or crisis response	N/A	N/A	N/A	N/A	N/A
144	 % of people that accept housing through the Key to Home encampment rehousing initiative	N/A	N/A	N/A	N/A	N/A
145	 % of Public Safety Partnership recommendations implemented	N/A	N/A	N/A	N/A	N/A
146	# of mental health or crisis response call responded to	N/A	N/A	N/A	N/A	N/A
147	# of officers trained in crisis intervention	N/A	N/A	N/A	N/A	N/A
148	# of partnerships secured	N/A	N/A	N/A	N/A	N/A
149	# of people housed annually	N/A	N/A	N/A	N/A	N/A
150	# of Public Safety Partnership public and stakeholder engagements (meetings, press releases, community events)	N/A	N/A	N/A	N/A	N/A



# Development Services

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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.*

151	% of residents satisfied with code enforcement	43%	38%	38%	40%	40%
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## 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.*

152	% of dog/cat live releases	86%	81%	77%	90%	90%
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# Development Services

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## 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.

153	% of commercial new construction plans initial code review completed within 15 working days	57%	43%	47%	65%	65%
154	% of commercial remodel construction plans initial code review completed within 10 working days	39%	34%	55%	45%	45%
156	% of permit-related phone calls answered within two minutes	47%	60%	56%	70%	70%



# Development Services

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 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.

157	% of Animal Welfare Priority One calls receiving initial response within two business hours	58%	41%	18%	52%	52%
158	% of dog/cat live releases	86%	81%	77%	90%	90%



## Administrative - Executive Leadership

159	 % of key measures and strategic results achieved	50%	41%	41%	75%	75%
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## Animal Welfare - Animal Shelter





160	 % of dog/cat live releases	86%	81%	77%	90%	90%
161	# of all live animals sheltered	20,734	18,799	15,300	20,000	20,000
162	# of dog/cat live releases	14,781	13,058	9,526	17,600	17,600

## Animal Welfare - Community Outreach

163	 % of requested spay/neuter provided	85%	93%	91%	90%	90%
164	 # of volunteer hours at the animal shelter	8,623	7,050	4,507	8,500	8,500
165	# of animals in foster care	10,936	10,986	9,188	12,000	12,000









# Development Services

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Animal Welfare - Community Outreach</b>						
166	# of community cats transferred	1,273	1,210	1,258	1,500	1,500
167	# of public spay/neuter performed	4,123	6,627	5,827	6,000	6,000
<b>Animal Welfare - Field Services</b>						
168	 % of Animal Welfare Calls responded to within specified time frames	59%	48%	25%	56%	56%
169	% of Animal Welfare Priority One calls receiving initial response within two business hours	58%	41%	18%	52%	52%
170	% of Animal Welfare Priority Three calls receiving initial response by the next business day	48%	43%	18%	45%	45%
171	% of Animal Welfare Priority Two calls receiving initial response within the same business day	77%	62%	44%	70%	70%
172	# of Animal Welfare service call responses provided	16,705	17,513	14,417	17,500	17,500
173	# of cruelty cases worked	3,449	3,285	2,971	3,000	3,000
174	Expenditure per animal welfare service call provided	52.79	53.40	N/A	68.13	68.13
<b>Animal Welfare - Veterinary Services</b>						
175	 % of animals spayed/neutered	33%	33%	36%	35%	35%
176	% of live animals logged treated for illness or injury	31%	56%	52%	35%	35%
177	# of animals spayed/neutered	6,774	6,197	5,481	7,000	7,000
178	# of animals treated for illness or injury	6,378	10,660	7,959	7,000	7,000
<b>Code Enforcement - Code Inspections</b>						
179	 % of first complaint-based inspections completed within four days	85%	88%	81%	85%	85%
180	 % of non-yard parking violations that are proactively identified	61%	56%	51%	60%	60%
181	% of second inspections completed on scheduled date	47%	59%	47%	55%	55%
182	# of code complaints received	24,013	24,833	29,403	23,000	23,000
183	Total # of inspections performed	73,620.00	73,508.00	75,704.18	75,000.00	75,000.00





# Development Services

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Code Enforcement - Nuisance Abatement</b>						
184	 % of code violations resolved voluntarily	77%	80%	81%	82%	82%
185	% of residents satisfied with code enforcement	43%	38%	38%	40%	40%
186	% of weeds/grass and junk/debris complaints abated within 45 days from date of complaint	94%	87%	87%	85%	85%
187	Average # of days from official violation notification to contractor work order issued for dilapidated complaints	190	120	119	145	145
188	Average # of days from official violation notification to contractor work order issued for unsecured complaints	28	28	27	27	27
<b>Development Center - Construction Inspections</b>						
189	 % of construction related inspections completed within one working day of request	71%	67%	59%	90%	90%
190	# of construction related inspections completed	132,271	124,319	123,170	128,000	128,000
<b>Development Center - Permits and Licensing</b>						
191	 % of permit-related phone calls answered within two minutes	47%	60%	56%	70%	70%
192	# of business licenses issued	11,684	11,870	12,135	12,200	12,200
193	# of construction permits issued	70,659	65,182	61,206	65,000	65,000
194	# of permit-related phone calls received	83,707	81,989	83,533	77,000	77,000
<b>Development Center - Plan Review</b>						
195	 % of commercial new construction plans initial code review completed within 15 working days	57%	43%	47%	65%	65%
196	 % of commercial remodel construction plans initial code review completed within 10 working days	39%	34%	55%	45%	45%
197	 % of single family residential new construction plans reviewed within four working days of submission	N/A	36%	87%	30%	30%
198	# of commercial new construction plans reviewed	1,245	966	764	1,000	1,000
199	# of commercial remodel construction plans reviewed	1,248	933	987	1,200	1,200



# Development Services

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
Development Center - Plan Review						
200	# of one and two family residential new construction plan submitted	4,657	3,116	3,451	3,500	3,500



# Finance

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 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.
- Provide residents 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.

201	% of customers who are satisfied with the Finance Department	87%	90%	87%	95%	95%
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## 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, decrease in service levels, 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 AAA credit ratings on the General Obligation Bond Program.

202	 General Obligation Bond Program Credit Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
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# Finance

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 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.*

203	% of total operating expenses for payroll expenses	65.32%	62.06%	N/A	70.00%	70.00%
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### Strategic Result(s) to measure annual progress on Long-Term Issue

*Annually, General Fund unbudgeted reserves will be maintained in the range of 16-22% of General Fund budget.*

204	 % of general fund operating budget maintained in unbudgeted reserve	23.15%	24.23%	22.00%	22.00%	22.00%
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### Strategic Result(s) to measure annual progress on Long-Term Issue

*By 2026, property insurance reserves will be funded at two times the deductible.*

205	# of deductibles funded by property insurance reserves	1.06	0.80	12.36	1.25	1.25
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### Strategic Result(s) to measure annual progress on Long-Term Issue

*By 2026, the percentage of General Fund revenue from sales and use tax will be below 70% due to greater diversification of revenue sources.*

206	% of General Fund operating revenue from Sales and Use Tax	71%	69%	71%	65%	65%
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# Finance

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 Target

## Long-Term Issue - Safety

A continued need to promote a workplace safety culture within the City, if not addressed, will result in a high risk of employee injuries and reduced resources available to provide City services.

### Strategies to address the Long-Term Issue

- Continue to provide useful and accurate Workers' Compensation and On the Job Injury (OJI) reports to Departments and assist in analyzing their workplace injury experience.
- Provide safety consultation services to Departments.
- Train managers in the essential elements of an Occupational Safety Program.
- Coordinate safety training and new employee orientation 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.
- Implement and maintain an Emergency Response Team (ERT) for the downtown City offices.
- 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.
- Work with departments to identify hazardous workplace conditions that qualify for the Risk Management Safety Grant.


### Strategic Result(s) to measure annual progress on Long-Term Issue

By 2026, a culture of safety will be reflected by:

- The City injury rate will be at or below 10 injuries per 100 employees.
- 100% of employees will receive quarterly safety training.







207	# of injuries per 100 employees	13.09	12.73	12.73	8.00	8.00
208	% of employees that receive quarterly safety training	N/A	12%	6%	100%	100%

## Administrative - Executive Leadership

209	 % of key measures and strategic results achieved	N/A	50%	38%	75%	75%
210	% of customers reporting they are satisfied with financial information and reports	86%	88%	86%	92%	92%
211	% of customers reporting they are satisfied with the financial services received to manage their operations	85%	87%	85%	90%	90%








# Finance

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Accounting and Financial Reporting - Accounting Systems</b>						
212	 % of accounting system support requests resolved within 3 working days	97%	96%	95%	98%	98%
213	% of total capital assets that are in balance	99.07%	99.07%	98.99%	100.00%	100.00%
214	# of accounting system support requests resolved	2,022	2,077	2,236	2,200	2,200
215	# of accounting system support requests received	2,021	2,099	2,274	1,765	1,765
<b>Accounting and Financial Reporting - Financial Reporting</b>						
216	 % of financial reports issued on time	101.49%	93.07%	85.50%	100.00%	100.00%
217	% of bank reconciliations completed on time	99.34%	98.60%	97.62%	93.10%	93.10%
218	% of customers who report they are satisfied with the financial information available to make decisions	86%	80%	83%	92%	92%
219	# of bank reconciliations completed	1,962	1,831	1,738	1,862	1,862
220	# of financial reports issued	204	188	165	192	192
<b>Accounting and Financial Reporting - Payroll</b>						
221	 % of employee payments processed accurately and on time	100%	100%	100%	102%	102%
222	% of compliance reports processed accurately and on time	N/A	100%	101%	N/A	N/A
223	% of payroll-related supplier payments processed accurately and on time	100%	100%	100%	100%	100%
224	# of employee payments processed	137,737	145,461	144,374	145,000	145,000
225	# of payroll corrections processed	141	111	76	120	120
<b>Administrative - Debt Management</b>						
226	  General Obligation Bond Program Credit Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
227	# of General Obligation bond issues outstanding	26	27	27	47	47
228	\$ of General Obligation debt outstanding	1,033,920,000	1,075,305,000	1,112,645,000	1,112,645,000	1,112,645,000
<b>Community Enhancement - Community Development</b>						
229	 \$ value of private investment per \$ value of TIF investment	3.59	35.68	N/A	5.00	5.00



# Finance

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Community Enhancement - Community Development</b>						
230	 % increase in net assessed value for all Tax Increment Financing (TIF) districts	N/A	N/A	N/A	N/A	N/A
231	# of active contracts managed	N/A	N/A	N/A	N/A	N/A
232	# of affordable housing units incentivized by General Obligation Limited Tax (GOLT) bond or Tax Increment Financing (TIF)	N/A	N/A	N/A	N/A	N/A
233	# of TIF projects	120	150	N/A	42	42
<b>Community Enhancement - Economic Development</b>						
234	 % above the Oklahoma City MSA average wage for new jobs created through incentives	127%	0%	0%	5%	5%
235	% of new jobs paying above the Oklahoma City MSA average wage	41%	120%	N/A	35%	35%
236	# of companies receiving incentives	4	5	N/A	25	25
237	 # of jobs created	5,348	3,527	N/A	2,500	2,500
238	# of jobs created through incentives	324	1,650	N/A	1,500	1,500
239	\$ of private investment by incentivized projects	822,504,035	7,726,527,729	N/A	300,000,000	300,000,000
<b>Financial Planning and Management - Energy Management</b>						
240	% change in energy consumption from previous fiscal year	-4%	17%	-2%	0%	0%
241	 Total energy usage for City operations (MMBTU)	1,771,474	2,080,973	2,046,479	1,464,472	1,464,472
242	# of utility accounts managed	2,584	2,707	2,769	2,506	2,506
<b>Financial Planning and Management - Management and Budget</b>						
243	 % of customers who report they are satisfied with the budget services and information provided to manage operations	88%	83%	87%	90%	90%
244	% of General Fund operating revenue from Sales and Use Tax	71%	69%	71%	65%	65%
245	% of total operating expenses for payroll expenses	65.32%	62.06%	N/A	70.00%	70.00%








# Finance

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Financial Planning and Management - Performance Management</b>						
246	🔑 % of customers who report they are satisfied with the LFR-related services and information provided to manage operations	N/A	83%	83%	85%	85%
247	% of data entered on time	76%	74%	77%	95%	95%
248	🔑 # of performance data certifications performed	88	61	61	80	80
249	# of measures managed	2,804	2,810	2,948	3,000	3,000
<b>Purchasing and Payment Processing - Accounts Payable</b>						
250	🔑 % of supplier payments made in 30 calendar days or less from invoice date	88%	86%	85%	91%	91%
251	# of supplier payments processed	85,800	81,418	87,710	85,000	85,000
<b>Purchasing and Payment Processing - Purchasing</b>						
252	🔑 % of purchase orders approved within four (4) hours	98%	97%	98%	98%	98%
253	🔑 % of purchasing contracts approved on time	88%	93%	95%	95%	95%
254	% of purchase orders encumbered after invoice date	10%	12%	13%	10%	10%
255	% of purchases under \$5,000 made with the purchasing card	91%	91%	92%	90%	90%
256	% of surplus requests posted within 30 days of receipt	N/A	N/A	N/A	N/A	N/A
257	# of purchasing contracts approved	519	592	490	654	654
258	\$ of surplus sales	N/A	N/A	N/A	N/A	N/A
259	# of surplus requests	N/A	N/A	N/A	N/A	N/A
<b>Revenue Management - Revenue Enforcement</b>						
260	\$ delinquent and noncompliant revenue per dollar of program budget	N/A	N/A	196%	114%	N/A
261	🔑 \$ of delinquent and noncompliant revenues collected	1,059,898	1,044,497	1,496,711	900,000	900,000
<b>Revenue Management - Treasury</b>						
262	🔑 % of portfolio yield compared to the 0-3 year U.S. Treasury Index benchmark	91%	97%	100%	100%	100%



# Finance

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Revenue Management - Treasury</b>						
263	% of City and Trust revenue recorded through Treasury within 2 business days	90.84%	90.97%	78.42%	92.00%	92.00%
264	% of customers who are satisfied with banking services provided by the Treasury division	85%	95%	83%	94%	94%
265	# of assessment districts invoiced	2,409	2,630	N/A	2,900	2,900
266	\$ of City and Trust revenue recorded by Treasury	1,485,411,259	1,654,483,961	1,499,178,316	1,178,000,000	1,178,000,000
<b>Risk Management - Insurance</b>						
267	 % of property losses per premium paid	4.85%	0.00%	0.00%	0.00%	0.00%
268	# of deductibles funded by property insurance reserves	1.06	0.80	12.36	1.25	1.25
269	\$ amount of property losses	68,143	96,460	742,579	400,000	400,000
270	Total value of City property insured (total insured value-TIV)	4,300,000,000	4,100,000,000	4,300,000,000	4,300,000,000	4,300,000,000
271	# of property claims	N/A	8	8	N/A	N/A
<b>Risk Management - Workers' Compensation</b>						
272	 % of initial contacts to injured employees completed within three (3) business days *	N/A	N/A	N/A	N/A	N/A
273	 % of temporary total/partial disability benefits started within three (3) business days *	N/A	N/A	N/A	N/A	N/A
274	% of delayed treatment due to comorbidities *	N/A	N/A	N/A	N/A	N/A
275	# of work days lost due to OJI	16,546.67	19,663.61	N/A	9,500.00	9,500.00
276	\$ Total for workers' compensation	45,800,666.73	30,798,543.76	34,061,731.21	13,150,000.00	13,150,000.00
277	Amount of \$ saved from work compensation claims program *	N/A	N/A	N/A	N/A	N/A
<b>Risk Management - Workplace Safety</b>						
278	# of injuries per 100 employees	13.09	12.73	12.73	8.00	8.00
279	# of employees attending trainings	N/A	N/A	1,050	N/A	N/A
280	# of sites inspected for Public Employees Occupational Safety and Health (PEOSH) reporting	N/A	N/A	20	N/A	N/A



# Finance

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
Risk Management - Workplace Safety						
281	# of training courses offered	101	114	99	100	100



# Fire

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 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.
- Provide alternative response through the Mobile Integrated Health Program.
- Provide supplemental EMS transport through the Medical Transport Program.

### 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 (1.14 per 100,000 residents based on the latest available data from the National Fire Protection Association (NFPA)).*

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
282	# of structure fire fatalities per 100,000 residents	1.42	0.98	1.52	1.30	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%.*

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
283	% of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved	N/A	N/A	35%	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.

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
285	# of Fire Department Community Risk Reduction activities	7,957	21,795	N/A	40,000	40,000



# Fire

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 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.*

286		% of emergency incidents responded to within 7 minutes	70%	70%	71%	70%	70%
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## 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.
- Utilize Fire Station Renovation Team, in General Services, to continually update, remodel and modernize existing fire stations.

### 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.*


287		% of annual fleet replacement needs with an identified funding source	N/A	0%	0%	N/A	N/A
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### Strategic Result(s) to measure annual progress on Long-Term Issue

*By 2025, 100% of annual facility improvement needs will have an identified funding source.*

288		% of annual facility improvement needs with an identified funding source	N/A	N/A	N/A	N/A	N/A
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## Administrative - Executive Leadership






289		% of key measures and strategic results achieved	27%	13%	20%	75%	75%
290		% of Fire Department applicants that are female and/or minority	N/A	5%	N/A	45%	45%

## Administrative - Public Relations and Marketing

291		# of social media posts per workday	N/A	96	84	8	8
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## Fire

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Administrative - Public Relations and Marketing</b>						
292	# of new social media followers	12,616	13,232	12,251	18,000	18,000
293	# of social media engagements	712,236	681,531	852,043	800,000	900,000
294	# of social media posts	2,895	2,039	1,760	2,000	2,000
295	# of videography projects completed	52	100	69	40	50
<b>Fire Prevention Services - Community Risk Reduction</b>						
296	 % of Community Risk Reduction training presentations that achieve a rating of 4 or higher (on a scale of 1 to 5) on after-action survey question regarding overall satisfaction of presentation	N/A	N/A	N/A	95%	95%
297	 # of Community Risk Reduction participants served	17,359	17,237	13,480	15,000	15,000
298	# of after-action surveys completed	N/A	N/A	N/A	N/A	N/A
299	# of educational or emergency preparedness training sessions	N/A	106	130	150	75
300	# of fire safety sessions	N/A	74	104	125	50
301	# of Health and Safety Sessions provided	35	38	61	100	50
302	# of hours spent on Community Risk Reduction requests for service	2,107	1,595	1,850	2,500	2,500
303	# of smoke alarms distributed (installed) to residents	1,042	1,389	1,310	1,500	1,500
<b>Fire Prevention Services - Fire Code Compliance</b>						
304	 % of fire protection system plan reviews completed within 5 business days of receipt	100%	100%	100%	98%	98%
305	 % of identified high-risk commercial locations inspected by renewal date	3%	454%	1,069%	70%	75%
306	 % of new construction inspections completed within 2 business days of request	N/A	99%	96%	97%	97%
307	# of identified high-risk commercial locations inspected by renewal date	1,416	1,999	3,015	2,800	3,000













# Fire

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Fire Prevention Services - Fire Code Compliance</b>						
308	# of requests for service completed (re-inspections, surveys, open records requests, training sessions, and monthly permits)	23,217	22,749	23,031	25,000	25,000
<b>Fire Prevention Services - Fire Investigations</b>						
309	 % of incendiary (set fire) fire investigations that meet the elements for arson referred to the district attorney for prosecution	28%	38%	48%	50%	50%
310	% of fire investigations resulting in a classification of accidental, incendiary that meet the elements for arson, or natural	74%	70%	66%	56%	56%
311	# of fire investigations conducted	280	289	320	350	350
312	# of investigations resulting in a classification of incendiary that did not meet the elements of arson	N/A	N/A	58.00	70.00	70.00
313	# of investigations resulting in a classification of incendiary that meet the elements for arson	109	82	79	70	70
314	# of juveniles referred to the Youth FireSetter Intervention Program	12	12	13	30	30
<b>Operational Services - Emergency Medical Services</b>						
315	 % of cardiac arrest patients receiving resuscitative efforts where return of spontaneous circulation is achieved	N/A	N/A	35%	29%	29%
316	 % of Fire Department emergency medical responses provided within 5 minutes or less from being dispatched to arrival	55%	56%	57%	70%	54%
317	% of Fire Department emergency medical responses provided with Advanced Life Support (ALS) staff and equipment	83%	84%	76%	85%	55%
318	% of Fire Department emergency medical responses where treatment is indicated and condition is improved or stabilized	N/A	N/A	N/A	95%	95%
319	% of time Fire apparatus arrives on scene prior to EMSA	82%	76%	N/A	80%	80%
320	# of Fire Department Emergency Medical responses	58,908.00	59,350.00	65,227.42	45,150.00	60,000.00
321	# of Fire Department emergency medical responses with qualifying treatments administered	N/A	N/A	N/A	48,157	48,157





# Fire

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Operational Services - Emergency Medical Services</b>						
322	# of Fire Department emergency medical calls dispatched	71,048	72,121	68,483	64,919	70,000
<b>Operational Services - Fire Suppression Operations</b>						
323	 # of structure fire fatalities per 100,000 residents	1.42	0.98	1.52	1.30	1.03
324	 # of structure fire rescues per 100,000 residents	4.13	2.23	N/A	3.14	3.14
325	 % of residents will receive emergency responses by the fire department within 6 minutes from enroute time stamp to arrival	N/A	N/A	N/A	70%	70%
326	 % of structure fire incident responses within 5 minutes and 20 seconds or less from being dispatched	71%	73%	75%	70%	70%
327	 % of emergency incidents responded to within 7 minutes	70%	70%	71%	70%	70%
328	% of other fire incident responses within 5 minutes 20 seconds or less from being dispatched	60%	59%	68%	70%	70%
329	% of structure fires contained to the room of origin	8%	N/A	N/A	65%	65%
330	 # of Fire Department Community Risk Reduction activities	7,957	21,795	N/A	40,000	40,000
331	# of Fire Department daily training hours per Operations position	1.87	2.65	N/A	1.99	1.99
332	# of other fire incident responses provided	1,957	1,760	3,000	1,800	1,800
333	# of structure fire fatalities	10.00	7.00	11.18	6.30	6.30
334	# of structure fire incident responses provided	2,612	2,781	1,581	1,000	1,000
335	# of structure fire rescues	29	16	N/A	20	20
<b>Support Services - Fire Dispatch</b>						
336	 % of incidents dispatched within 60 seconds of receipt at Fire Dispatch	87%	80%	80%	90%	90%
337	 % of medical responses dispatched within 20 seconds or less from Emergency Medical First Responders (EMFR) initiation	74%	69%	N/A	90%	90%
338	% of 911 telephone calls answered within 15 seconds or less from transfer to Fire Dispatch	96%	96%	N/A	100%	100%
339	% of EMSA/Police Call Taker incidents dispatched in 2 minutes	86%	86%	87%	70%	70%



# Fire

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Support Services - Fire Dispatch</b>						
340	# of calls automatically dispatched by the Fire Department	N/A	N/A	N/A	N/A	N/A
341	# of incidents dispatched to the Fire Department	91,940	93,723	97,824	78,400	78,400
342	# of 911 telephone calls received	23,145	22,714	N/A	17,600	17,600
343	# of EMFR initiated responses	33,740	35,090	N/A	30,495	30,495
<b>Support Services - Fire Logistics and Facilities Maintenance</b>						
344	 % of Priority 1 facility work orders completed within 24 hours	76%	85%	95%	90%	90%
345	 % of time the fire apparatus is available for use (not down for maintenance)	96%	96%	92%	90%	90%
346	% of fleet direct labor hours realized	52%	73%	82%	70%	73%
347	% of PPE gear meeting NFPA biannual inspections and receiving advanced cleaning	N/A	N/A	N/A	N/A	N/A
348	# of fleet direct labor hours realized	7,579	10,294	11,450	9,800	10,192
349	# of Priority 1 Fire Department facility work orders completed	112	197	141	160	160



# General Services

FY22 Actual      FY23 Actual      FY24 Projection      FY24 Target      FY25 Target

## 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

- To more effectively coordinate maintenance of City assets, the Department will:
  - Assign staff to preventive maintenance work orders in a timely manner to promote completions by due date.
  - Schedule needed 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 work closely with departments 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' customers to discuss their issues and concerns.

### Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, the General Services Department's customers 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.
- At least 90% of access badge readers available for use.

350	% of all vehicle/equipment work orders that are preventative maintenance	54%	57%	57%	60%	60%
351	% of preventive maintenance work orders completed on schedule	87%	75%	82%	85%	95%
352	% of access badge readers available for use	96%	99%	99%	90%	90%



# General Services

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 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 88% of vehicle repairs completed within the stated completion time.*
- *At least 75% of unscheduled facility repair work orders completed on time.*
- *At least 80% of customers surveyed will be satisfied with Building Management services.*
- *At least 80% of customers surveyed will be satisfied with Fleet Services.*

353	% of vehicle/equipment work orders completed by the stated completion time	85%	82%	83%	88%	88%
354	% of unscheduled facility repair work orders completed on time	54%	61%	49%	75%	75%
355	% of customers satisfied with Building Management	73%	70%	26%	80%	75%
356	% of customers satisfied with Fleet Services	69%	69%	69%	80%	80%

## Long-Term Issue - Skilled Labor Shortage

*The continual shortage of skilled laborers, if not addressed, will result in:*

- *Additional outsourcing at increased cost to customers.*
- *Diminished service levels to customers.*

### Strategies to address the Long-Term Issue

- *To address the shortage of skilled laborers, the department will:*
  - *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 250 vehicle equivalents per mechanic (industry standard is 200 vehicle equivalents per mechanic).*
- *Maintain a minimum Building Maintenance staff ratio of 61,000 square feet per employee (industry standard is 50,000 square feet per maintenance staff employee).*

357	% of vehicle mechanics with ASE Master Level Certification	94%	92%	74%	100%	100%
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# General Services

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Long-Term Issue - Skilled Labor Shortage</b>						
358	# of vehicle equivalents per mechanic	330	391	385	248	248
359	Square footage maintained per Building Maintenance Employee	87,094	86,200	71,597	90,269	59,411
<b>Long-Term Issue - Capital Repair and Replacement</b>						
<p><i>The continued inadequate capital repair and replacement of the City's facilities and equipment assets, if not addressed, will result in:</i></p> <ul style="list-style-type: none"> <li>Increased demand for building and fleet maintenance services.</li> <li>Increased maintenance, operational and capital costs for the City.</li> <li>Unscheduled service interruptions.</li> <li>Negative public image of the City.</li> <li>Poor resident and employee morale.</li> <li>Increased safety risks to residents and employees.</li> </ul> <p><b>Strategies to address the Long-Term Issue</b></p> <ul style="list-style-type: none"> <li>To address the need for more effective capital repair and replacement, the Department will: <ul style="list-style-type: none"> <li>Provide a detailed estimate of Facility and Fleet capital needs to the Finance Department annually.</li> <li>Meet annually with department and division heads to determine their vehicle/equipment replacement needs.</li> <li>Provide project development and estimating services, building assessments and reports and provide advice on facility issues.</li> </ul> </li> </ul>						
<b>Strategic Result(s) to measure annual progress on Long-Term Issue</b>						
<p><i>Annually, City decision makers will benefit from having expert advice and information needed to make fleet and facility decisions as evidenced by:</i></p> <ul style="list-style-type: none"> <li>100% of department managers will say they received the information needed to make Fleet replacement decisions.</li> <li>100% of department managers will say they received the information needed to make Facility repair/enhancement decisions.</li> </ul>						
360	% of department managers satisfied with information needed to make fleet decisions	68%	83%	79%	82%	82%
361	% of department managers that say they receive the information needed to make Facility decisions	55%	75%	18%	80%	80%
<b>Administrative - Executive Leadership</b>						
362	🔑 % of access badge readers available for use	96%	99%	99%	90%	90%
363	🔑 % of ADA compliance issues responded to within 5 working days	100%	100%	100%	100%	100%
364	🔑 % of key measures and strategic results achieved	35%	30%	30%	78%	78%






# General Services

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Administrative - Executive Leadership</b>						
365	# of ADA compliance issues received and tracked	509	594	563	500	500
<b>Facility Management - Aquatic Facility Safety and Maintenance</b>						
366	 % of operating days aquatic facilities are available for use	95%	95%	91%	98%	98%
367	% of water quality tests passed	97%	97%	97%	95%	95%
368	# of aquatic facilities supported	24	24	24	23	24
369	# of aquatic facility repairs completed	58	64	28	80	60
370	# of water quality tests performed	1,241	1,240	1,360	900	1,200
<b>Facility Management - Building Maintenance, Repair, and Enhancement</b>						
371	 % of customers surveyed who express overall satisfaction with maintenance of their facilities	73%	83%	32%	75%	75%
372	 % of work orders that are unscheduled	36%	36%	38%	32%	37%
373	% of customers satisfied with Building Management	73%	70%	26%	80%	75%
374	% of customers surveyed who express overall satisfaction with enhancements of their facilities	75%	75%	75%	55%	75%
375	% of customers surveyed who express overall satisfaction with the cleanliness of facilities	68%	58%	59%	70%	59%
376	% of department managers that say they receive the information needed to make Facility decisions	55%	75%	18%	80%	80%
377	% of facility repair requests received that are non-callbacks	99%	99%	99%	98%	99%
378	% of preventive maintenance work orders completed on schedule	87%	75%	82%	85%	95%
379	Square footage maintained per Building Maintenance Employee	87,094	86,200	71,597	90,269	59,411
380	# of enhancements completed	97	73	102	60	100
381	# of resource conservation measures completed	9	10	6	13	10
382	# of square feet of graffiti removed	8,884	6,786	3,427	6,000	6,000
383	# of enhancements requested	126	117	116	75	120





# General Services

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Facility Management - Building Maintenance, Repair, and Enhancement</b>						
384	# of unscheduled repair work orders requested	2,309	2,369	2,254	1,776	2,400
385	\$ expenditure per square foot of City facilities maintained	1.33	1.47	N/A	1.79	2.05
<b>Fleet Management - Fleet Refueling</b>						
386	 % of fuel audit variances within an acceptable range	N/A	N/A	100%	100%	100%
387	# of fueling transactions completed	27,144	138,777	141,607	10,250	10,250
<b>Fleet Management - Fleet Services Support</b>						
388	 % of underutilized units in the general fleet	33%	37%	40%	25%	25%
389	% of customers satisfied with Fleet Services	69%	69%	69%	80%	80%
390	% of department managers satisfied with information needed to make fleet decisions	68%	83%	79%	82%	82%
391	# of new vehicles/equipment commissioned	43	17	71	85	85
392	# of underutilized units	359	387	418	270	270
<b>Fleet Management - Vehicle and Equipment Maintenance</b>						
393	 % of vehicle/equipment available for use	89%	90%	89%	90%	90%
394	% of all vehicle/equipment work orders that are preventative maintenance	54%	57%	57%	60%	60%
395	% of vehicle mechanics with ASE Master Level Certification	94%	92%	74%	100%	100%
396	% of vehicle/equipment work orders completed by the stated completion time	85%	82%	83%	88%	88%
397	% of vehicle/equipment work orders completed correctly without return for rework	100%	101%	100%	100%	100%
398	# of vehicle/equipment work orders completed	8,534	8,124	8,210	8,466	8,466
399	# of vehicle equivalents per mechanic	330	391	385	248	248
400	# of vehicles/equipment in the fleet	2,146	2,161	2,177	2,034	2,250



# Human Resources

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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.*



# Human Resources

FY22 Actual FY23 Actual FY24 Projection FY24 Target FY25 Target

## Long-Term Issue - Inclusive, Diverse, and High-Performing Workforce

403	% of full-time non-uniformed City employees who continue City employment for at least 12 months beyond the date of hire	N/A	N/A	N/A	74%	74%
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## 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.*

404	% 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	1.51%	N/A	N/A	9.02%	9.02%
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### 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.*

405	% of available provider hours utilized at the employee medical center as reported by the provider.	N/A	N/A	N/A	N/A	N/A
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# Human Resources

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## Long-Term Issue - Health and Welfare Benefits Cost

### Strategic Result(s) to measure annual progress on Long-Term Issue

*By 2025, the City will have completed a comprehensive review of benefit offerings communicated with stakeholders and negotiated necessary contracts to implement.*

## Long-Term Issue - Occupational Health Issue

*An increased demand for occupational health services combined with increasing state and federal regulatory requirements and evolving job functions, if not addressed, will result in:*

- *Delays in conducting post job-offer medical evaluations*
- *Delays in conducting department-directed and/or regulatory medical exams*
- *Increased risk to employee health and safety*
- *Decreased customer satisfaction*

### Strategies to address the Long-Term Issue

- *Work in coordination with Oklahoma City Fire Department to ensure all uniformed employees have an annual NFPA standard exam.*
- *Annually contact all City departments to determine if any new medical or regulatory needs have been identified.*
- *Work with Risk Management to address any medical-related safety issues identified.*
- *Coordinate with Classification and Compensation program staff to update physical requirements into applicable job descriptions.*
- *Actively search for a City owned property that has appropriately sized operating space for an Occupational Health Clinic.*
- *Provide clinic services to state and local agencies to generate revenue and help offset fixed program costs.*
- *Work with SSM through the City's current contract to maintain provider capacity.*

### Strategic Result(s) to measure annual progress on Long-Term Issue

*By 2023, City departments will benefit from a safer and healthier workforce, as evidenced by:*

- *100% of the Fire Department's uniformed workforce will be medically evaluated annually according to the NFPA standards.*
- *100% of occupational health and regulatory medical needs identified annually by City Departments will result in scheduled evaluations.*
- *100% of City Departments will report that the quality and timeliness of services provided by the Occupational Health Clinic are satisfactory.*

407 % of the Fire Department's uniformed workforce will be medically evaluated annually according to NFPA standards

81%

82%







82%

91%

91%








# Human Resources

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Long-Term Issue - Occupational Health Issue</b>						
408	% of occupational health and regulatory medical needs identified annually by City Departments that result in scheduled evaluations	100%	100%	0%	100%	100%
409	% of City Departments satisfied with the quality and timeliness of services provided by the Occupational Health Clinic	97%	87%	87%	100%	100%
<b>Administrative - Executive Leadership</b>						
410	 % of key measures and strategic results achieved	28%	28%	31%	75%	75%
<b>Employee and Labor Relations - Employee and Labor Relations</b>						
411	 % change in the annual Employee Engagement Survey results	N/A	N/A	N/A	4%	4%
412	 Retention Rate	N/A	N/A	102%	90%	N/A
413	% of grievances denied at concluding step	79%	80%	73%	96%	96%
<b>Employee and Labor Relations - Employment Policies Administration</b>						
414	 Average # of days to complete HR investigation of all employment-related policy violation complaints made by employees	103.34	33.53	11.19	30.00	30.00
415	# of locations within City facilities with current employment policies and employment labor law information	N/A	N/A	N/A	130.00	130.00
416	# of Equal Employment Opportunity (EEO) related policies violations complaints received	54	43	31	50	50
417	# of Equal Employment Opportunity non-related policies violations complaints received	15	63	58	42	42
<b>Occupational Health - Occupational Health</b>						
418	 % of employment candidate (non-uniform) referrals who are examined within 2 business days of the exam request date	100%	100%	100%	100%	100%
419	 % of occupational health and regulatory medical needs identified annually by City Departments that result in scheduled evaluations	100%	100%	0%	100%	100%



# Human Resources

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Occupational Health - Occupational Health</b>						
420	% of City Departments satisfied with the quality and timeliness of services provided by the Occupational Health Clinic	97%	87%	87%	100%	100%
421	% of the Fire Department's uniformed workforce will be medically evaluated annually according to NFPA standards	81%	82%	82%	91%	91%
422	# of medical consultations provided	1,078	1,430	1,841	211	2,500
423	# of physical examinations provided	4,006	4,039	4,852	4,200	4,200
<b>Talent Acquisition, Management and Development - Branding and Communications</b>						
424	 % of customers surveyed who are satisfied with the quality and timeliness of information provided about human resources activities, programs, and services	N/A	N/A	N/A	80%	N/A
425	 % of employees responding to the Employee Engagement Survey who indicate: I am well informed about what is going on in my organization	N/A	N/A	48%	48%	N/A
426	# of external communications submitted	N/A	N/A	184	180	N/A
427	# of graphics projects completed	N/A	N/A	178	180	N/A
428	# of internal communications submitted	N/A	N/A	146	144	N/A
<b>Talent Acquisition, Management and Development - Human Resources Information Services (HRIS)</b>						
429	 % of customers surveyed that are satisfied with the quality and timeliness of human resources related information provided by Human Resources Information Systems (HRIS)	77%	75%	75%	80%	80%
430	# of employment transactions completed	44,963	33,254	123,437	35,900	35,900
<b>Talent Acquisition, Management and Development - Talent Acquisition</b>						
431	 % of customers surveyed that are satisfied with the quality and timeliness of talent acquisition services provided	41%	33%	33%	80%	80%
432	 % of new full-time City employees (non-uniform) will remain employed with the City past their probationary periods	80%	77%	82%	80%	80%



# Human Resources

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Talent Acquisition, Management and Development - Talent Acquisition</b>						
433	🔑 % of time to fill from date Job Requisition is submitted to date selected applicant accepts the conditional offer of employment is within 30 workdays	N/A	N/A	N/A	70%	N/A
434	🔑 % of time to hire from date Job Requisition is submitted to date selected applicant begins employment is within 50 workdays	N/A	N/A	N/A	70%	N/A
435	# of applications processed	18,068	15,622	11,436	18,030	18,030
436	# of conditional offers of employment accepted	N/A	N/A	N/A	450	N/A
437	# of conditional offers of employment accepted within 30 workdays of dates Job Requisitions were submitted	N/A	N/A	N/A	315	N/A
438	# of decentralized interview processes prepared/reviewed	N/A	N/A	N/A	200	N/A
439	# of employment screenings (backgrounds) completed	N/A	N/A	1,412	1,469	N/A
440	# of full-time, non-uniformed positions filled	630	644	471	540	540
441	# of New Hires	341.00	420.00	486.34	358.00	358.00
442	# of non-competitive career progressions processed	N/A	N/A	N/A	72	N/A
443	# of part-time and seasonal position requests processed	204	233	281	250	250
444	# of selection procedures conducted	640	636	721	500	500
<b>Talent Acquisition, Management and Development - Talent Development</b>						
445	🔑 % of participants surveyed that are satisfied with training and development courses	98%	94%	94%	97%	97%
446	🔑 Amount of E-Learning Total Benefit	N/A	N/A	N/A	3,632,851	N/A
447	# of E-Learning course completions as reported by E-Learning platform vendor	N/A	N/A	43,198	44,856	N/A
448	# of E-Learning hours as reported by E-Learning platform vendor	N/A	N/A	N/A	4,560.00	N/A
449	# of E-Learning unique users as reported by E-Learning platform vendor	N/A	N/A	N/A	6,528	N/A
450	# of facilitated training participants	1,350	2,069	1,628	1,450	1,450
451	# of facilitated training sessions delivered	163	196	153	96	96









# Human Resources

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Talent Acquisition, Management and Development - Talent Development</b>						
452	# of training needs assessments conducted	9	18	2	7	7
<b>Talent Acquisition, Management and Development - Talent Management Program</b>						
453	🔑 % of employees responding to the Employee Engagement Survey who indicate: "There is someone at work who encourages my development"	N/A	N/A	67%	67%	N/A
454	🔑 % of employees responding to the Employee Engagement Survey who indicate: My supervisor gives continuous feedback to help me improve my performance	N/A	N/A	61%	61%	N/A
455	🔑 % of employees responding to the Employee Engagement Survey who indicate: This last year, I have had opportunities at work to learn and grow	N/A	N/A	67%	67%	N/A
456	# of participants trained	N/A	N/A	1,362	880	N/A
457	# of performance evaluations reviewed during calibration sessions	N/A	N/A	N/A	92	N/A
458	# of performance management training sessions offered	N/A	N/A	36	28	N/A
459	# of talent reviews conducted	N/A	N/A	N/A	25	N/A
<b>Total Rewards - Classification and Compensation</b>						
460	🔑 % of classification and compensation reviews completed within 60 days of receipt of all required information	N/A	N/A	N/A	N/A	N/A
461	🔑 % of classification audits and compensation reviews completed within 45 days of receipt of all required information	82%	85%	65%	100%	100%
462	🔑 % of customers surveyed that are satisfied with the quality and timeliness of classification and compensation services provided	63%	45%	45%	80%	80%
463	# of classification and compensation reviews received	N/A	N/A	N/A	N/A	N/A
464	# of requests to create or modify job descriptions	N/A	N/A	N/A	N/A	N/A
<b>Total Rewards - Employee Medical Center</b>						
465	🔑 % of available provider hours utilized at the employee medical center as reported by the provider.	N/A	N/A	N/A	N/A	N/A



# Human Resources

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Total Rewards - Employee Medical Center</b>						
466	% of members surveyed that are satisfied with the Employee Medical Center Program service levels and coverage	N/A	N/A	N/A	N/A	N/A
467	# of prescription fills	N/A	N/A	N/A	N/A	N/A
468	Average cost per encounter at the Employee Medical Center	N/A	N/A	N/A	N/A	N/A
<b>Total Rewards - Health and Wellness Benefits</b>						
469	 % 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	1.51%	N/A	N/A	9.02%	9.02%
470	 % of active employees surveyed that are satisfied with the service levels and coverage of their benefits.	88%	79%	79%	80%	80%
471	% of Other Post-Employment Benefits (OPEB) liability funded	18.69%	22.08%	18.69%	13.31%	13.31%
472	# of City and Trust participants enrolled in a medical insurance plan	3,322	3,398	3,511	3,317	3,317
473	# of consultation requests received	4,300	4,527	5,929	3,960	3,960
<b>Total Rewards - Retirement Savings</b>						
474	 % of eligible employees participating in the 457 Deferred Compensation Plan	62%	60%	60%	64%	64%
475	% of Employee Retirement System (ERS) liability funded	98%	103%	100%	100%	100%
476	 # of savings plan/investment education sessions provided	4	3	N/A	8	8



# Information Technology

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## Long-Term Issue - System Security and Data Integrity

*The increasing number and sophistication of security threats to the City's information technology systems, if not addressed, could result in:*

- *Loss of system integrity*
- *Loss of data confidentiality*
- *Decreased ability for the organization to provide services*
- *Financial instability*
- *Exposure of employees and 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.*

477	% success rate for user security awareness testing	95%	94%	95%	90%	90%
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### 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.*

478	% compliance with the adopted security standards	100%	N/A	N/A	95%	95%
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# Information Technology

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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.*

479	% of incidents resolved within four operational hours by the IT Department	70%	81%	70%	75%	75%
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### 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.*

480	% of IT Departmental Contacts who report that the Information Technology Department resources effectively meets their technology service expectations	100%	N/A	N/A	90%	90%
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# Information Technology

FY22 Actual      FY23 Actual      FY24 Projection      FY24 Target      FY25 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.*

481	% of programs where delivery capacity meets or exceeds project demand	47%	69%	69%	86%	86%
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## 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.*




482	% of critical or required IT staff training requests completed annually	100%	N/A	N/A	90%	90%
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## Administrative - Executive Leadership

483	 % of key measures and strategic results achieved	30%	46%	46%	75%	75%
484	% of critical or required IT staff training requests completed annually	100%	N/A	N/A	90%	90%






# Information Technology

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Administrative - Executive Leadership</b>						
485	% of IT Departmental Contacts who report that the Information Technology Department resources effectively meets their technology service expectations	100%	N/A	N/A	90%	90%
486	% of programs where delivery capacity meets or exceeds project demand	47%	69%	69%	86%	86%
<b>Customer Support - Customer Support</b>						
487	 % of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by the IT Department	94%	93%	93%	95%	95%
488	 % of incidents resolved within four operational hours by the IT Department	70%	81%	70%	75%	75%
489	% 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	93%	93%	95%	95%	95%
490	% of incidents resolved within four operational hours by the Customer Support Program	63%	59%	56%	75%	75%
491	# of IT Customer Support work requests completed	6,381	7,380	8,646	5,500	5,500
492	# of IT Customer Support work requests received	7,392	8,005	9,229	5,500	5,500
493	# of requested IT Customer Support projects in backlog	2	1	9	5	5
<b>Public Safety Support - 911 Communications Support</b>						
494	 % 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	100%	N/A	N/A	N/A
495	% of incidents resolved within 24 operational hours by the 911 Communications Support program	N/A	82%	N/A	N/A	N/A
496	# of 911 Communications Support work requests completed	N/A	69	N/A	N/A	N/A
497	# of Special Communications Events supported	N/A	15	4	N/A	N/A
498	# of 911 Communications Support work requests received	N/A	77	N/A	N/A	N/A





# Information Technology

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Public Safety Support - 911 Communications Support</b>						
499	# of requested 911 Communications Support projects in backlog	N/A	64	N/A	N/A	N/A
<b>Public Safety Support - Public Safety Applications Support</b>						
500	 % 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	96%	129%	129%	95%	95%
501	# of public safety system work requests completed	548	1,133	881	550	550
502	# of public safety system work requests received	567	1,241	1,005	550	550
503	# of requested Public Safety Application projects in backlog	11	13	15	12	12
<b>Public Safety Support - Public Safety Communications Support</b>						
504	 % 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	93%	0%	N/A	95%	95%
505	% of incidents resolved within 24 operational hours by the Public Safety Communications Support program	96%	83%	N/A	88%	88%
506	# of Public Safety communication devices supported	9,238	10,225	10,529	10,000	10,000
507	# of Public Safety Communications Support work requests completed	2,497	1,984	2,940	1,800	1,800
508	# of Public Safety Communications Support work requests received	2,288	1,981	2,865	1,800	1,800
509	# of requested Public Safety Communications Support projects in backlog	8	8	7	5	5
<b>Technology Applications Support - Departmental Systems</b>						
510	 % 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	94%	90%	101%	95%	95%
511	% of incidents resolved within four operational hours by the IT Departmental Systems program	60%	56%	51%	75%	75%
512	# of Departmental Systems work requests completed	1,978	2,171	1,892	2,400	2,400








# Information Technology

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Technology Applications Support - Departmental Systems</b>						
513	# of Departmental Systems service requests in backlog	162	141	133	60	60
514	# of Departmental Systems work requests received	2,063	2,185	1,880	2,400	2,400
515	# of requested Departmental Systems projects in backlog	16	15	16	35	35
<b>Technology Applications Support - Enterprise Business Application</b>						
516	 % 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	96%	92%	94%	95%	95%
517	% of incidents resolved within four operational hours by the IT Enterprise Business Applications program	39%	52%	48%	75%	75%
518	# of Enterprise Business Applications work requests completed	1,493	2,192	2,334	1,700	1,700
519	# of Enterprise Business Applications service requests in backlog	59	51	65	68	68
520	# of Enterprise Business Applications work requests received	1,536	2,217	2,375	1,700	1,700
521	# of requested Enterprise Business Applications projects in backlog	16	17	19	25	25
<b>Technology Applications Support - Geographic Information Systems</b>						
522	 % of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by the IT Geographic Information Systems program	100%	96%	96%	95%	95%
523	% of incidents resolved within four operational hours by the IT Geographic Information Systems program	59%	84%	78%	75%	75%
524	# of Geographic Information System work requests completed	397	426	352	425	425
525	# of Geographic Information System service requests in backlog	70	69	84	50	50
526	# of Geographic Information System work requests received	438	428	384	425	425
527	# of requested Geographic Information System projects in backlog	10	9	15	15	15






# Information Technology

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Technology Enhancements - Data Management</b>						
528	 % of customers responding to the IT Work Request Feedback survey who are satisfied with the overall quality of services delivered by Data Management	97%	91%	91%	95%	95%
529	% compliance with recommended data governance controls	95%	96%	96%	90%	90%
530	# of databases supported	463	436	429	380	380
531	# of IT Data Management program work requests completed	1,537	1,130	865	930	930
532	# of Data Management service requests in backlog	97	164	180	75	75
533	# of IT Data Management program work requests received	1,635	1,213	911	1,450	1,450
534	# of requested Data Management projects in backlog	16	18	17	24	24
<b>Technology Enhancements - Project Management</b>						
535	 % of surveyed technology project stakeholders reporting that implemented technology meets identified business goals	100%	100%	100%	90%	90%
536	% of recommended formal business analyses completed for new technology projects	65%	83%	89%	100%	100%
537	% of technology project stakeholders rating the quality of services delivered by the Project Management Program as good or excellent	100%	100%	100%	90%	90%
538	# of Project Management projects completed	19	15	18	17	17
539	# of requested Project Management projects in backlog	37	49	42	36	36
<b>Technology Enhancements - Software Development</b>						
540	 % of surveyed technology project stakeholders who are satisfied with the overall quality of solutions delivered by the Software Development Program	N/A	100%	100%	90%	90%
541	% of successful production builds	N/A	1	1	N/A	N/A
542	% of successful production deployments	N/A	1	1	1	1
543	# of IT Software Development projects completed	5	7	6	8	8
544	# of IT Software Development tasks completed	1,918	2,941	2,241	3,000	3,000






# Information Technology

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Technology Enhancements - Software Development</b>						
545	# of IT Software Development tasks created	3,189	2,580	2,031	3,000	3,000
546	Software Development task completion rate	33	53	42	800	800
547	# of IT Software Development service requests in backlog	1,667	1,254	1,222	250	250
548	# of requested IT Software Development projects in backlog	23	52	39	15	15
<b>Technology Infrastructure - Configuration Management</b>						
549	 % of client devices meeting current configuration standards	57%	56%	63%	51%	51%
550	% of incidents resolved within four operational hours by Endpoint Management program	11%	47%	N/A	75%	75%
551	# of Endpoint Management work requests completed	363	808	N/A	275	275
552	# of software packages managed	169	195	206	200	200
553	# of end user devices managed	5,756	6,414	5,852	6,000	6,000
554	# of requested Endpoint Management projects in backlog	3	2	4	4	4
<b>Technology Infrastructure - Governance, Risk, and Compliance Program</b>						
555	 % compliance with the adopted governance framework	68%	58%	52%	95%	95%
556	% success rate for user security awareness testing	95%	94%	95%	90%	90%
557	# of GRC Program work requests completed	1,240	954	978	960	960
558	# of security incidents that could result in compromised data or system integrity	0	10	13	1	1
559	# of GRC Program work requests received	1,414	1,099	1,199	960	960
560	# of requested GRC projects in backlog	16	8	1	24	24
<b>Technology Infrastructure - Infrastructure Support</b>						
561	 % 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	98%	91%	N/A	N/A
562	% of incidents resolved within four operational hours by the Infrastructure Support program	N/A	39%	38%	N/A	N/A



# Information Technology

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Technology Infrastructure - Infrastructure Support</b>						
563	# of Infrastructure Support Program work requests completed	N/A	1,688	1,278	120	120
564	# of Infrastructure Support Program work requests received	N/A	1,724	1,381	N/A	N/A
565	# of requested Infrastructure Support Program projects in backlog	N/A	9	16	N/A	N/A
<b>Technology Infrastructure - Network</b>						
566	 % of network devices meeting current configuration standards	97%	99%	98%	95%	95%
567	% of incidents resolved within four operational hours by the Network program	51%	24%	22%	75%	75%
568	# of Network Program work requests completed	393	543	741	450	450
569	# of Network Program work requests received	387	584	N/A	450	450
570	# of requested Network Program projects in backlog	10	9	29	25	25
<b>Technology Infrastructure - Security Operations</b>						
571	 % compliance with the adopted security standards	100%	N/A	N/A	95%	95%
572	% of incidents resolved within four operational hours by the Security Operations program	21%	86%	N/A	75%	75%
573	# of Security Operations Program work requests completed	6,464	206	N/A	4,500	4,500
574	# of requested Security Operations projects in backlog	15	15	15	25	25
575	# of Security Operations Program work requests received	7,084	192	N/A	4,500	4,500
<b>Technology Infrastructure - Servers</b>						
576	 % of servers meeting current configuration standards	31%	53%	53%	90%	90%
577	% of incidents resolved within four operational hours by Servers program	56%	63%	N/A	75%	75%
578	# of server work requests completed	1,862	1,964	N/A	1,600	1,600
579	# of servers supported	1,086	1,110	1,205	875	875
580	# of total server storage space managed (Terabytes)	2,049	2,049	2,049	2,050	2,050
581	# of requested Server projects in backlog	10	10	1	12	12



# Information Technology

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
Technology Infrastructure - Servers						
582	# of server work requests received	1,894	1,954	N/A	1,550	1,550

# Municipal Counselor's Office

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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*

583	% of Department Heads receiving monthly communications from the Municipal Counselor's Office	100%	100%	100%	100%	100%
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# Municipal Counselor's Office

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 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

584	% of responding clients surveyed satisfied with the timeliness, effectiveness and overall provision of legal services	96%	96%	96%	90%	90%
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## Administrative - Executive Leadership

585	 % of Department Heads receiving monthly communications from the Municipal Counselor's Office	100%	100%	100%	100%	100%
586	 % of key measures and strategic results achieved	73%	73%	73%	75%	75%
587	% of responding clients surveyed satisfied with the timeliness, effectiveness and overall provision of legal services	96%	96%	96%	90%	90%




## Civil Litigation - Civil Litigation Legal Services

588	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Civil Litigation legal services	100%	100%	100%	90%	90%
589	 # of legal services provided by Civil Litigation attorneys	N/A	N/A	N/A	38,000	38,000
590	\$ expenditure per Civil Litigation legal service provided	N/A	N/A	N/A	32.29	32.29









# Municipal Counselor's Office

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Criminal Justice - Police and Courts Legal Services</b>						
591	 % of responding clients satisfied with the timeliness, effectiveness and overall provision of Police and Courts legal services	90%	90%	90%	90%	90%
592	# of Police and Courts legal services provided	9,195	6,553	8,027	4,800	4,800
593	# of Police and Court legal services requested	9,195	6,553	8,027	4,800	4,800
594	\$ expenditure per Police and Courts legal service provided	0.06	0.02	N/A	0.36	0.36
<b>Criminal Justice - Prosecution Legal Services</b>						
595	 % of Municipal Court Jury Division charges filed or declined within 45 days of bond posting	99%	98%	96%	99%	99%
596	# of cases not tried resolved by guilty or no contest plea	100,586	89,786	84,198	0	0
597	# of cases tried that result in guilty verdict	263	218	159	0	0
598	# of charges filed	117,779	108,876	95,762	0	0
599	# of charges reviewed	133,083	121,425	110,196	0	0
600	# of hours in court for docket appearances	941.14	996.23	907.74	1,000.00	1,000.00
601	# of prosecutions resolved	129,902	123,753	115,943	0	0
602	# of cases resolved without trial	129,595	123,510	115,768	0	0
603	# of cases tried	312	243	175	0	0
604	# of charges presented for review	133,063	121,425	110,196	0	0
605	\$ expenditure per prosecution resolved	16.32	15.40	N/A	11.62	11.62
<b>Labor and Employment Law - Labor Litigation Legal Services</b>						
606	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Litigation legal services	93%	93%	93%	90%	90%
607	 # of Labor Litigation legal services provided	6,118	9,116	N/A	12,800	12,800
608	# of Labor Litigation legal services requested	6,118	9,116	N/A	12,800	12,800
609	\$ expenditure per Labor Litigation legal service provided	52.40	39.78	N/A	28.90	28.90



# Municipal Counselor's Office

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Labor and Employment Law - Labor Relations Legal Services</b>						
610	 % of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Relations legal services	93%	93%	93%	90%	90%
611	# of Labor Relations legal services provided	20,966	26,999	N/A	12,800	12,800
612	# of Labor Relations legal services requested	20,966	26,999	N/A	12,800	12,800
613	\$ expenditure per Labor Relations legal service provided	12.08	10.06	N/A	20.53	20.53
<b>Land Use and Economic Development - Economic Development Legal Services Program</b>						
614	 % of responding clients satisfied with the timeliness, effectiveness and overall provision of Economic Development legal services	95%	95%	95%	90%	90%
615	# of Economic Development legal services provided	21,998	13,206	21,393	11,000	11,000
616	# of Economic Development legal services requested	22,056	13,206	21,393	11,000	11,000
617	\$ expenditure per Economic Development legal service provided	30.30	68.30	N/A	58.25	58.25
<b>Land Use and Economic Development - Land Use Legal Services</b>						
618	 % of responding clients satisfied with the timeliness, effectiveness and overall provision of Land Use legal services	98%	N/A	N/A	90%	90%
619	# of Land Use legal services provided	31,775	22,600	25,055	30,500	30,500
620	# of Land Use legal services requested	32,175	22,600	25,055	30,500	30,500
621	\$ expenditure per Land Use legal service provided	24.78	29.16	N/A	24.14	24.14
<b>Trusts, Utilities and Finance - Trusts, Utilities and Finance Legal Services</b>						
622	 % of responding clients satisfied with the timeliness, effectiveness and overall provision of Trusts, Utilities and Finance legal services	100%	100%	100%	90%	90%
623	# of Trust, Utilities and Finance legal services provided	34,657	33,044	34,844	33,431	33,431
624	# of Trusts, Utilities and Finance legal services requested	34,412	33,044	34,844	33,431	33,431
625	\$ expenditure per Trusts, Utilities and Finance legal service provided	6.82	7.23	N/A	6.99	6.99



# Municipal Court

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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, trust, impartiality, 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:*

- *Lack of public's trust*
- *Decreased court patron satisfaction, confidence, and compliance*
- *Potential Liability*
- *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.*
- *Continue to provide information so that customers are able to make informed decisions about their case(s).*
- *Continue to provide training on procedural justice and customer service with all Municipal Court employees.*

### Strategic Result(s) to measure annual progress on Long-Term Issue

*Annually, 100% of employees will be trained in procedural justice.*

626	# of employees trained in procedural justice	N/A	64	64	65	65
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### Strategic Result(s) to measure annual progress on Long-Term Issue

*Annually, 90% of survey respondents that report that they were treated with courtesy and respect by Court staff.*

627	% of survey respondents that report that they were treated with courtesy and respect by Court staff	94%	92%	92%	98%	98%
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# Municipal Court

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## Long-Term Issue - Skilled and Diverse Workforce

*The increasing difficulty to recruit and retain an adequately compensated, skilled and diverse workforce due to reduction in staffing levels, use in technology, and applicant and employee expectations, if not adequately addressed, will result in:*

- *Delays in court processes*
- *Dissatisfied court patrons*
- *Increased liability*
- *Diminished employee morale*
- *Increased turnover*
- *Insufficient staff to maintain operations and pursue technology solutions*

### Strategies to address the Long-Term Issue

- *Continue to look for innovative ways to incentivize, provide professional development, and retain employees.*
- *Continue to work with the Human Resources Department to offer a competitive package and improve the recruitment and selection process.*
- *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.*

628	% of court cases audited that reflect the Municipal Courts records management system was updated accurately	99%	99%	94%	100%	100%
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### Strategic Result(s) to measure annual progress on Long-Term Issue

*Annually, 90% of court patrons will be satisfied with their overall court experience.*

629	% court patrons satisfied with their experience	95%	87%	87%	97%	97%
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### Strategic Result(s) to measure annual progress on Long-Term Issue

*Annually, 85% of Municipal Court employees will be satisfied with their overall work environment.*

630	% of Municipal Court employees will be satisfied with their workplace environment	84%	80%	80%	71%	71%
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# Municipal Court

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## Long-Term Issue - Technology Services

*The increase in 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 satisfaction with court services*
- *Disruption in court services and processes*
- *Delayed disposition in court cases*

### 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 all stakeholders to identify and implement software solutions that offer more online services.*

### Strategic Result(s) to measure annual progress on Long-Term Issue

*By 2025, 75% of identified court functions will be available electronically.*

## Long-Term Issue - Juvenile Service Resources

*The increasing complexity of juvenile and adult probation cases combined with limited resources, if not adequately addressed, will result in:*

- *Increase in crime rates*
- *Increase in school drop-out rates*
- *Increase in unemployment rates*
- *Increase in substance use*
- *Increase in probation workloads*
- *Increase recidivism*
- *Increase in homelessness rates*

### Strategies to address the Long-Term Issue

- *Continue to identify 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.*

632	% of justice-involved juveniles successfully completing probation within the established period	93%	96%	100%	90%	95%
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# Municipal Court

FY22 Actual FY23 Actual FY24 Projection FY24 Target FY25 Target

## Long-Term Issue - Juvenile Service Resources

### Strategic Result(s) to measure annual progress on Long-Term Issue

*Annually, 85% of the justice-involved adults referred to Probation Services will successfully complete probation*

633	% of justice-involved adults successfully completing supervised probation within the established period	88%	87%	96%	90%	90%
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## Long-Term Issue - Court Safety and Security

*The heightened expectation for a secure and safe court facility, 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 and safety needs of the Municipal Court to ensure the safety of court visitors and employees.*
- *Monitor court facility security and safety issues to identify necessary improvements.*

### Strategic Result(s) to measure annual progress on Long-Term Issue

*Annually, 95% of visitors will report feeling safe while conducting business at Municipal Court.*

634	% of visitors will report feeling safe while conducting business at Municipal Court	87%	91%	91%	95%	95%
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### 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.*





635	% of Municipal Court employees will report that they feel safe while working	81%	87%	87%	91%	91%
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## Administrative - Executive Leadership

636	🔑 % of key measures and strategic results achieved	53%	59%	60%	75%	75%
637	% of Municipal Court employees will be satisfied with their workplace environment	84%	80%	80%	71%	71%
638	🔑 # of court functions available online	N/A	N/A	N/A	10	12







# Municipal Court

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Administrative - Community Outreach</b>						
639	 % of Municipal Court cases referred to community outreach program that are disposed	70%	63%	59%	90%	91%
640	# of cases docketed for community court	N/A	N/A	1,170	1,200	1,200
641	# of cases processed for jail release by Community Outreach	1	4,296	12,151	100	100
642	# of cases referred to the community outreach program	4,313	3,337	2,422	3,600	3,600
<b>Court Case Support - Compliance and Enforcement</b>						
643	 % of total warrants cleared	87%	110%	137%	86%	88%
644	# of cases docketed for jail arraignment	N/A	N/A	1,990	1,500	1,500
645	# of inmate jail releases prepared	N/A	N/A	2,274	1,800	1,800
646	# of total warrants cleared	41,075	41,602	36,645	30,000	35,000
647	# of warrants issued	47,058	37,938	26,709	35,000	40,000
<b>Court Case Support - Court Financial Processing</b>						
648	 % of payments processed and posted to proper case	100%	100%	96%	100%	80%
649	% of court payment transactions processed electronically	76%	79%	79%	75%	60%
650	# of court payment transactions processed - Electronically	70,962	63,674	55,672	60,000	60,000
651	# of court payment transactions processed - In Person	21,811	16,682	14,507	20,000	40,000
652	# of non-payment court transactions processed	N/A	N/A	13,124	N/A	14,000
<b>Court Case Support - Court Services</b>						
653	 % of court cases audited that reflect the Municipal Courts records management system was updated accurately	99%	99%	94%	100%	100%
654	% court patrons satisfied with their experience	95%	87%	87%	97%	97%
655	# of cases disposed	146,217	140,365	133,887	130,000	111,000
656	# of days until disposal on average	466	1,009	814	450	550
657	# of cases expunged	N/A	N/A	138	150	200
658	# of citations issued	N/A	N/A	99,750	120,000	90,000





# Municipal Court

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Municipal Judicial Services - Municipal Judicial Services</b>						
659	 % of court participants (defense attorneys, enforcement personnel, and jurors) satisfied with judicial services	98%	100%	100%	95%	95%
660	# of hearings provided	61,553	66,893	75,783	65,000	65,000
661	\$ expense per hearing provided	8.81	8.85	N/A	9.48	9.48
<b>Probation Services - Probation Services</b>						
662	 % of justice-involved adults completing probation without further involvement with the OKC Municipal Court within a two-year period	96%	91%	97%	98%	95%
663	 % of justice-involved adults successfully completing supervised probation within the established period	88%	87%	96%	90%	90%
664	 % of justice-involved juveniles successfully completing probation within the established period	93%	96%	100%	90%	95%
665	# of justice-involved adults successfully completing supervised probation within a specified time frame	414	414	498	360	400
666	# of justice-involved juveniles successfully completing probation within a specified time frame	400	409	232	138	522
<b>Security and Facility Operations - Municipal Court Security and Facility Operations</b>						
667	% of Municipal Court employees will report that they feel safe while working	81%	87%	87%	91%	91%
668	% of visitors will report feeling safe while conducting business at Municipal Court	87%	91%	91%	95%	95%
669	# of days without a security incident	248.00	252.00	258.42	249.00	249.00
670	# of business days court facility is open	251	251	251	249	249



# Parks and Recreation

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## 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.

671		% of citizens visiting a park and/or participating in a park program	73%	76%	77%	80%	80%
672		% of customer surveyed who are satisfied with recreation facilities and programming	82%	90%	96%	85%	95%



# Parks and Recreation

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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:*

673	% of identified safety concerns addressed within one business day	N/A	1.00	1.00	0.70	1.00
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# Parks and Recreation

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 Target

## 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%.*

674		% of residents surveyed who are satisfied with the maintenance of city parks	71%	66%	68%	75%	75%
675		% of respondents from the annual resident survey who are satisfied with City's trails	65%	61%	67%	70%	75%



# Parks and Recreation

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 Target

## 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







676		% of citizens within a half mile of a recreation facility, trail or park	70%	69%	75%	75%	78%
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## Administrative - Executive Leadership

677		% of key measures and strategic results achieved	32%	32%	38%	78%	78%
678		% of citizens reporting they are satisfied with their Civic Center Music Hall experience	74%	74%	78%	75%	80%
679		% of citizens satisfied with Parks and Recreation Department	65%	63%	65%	68%	68%
680		% of citizens satisfied with the maintenance of new or upgraded parks and facilities	71%	64%	68%	75%	75%
681		% of citizens visiting a park and/or participating in a park program	73%	76%	77%	80%	80%
682		% of citizens within a half mile of a recreation facility, trail or park	70%	69%	75%	75%	78%










# Parks and Recreation

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Grounds Management - Grounds Maintenance</b>						
683	 % of parks mowed within two weeks	32%	95%	100%	94%	94%
684	 % of residents surveyed who are satisfied with the maintenance of city parks	71%	66%	68%	75%	75%
685	% of equipment in service	95%	99%	99%	98%	98%
686	# of equipment repairs completed	696	566	612	800	800
687	# of public ground acres mowed	34,419.49	19,480.56	14,369.08	15,250.22	15,250.22
688	# of requests received for mowing	2	42	70	12	45
<b>Grounds Management - Park Events</b>						
689	 % of park event organizers surveyed who are satisfied with event permitting services	N/A	100%	96%	96%	96%
690	% of customers surveyed who are satisfied with park event center facilities	N/A	100%	100%	96%	96%
691	# of event center rentals issued	184	303	282	180	275
692	# of event center rentals requested	870	1,440	1,488	200	1,475
693	# of permitted events requested	491	282	283	240	285
<b>Grounds Management - Parks Amenities and Trails Program</b>						
694	 % of identified safety concerns addressed within one business day	N/A	1.00	1.00	0.70	1.00
695	 % of respondents from the annual resident survey who are satisfied with City's trails	65%	61%	67%	70%	75%
696	# of hours inspecting and maintaining trails	N/A	2,306	3,777	2,300	3,300
697	# of new outdoor athletic fields total	0	0	0	6	6
698	# of playground inspections	2,158.00	2,319.00	1,084.09	2,900.00	2,900.00
699	# of trail miles inspected and maintained	2,123.00	2,496.55	2,333.59	1,800.00	2,400.00
<b>Grounds Management - Parks Athletic Fields Program</b>						
700	 % of athletic fields meeting competition standards	78%	78%	57%	27%	27%






# Parks and Recreation

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Grounds Management - Parks Athletic Fields Program</b>						
701	 % of league/tournament participants who are satisfied with outdoor athletic facilities	0%	3%	N/A	3%	3%
702	# of athletic fields renovated	N/A	2	2	2	2
703	# of City maintained athletic fields	N/A	359	348	360	360
704	# of hours maintaining athletic fields	N/A	13,398	14,119	13,400	13,400
705	# of athletic fields that need improvement	N/A	156	N/A	12	12
706	# of new outdoor athletic fields needed to meet population demands	N/A	102	102	N/A	N/A
<b>Grounds Management - Traffic Hazard Abatement</b>						
707	 % of identified traffic hazards abated within 3 working days	93%	99%	99%	24%	22%
708	# identified traffic hazards abated	96	338	705	450	500
709	# of potential traffic hazard inspections requested	249	338	700	500	500
<b>Grounds Management - Urban Forestry Services</b>						
710	 % change of trees in the park inventory	N/A	0%	0%	1%	1%
711	# of new trees planted	214	49	7	50	50
712	# of tree maintenance requests completed	620	275	612	900	600
<b>Natural Resources - Canal/Field Horticulture</b>						
713	 % of residents satisfied with the condition of landscaping in City parks	45%	47%	47%	60%	60%
714	 % of residents satisfied with the condition of the Bricktown Canal and landscaping	N/A	70	70	70	70
715	# of square feet of landscaped areas maintained	407,736	407,736	407,736	407,736	407,736
<b>Natural Resources - Fisheries Management</b>						
716	 % of fishing class participants surveyed who are satisfied	99%	99%	99%	99%	99%
717	 % of sampled fishing waters with fair or better fishing standards	40%	0%	0%	75%	75%
718	# of fish stocked	567,760	497,644	299,903	500,000	500,000





# Parks and Recreation

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Natural Resources - Fisheries Management</b>						
719	# of fishing education program attendees	801	1,366	2,192	800	2,000
720	# of fishing education programs held	16	18	22	30	25
721	# of fishing permits sold	8,046	7,869	7,605	18,000	7,900
722	\$ expenditure per fish stocked	0.44	0.44	N/A	0.40	0.40
<b>Natural Resources - Martin Nature Park</b>						
723	 % of customers surveyed who are satisfied with the nature park, trail access, and educational opportunities	N/A	94%	100%	99%	99%
724	 % of requested hikes completed	116%	489%	1,596%	100%	100%
725	# of Martin Nature Park nature programs participants	5,048	10,236	16,344	7,653	17,000
726	# of nature park visitors	227,162	196,273	183,195	230,000	175,000
727	# of nature programs conducted	113	137	203	80	160
728	# of nature programs requested	97	28	13	125	18
<b>Natural Resources - Will Rogers Gardens</b>						
729	 % of Will Rogers Gardens rental survey respondents who are satisfied with their rental experience	N/A	100%	102%	99%	99%
730	% of time Will Rogers Gardens is rented	41%	40%	N/A	60%	47%
731	% of Will Rogers Gardens' class program participants surveyed who were satisfied with their education program	N/A	100%	100%	99%	99%
732	# of hours rented at Will Rogers' Gardens	7,878.00	7,686.50	N/A	11,427.00	9,000.00
733	# of Will Rogers Gardens' program participants	1,660	2,840	2,781	1,800	2,800
734	# of hours available to rent Will Rogers Gardens	19,167	19,167	19,161	19,045	19,045
735	# of Will Rogers Gardens' rental hours requested	7,878.00	7,686.50	N/A	8,500.00	7,900.00
<b>Public - Private Partnership - Community Partnership</b>						
736	# of annual volunteer hours	129,511	154,028	211,097	182,210	215,000
737	# of partnerships	55	55	64	65	65
738	\$ of volunteer value	7,204,193	9,391,536	12,847,055	7,300,000	13,000,000






# Parks and Recreation

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Public - Private Partnership - Community Partnership</b>						
739	\$ value of donations	920,112	27,187	46,691	75,000	50,000
740	% increase in volunteer hours	N/A	18.81	37.05	18.00	20.00
<b>Public - Private Partnership - Trust and Foundation Support</b>						
741	🔑 % of golf participants satisfied with the overall quality and condition of the municipal golf courses	N/A	N/A	N/A	75%	75%
742	🔑 % of guests satisfied with the overall quality and maintenance of the Civic Center's performance facilities.	88%	93%	94%	95%	95%
743	🔑 % of Myriad Botanical Gardens guests satisfied with the overall quality of garden facilities and services	N/A	N/A	N/A	85%	85%
744	🔑 % of Riversport guests satisfied with the overall quality of the Riversport facilities and services	52%	24%	23%	90%	90%
745	🔑 % of Scissortail Parks guests satisfied with the overall quality of park facilities and services	N/A	N/A	N/A	95%	95%
746	% of senior participants surveyed who are satisfied with the overall quality of classes and events	N/A	N/A	N/A	97%	97%
747	# of golf rounds played at municipal golf courses	N/A	311,999	336,944	315,000	320,000
748	# of guests attending Civic Center Music Hall performances	162,349	234,152	239,503	157,298	240,000
749	# of guests attending private Civic Center Music Hall events.	5,779	8,616	18,925	4,755	16,000
750	# of memberships at the Senior Health and Wellness Centers	N/A	N/A	N/A	N/A	N/A
751	# of participants at Riversport	N/A	36,639	42,366	37,000	37,000
752	# of visitors to Scissortail Park events	N/A	226,290	264,061	228,000	228,000
753	# of visitors to the Myriad Botanical Gardens Crystal Bridge	0	99,400	112,499	75,000	100,000
<b>Recreation, Health and Wellness - Aquatics, Health and Wellness</b>						
754	🔑 # of outdoor swimming facility participants per operating day	328	474	N/A	169	500
755	🔑 % of customers surveyed who are satisfied with the City's aquatic facilities and programming opportunities	26%	43%	43%	50%	47%



# Parks and Recreation

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Recreation, Health and Wellness - Aquatics, Health and Wellness</b>						
756	 % of participants surveyed who are satisfied with health and wellness programs	N/A	N/A	N/A	90	80
757	# of aquatics classes held	80	54	49	150	100
758	# of aquatics classes scheduled	131	106	59	160	125
759	# of Health and Wellness Program participants	6,312	5,530	4,921	72	3,000
760	# of indoor swimming facility participants per operating day	N/A	307	657	N/A	32
761	# of swim lesson participants	226	151	N/A	600	400
762	# of visits to indoor aquatic facilities	N/A	6,929	17,869	N/A	9,750
763	# of visits to outdoor aquatics facilities	N/A	35,523	43,280	35,523	33,000
<b>Recreation, Health and Wellness - Athletics Program</b>						
764	 % of sport participants surveyed who are satisfied with the organization of the sports activity	83%	92%	N/A	98%	90%
765	% of residents who are satisfied with athletic programs	37%	41%	43%	45%	47%
766	% of sport participants surveyed who are satisfied	N/A	91%	N/A	84%	83%
767	# of adult league participants	4,828	3,926	3,393	4,859	4,800
768	# of sport participants surveyed total	N/A	275	N/A	100	240
769	# of sport participants surveyed who are satisfied	N/A	249	N/A	84	200
770	# of volunteer coaches	235	222	N/A	134	230
771	# of youth league participants	1,689	2,204	2,098	2,029	2,700
<b>Recreation, Health and Wellness - General Recreation</b>						
772	 % of customer surveyed who are satisfied with recreation facilities and programming	82%	90%	96%	85%	95%
773	# of recreation center class participants	N/A	39,805	21,383	40,000	39,000
774	% of resident Survey respondents that are satisfied with City recreation centers	39%	43%	44%	51%	44%
775	% of scheduled classes held	74%	74%	N/A	66%	89%



# Parks and Recreation

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Recreation, Health and Wellness - General Recreation</b>						
776	# of customer surveyed total	309	223	133	425	300
777	# of customer surveyed who are satisfied with recreation facilities and programming	253	201	127	361	285
778	# of recreation center classes held	425	412	N/A	338	430
779	# of recreation center classes scheduled	709	609	539	600	500
780	# of recreation center visits	N/A	60,654	69,503	N/A	70,000
781	# of senior class participants (class enrollment)	5,431	3,475	4,600	6,000	3,400



# Planning

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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:*

- 90% 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.

782	% of people who are homeless who remain in permanent housing for more than six months	95%	88%	88%	90%	90%
783	% of residents that say they are satisfied or very satisfied with the appearance of the city	57%	51%	51%	56%	56%
784	% of residents that say they are satisfied or very satisfied with their feeling of safety	54%	50%	50%	57%	54%



# Planning

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## 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

785	% of Commercial District Revitalization Program (CDRP) districts that maintain or increase in total market value from one year to the next	93%	93%	93%	100%	100%
786	 % of citizens satisfied with neighborhood attributes	54%	51%	51%	65%	65%



# Planning

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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.

787	% of new development and redevelopment that occurs in the inner-loop	12%	17%	18%	19%	19%
788	% of commute trips made by walking, bicycling, or public transportation	2.10%	2.00%	2.00%	2.16%	2.16%

## Administrative - Executive Leadership




789	 % of key measures and strategic results achieved	50%	53%	33%	75%	75%
790	% of residents that say they are satisfied or very satisfied with the appearance of the city	57%	51%	51%	56%	56%
791	% of residents that say they are satisfied or very satisfied with their feeling of safety	54%	50%	50%	57%	54%

## Administrative - Arts and Cultural Affairs

792	 % change in City investment in public art	N/A	351%	351%	-38%	0%
793	% change in Non-1% for Art projects annually	N/A	40%	N/A	0%	10%
794	% change in Non-1% for Art projects completed	N/A	6%	N/A	0%	20%
795	% change in 1% for Art projects annually	N/A	275%	275%	6%	3%
796	% change in 1% for Art projects completed	N/A	0%	N/A	8%	7%
797	# of 1% for Art projects completed annually	N/A	12	12	14	15
798	# of 1% for Art projects managed annually	N/A	33	33	36	37



# Planning

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Administrative - Arts and Cultural Affairs</b>						
799	# of Non-1% for Art projects completed annually	N/A	2	2	5	6
800	# of Non-1% for Art projects managed annually	N/A	14	14	10	11
<b>Administrative - Office of Sustainability</b>						
801	 # of adaptokc policies initiated by "start by" date	N/A	42	42	55	60
802	# of Air Quality policies initiated by the (start by date) according to the plan	N/A	6	6	7	8
803	# of Energy Productivity policies initiated (by start date) according to the plan	N/A	13	13	15	17
804	# of Natural Built policies initiated by the (start by date) according to the plan	N/A	14	14	15	17
805	# of outreach and education event participants	634	1,591	1,591	700	800
806	# of outreach and education events held	25	48	48	30	35
807	# of Waste Reduction policies initiated by the (start by date) according to the plan	N/A	9	9	10	10
<b>Current Planning and Urban Design - Current Planning</b>						
808	 % of rezoning applications that are a PUD or SPUD	N/A	69%	76%	67%	67%
809	% of affected departments will participate in planning initiatives where cross-departmental issues have been identified	100%	100%	100%	100%	100%
810	# of development applications reviewed by staff	273	223	209	250	250
811	# of preliminary plats reviewed by staff	49	31	58	50	50
<b>Current Planning and Urban Design - Urban Design and Community Appearance</b>						
812	 % of residents surveyed who say they are satisfied or very satisfied with the appearance of the community	57%	51%	51%	63%	63%
813	% of change in property values within all Design Districts	24%	6%	6%	7%	7%
814	# of applications reviewed in design districts	524	341	322	600	500
815	# of Historic Landmark Design ations reviewed	N/A	0	0	1	1





# Planning

FY22 Actual FY23 Actual FY24 Projection FY24 Target FY25 Target



## Current Planning and Urban Design - Urban Design and Community Appearance

816	# of National Register Nominations reviewed	4	1	0	6	6
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## Housing Community Development - Community Development

817	 % of poverty within the Neighborhood Revitalization Strategy Area (NRSA)	N/A	28%	28%	27%	27%
818	 % of citizens satisfied with neighborhood attributes	54%	51%	51%	65%	65%
819	% 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	74%	73%	73%	74%	73%
820	% of residents that say they are satisfied or very satisfied with property maintenance in their neighborhoods in the City's annual Citizen Survey	61%	60%	60%	63%	62%
821	# of down payment assistances provided	14	13	20	30	25
822	# of housing rehabilitations completed	106	100	143	97	101
823	# of housing units assisted or built through all program services	107	103	144	150	150
824	# of new housing units constructed	1	4	2	10	10

## Housing Community Development - Grant and Financial Management








825	 % of grant awards that are in compliance with the terms of their agreement	99%	100%	100%	100%	100%
826	 % of match versus award for infrastructure grants	N/A	8%	8%	20%	20%
827	# of grant funding agreements managed	55	82	77	45	50
828	# of infrastructure-related grant applied for annually	N/A	17	17	6	7
829	\$ of infrastructure-related grant match	N/A	800,000	800,000	1,250,000	1,250,000
830	\$ of infrastructure-related grants awarded to the City of Oklahoma City	N/A	10,458,598	10,458,598	5,000,000	5,000,000

## Housing Community Development - Homelessness Services

831	 % of people who are homeless who remain in permanent housing for more than six months	95%	88%	88%	90%	90%
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# Planning

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Housing Community Development - Homelessness Services</b>						
832	# of People who were formerly homeless housed through the Continuum of Care Program Permanent Supportive Housing Program	1,151	743	743	760	800
833	 # of people who are homeless in Oklahoma City according to the Point in Time Count	1,339	1,436	1,436	1,200	1,200
<b>Plan Development and Implementation - Comprehensive Planning</b>						
834	 % of new development and redevelopment that occurs in the inner-loop	12%	17%	18%	19%	19%
835	% Comprehensive plan policies in progress or implemented	76%	76%	76%	76%	88%
836	# of Comprehensive Plan policies in progress or implemented each year	236	236	236	236	274
837	# of square feet of development city wide	29,679,912	20,407,001	25,468,891	26,000,000	26,000,000
<b>Plan Development and Implementation - Neighborhood and Commercial District Revitalization</b>						
838	 % change in new construction and building remodels in Strong Neighborhoods Initiative (SNI) Neighborhoods	106.00%	-71.75%	-71.75%	10.00%	10.00%
839	 % of Commercial District Revitalization Program (CDRP) districts that maintain or increase in total market value from one year to the next	93%	93%	93%	100%	100%
840	% change in new construction and building remodels in CDRP, TIF, and BIDs	183%	57%	57%	7%	7%
841	# of events sponsored by the Districts in the CDRP Program	121	110	142	100	112
<b>Plan Development and Implementation - Transportation Planning</b>						
842	 % of bikewalkokc policies and initiatives completed, implemented or in progress	N/A	0%	0%	0%	10%
843	 % of commute trips made by walking, bicycling, or public transportation	2.10%	2.00%	2.00%	2.16%	2.16%
844	 % reduction in traffic fatalities and serious injuries annually per capita	N/A	N/A	N/A	0%	5%



# Planning

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Plan Development and Implementation - Transportation Planning</b>						
845	# of annual traffic fatalities (all modes)	N/A	N/A	N/A	0	85
846	# of crashes resulting in injuries (all modes)	N/A	N/A	N/A	2,310	2,195
847	# of residents within a half mile of a bike facility	N/A	93,542	93,542	102,896	112,250
848	# of residents within a quarter mile of a sidewalk	N/A	201,063	201,063	207,095	217,450
<b>Subdivision and Zoning - Subdivision and Zoning</b>						
849	 % of applicants that receive a rezoning development application decision within 120 days of application submission	100%	100%	100%	98%	98%
850	% of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	100%	100%	100%	98%	98%
851	Average # of days for applicants proposing a new subdivision to receive a development application decision	51	49	49	54	54
852	# of case maps created	N/A	1,776	1,395	1,800	1,800
853	# of zoning and subdivision applications processed	597	960	1,072	800	800



# Police

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## 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.
- Increase sworn personnel efficiency through alternative response, technology, and hiring civilians to complete tasks not requiring sworn personnel.

### Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, 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 above the national average of comparable cities, 8%
- Violent crime clearance rate above the national average of comparable cities, 33%.
- 55% or more of residents will feel safe in the Downtown area.


854		% of residents citywide reporting they feel safe <sup>1</sup>	54%	50%	50%	60%	60%
855		% of residents reporting they are satisfied with the quality of police services citywide <sup>1</sup>	73%	72%	72%	73%	73%
856		% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrives	60%	62%	61%	80%	80%
857		% of property crimes cleared by arrest, prosecution, or other means <sup>2</sup>	24%	23%	29%	30%	30%



# Police

FY22 Actual      FY23 Actual      FY24 Projection      FY24 Target      FY25 Target

## Long-Term Issue - Greater Need for Police Presence and Services

858		% of person crimes cleared by arrest, prosecution, or other means <sup>2</sup>	54%	57%	61%	70%	70%
859		% of residents reporting they feel safe in the Downtown area <sup>1</sup>	39%	37%	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 below comparable cities nationwide.

860		# of aggravated assaults per 100,000 residents	362.17	347.12	338.50	360.13	360.13
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# Police

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 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.*
- *Increase utilization of alternative response resources and training.*
- *Adoption of innovative equipment, technology, and training.*

### Strategic Result(s) to measure annual progress on Long-Term Issue


*Annually, 72% or more residents will be satisfied with the quality of police services citywide.*

861	% of residents reporting they are satisfied with the quality of police services citywide	73%	72%	72%	73%	73%
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## Administrative - Executive Leadership

862	 % of key measures and strategic results achieved	41%	41%	33%	75%	75%
863	% of underutilized vehicles in the fleet	8%	12%	9%	10%	10%

## Administrative - Human Resources

864	 % of applications received from minority applicants	53%	48%	49%	30%	30%
865	# of minority recruits hired	16	20	20	30	30
866	# of applications for sworn positions received by department	1,825	1,798	1,708	2,000	2,000









## Administrative - Professional Standards

867	 % of administrative investigations completed within six months	86%	215%	192%	90%	90%
868	# of administrative investigations	42	13	23	20	20














# Police

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Administrative - Professional Standards</b>						
869	# of criminal investigations	0	0	0	0	0
<b>Administrative - Public Information</b>						
870	 # of views per social media post	22,590	20,848	16,776	18,000	18,000
871	# of media requests responded to	9,241	9,086	9,269	9,000	9,000
872	# of resident requests responded to	942	1,416	1,871	1,000	1,000
873	# of social media posts	2,918	2,796	2,909	3,000	3,000
874	# of written news releases produced through the PIO	326	276	162	400	400
<b>Investigations - Investigations</b>						
875	 # of aggravated assaults per 100,000 residents	362.17	347.12	338.50	360.13	360.13
876	  % of person crimes cleared by arrest, prosecution, or other means	54%	57%	61%	70%	70%
877	  % of property crimes cleared by arrest, prosecution, or other means	24%	23%	29%	30%	30%
878	# of investigations conducted (all investigations including Municipal Court charges as well as State and Federal Court charges)	27,964	27,445	31,488	30,000	30,000
879	# of incidents routed for review	77,287	69,277	76,822	70,000	70,000
<b>Investigations - Investigations Support</b>						
880	% of National Accreditation Board standards achieved during assessment	100%	100%	100%	100%	100%
881	 # of evidential items processed	1,518	1,869	1,776	1,750	1,750
882	 # of responses to crime scenes	1,241	1,241	1,138	1,455	1,455
883	# of crime lab tests conducted	41,970	36,075	41,388	55,000	55,000
884	# of firearms entered into the National Integrated Ballistic Information Network	3,072	3,221	3,556	3,000	3,000









# Police

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Operations - 911 Communications</b>						
885	 % of 911 calls answered within 10 seconds	86%	74%	64%	90%	90%
886	 % of life threatening (Priority 1) calls dispatched within 2 minutes 30 seconds	73%	74%	72%	85%	85%
<b>Operations - Crime Prevention and Awareness</b>						
887	 % of crime prevention and awareness training participants who report they received important/useful information	100%	100%	99%	100%	100%
888	# of crime prevention and awareness participants trained	1,158	3,117	2,517	3,000	3,000
<b>Operations - Patrol</b>						
889	  % of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrives	60%	62%	61%	80%	80%
890	  % of residents citywide reporting they feel safe	54%	50%	50%	60%	60%
891	 % of residents reporting they are satisfied with the quality of police services citywide	73%	72%	72%	73%	73%
892	% of officers that achieve the minimum performance standards for their patrol shift and division	86%	85%	85%	85%	85%
893	# of calls for service answered	425,736	446,114	442,400	425,000	425,000
894	# of mental health calls	19,944	18,851	18,217	20,000	20,000
895	# of mental health transports	4,983	3,474	3,130	5,000	5,000
896	# of self-initiated contacts provided	65,132	65,728	69,099	75,000	75,000
<b>Operations - Youth Services</b>						
897	# of crimes reported to School Resource Officers in schools per 1,000 students	4.93	4.32	5.14	4.68	4.68
898	 # served in outreach programs	34,165	52,311	82,688	65,000	65,000
899	# served by Youth Enrichment Service (Y.E.S.) Officers	11,354	5,408	3,592	5,500	5,500
900	# of youths processed through Community Intervention Center.	1,294	1,828	2,359	2,000	2,000



# Police

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Operations - Youth Services</b>						
901	# of youths served by the Family Awareness and Community Teamwork (F.A.C.T )	3,168	7,657	9,741	9,000	9,000
902	# of youths served by the Juvenile Intervention Program	26	20	207	45	45
903	# of youths served by the Police Athletic League	29,165	45,401	70,419	55,000	55,000
<b>Public Safety Support - Court Enforcement and Investigations</b>						
904	 % of total warrants cleared of total received	N/A	100%	100%	100%	100%
905	# of warrants cleared by officers	0	15,307	40,740	28,500	28,500
906	# of warrants received by officers	0	15,307	40,740	28,500	28,500
907	 # of security breaches	0	0	0	0	0
908	# of service responses	3,016	1,792	1,600	2,000	2,000
<b>Public Safety Support - Inmate Processing/Incarceration Alternative</b>						
909	% change in the number of people incarcerated for municipal charges	4%	-12%	18%	0%	0%
910	% 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%
911	 # of arrestees processed	13,051	12,035	12,656	13,000	13,000
912	# of Detox admissions provided	2,690	1,948	1,679	2,000	2,000
913	 # of inmate days utilized by Oklahoma City at the Oklahoma County Detention Center	2,496	3,282	8,791	2,500	2,500
<b>Public Safety Support - Permit Services</b>						
914	 % of alarm responses with alarm permits	62%	51%	40%	46%	46%
915	% of total alarm responses that are false alarms	71%	61%	60%	96%	96%
916	# of all permits processed	34,683	30,685	27,209	41,500	41,500
<b>Public Safety Support - Records Management</b>						
917	 % of reports validated within 24 hours	100%	100%	100%	100%	100%





# Police

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Public Safety Support - Records Management</b>						
918	# of open record requests processed	N/A	N/A	66,164	67,000	67,000
919	# of reports validated	144,610	141,162	136,130	144,000	144,000
<b>Public Safety Support - Training</b>						
920	🔑 % of officers who rate training as high or very high in supporting the knowledge and skills needed to provide public safety services	90%	84%	45%	75%	75%
921	% of Commissioned Supervisors who have been provided Leadership Development Training each year	17%	100%	100%	100%	100%
922	# of recruits that graduate from the Police Academy	44	48	48	90	90
923	# of training hours provided	2,000	2,109	2,249	2,000	2,000
<b>Special Operations - Police Investigations Special Protection, Events &amp; Emergency Response</b>						
924	🔑 % of Federal and State required all hazard emergency or disaster plans reviewed and updated	100%	100%	100%	100%	100%
925	🔑 % of first responders who rate training and/or exercises provided by SPEER unit as high or very high	N/A	N/A	100%	100%	100%
926	# of exercises conducted	5	1	3	3	3
927	# of residents contacted through public education and outreach presentations, events or opportunities	931	3,269	2,465	500	500
928	# of responder training courses coordinated or conducted.	16	17	21	12	12
929	# of responses to significant events, emergencies or disasters	30	7	7	24	24
930	# of social media posts	N/A	N/A	416	250	250
931	# of Special Event security hours provided	N/A	N/A	27,971	23,849	23,849
<b>Special Operations - Special Operations Support</b>						
932	🔑 # of drive-by shootings per 100,000 residents	10.67	10.75	16.49	12.23	12.23
933	# of Special Projects' illicit drug cases presented for prosecution per 100,000 residents	308.66	274.40	282.32	290.00	320.00
934	# of computer, digital, electronic and other media device forensic examinations completed	1,051	1,128	1,311	1,000	1,000



# Police

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Special Operations - Special Operations Support</b>						
935	# of criminal nuisance abatement cases	363	345	401	350	375
936	# of overdose deaths reported	N/A	N/A	200	50	50
<b>Special Operations - Uniform Support and Traffic Safety</b>						
937	 # of traffic collisions per 1,000 residents of Oklahoma City	22.39	21.81	21.64	24.00	24.00
938	 % of residents that are satisfied with traffic enforcement	57%	50%	50%	60%	60%
939	# of traffic contacts per 1,000 residents of Oklahoma City	112.11	100.20	92.80	183.84	183.84
940	# of traffic fatalities per 1,000 residents of Oklahoma City	0.16	0.13	0.15	0.12	0.12
941	# of DUI arrests made	N/A	1,579	1,668	1,800	1,800
942	# of special event security hours provided	18,285.50	17,657.95	19,738.28	18,000.00	18,000.00
943	# of traffic collision investigations completed	15,734	15,629	15,898	15,000	15,000
944	# of traffic contacts made	78,785	71,790	68,183	112,000	112,000



# Public Transportation and Parking

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## 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*

945	Annual vacancy rate	8%	8%	8%	8%	6%
946	% of public transportation customers surveyed rating service as satisfactory	72%	N/A	N/A	78%	78%
947	% of on-time bus departures	69%	67%	63%	75%	75%
948	% of EMBARK Plus paratransit pick-ups on time	94.54%	94.19%	94.12%	95.00%	95.00%
949	% of on-time streetcar departures	95%	93%	100%	97%	97%



# Public Transportation and Parking

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Long-Term Issue - Service</b>						
950	% of federally required EMBARK Plus paratransit pickups denied due to capacity constraints	0.83%	0.96%	1.01%	0.00%	0.00%
951	# of parking complaints per 1,000 transactions	0.0140	0.1780	0.0717	0.0100	0.0100
952	# of passenger trips provided	2,224,040	2,649,957	2,857,773	3,166,438	2,947,842
<b>Long-Term Issue - Safety</b>						
<p><i>The ongoing need to prioritize customer and employee safety, if not addressed, will result in:</i></p> <ul style="list-style-type: none"> <li><i>Reduction in safe environments for customers and employees</i></li> <li><i>Reduced stakeholder and community confidence</i></li> <li><i>Increased vehicle collisions, on the job injuries, and passenger injuries</i></li> <li><i>Negative impacts to state and federal funding</i></li> </ul> <p><b>Strategies to address the Long-Term Issue</b></p> <ul style="list-style-type: none"> <li><i>Implement federally required Safety Management System (SMS)</i></li> <li><i>Modernize and intensify employee safety training systems</i></li> <li><i>Invest in ongoing transit and parking asset maintenance and management</i></li> <li><i>Develop and implement an incident tracking and reporting system</i></li> </ul> <p><b>Strategic Result(s) to measure annual progress on Long-Term Issue</b></p> <p><i>By 2024, Public transportation and parking customers and employees will experience enhanced safety as evidenced by:</i></p> <ul style="list-style-type: none"> <li><i>Preventable accidents will be at or below 2.97 per 100K miles</i></li> <li><i>Total Case Preventable On the Job Injury Incident Rate will be 10% below the industry standard</i></li> <li><i>100% of preventive maintenance inspections will be completed on-time</i></li> <li><i>90% of passengers surveyed will report they feel safe at the transit center, bus stops, or while riding the bus</i></li> <li><i>Security incidents will be at or below 1 per 100,000 passengers</i></li> </ul>						
953	# of preventable accidents per 100,000 miles	1.26	2.22	2.92	2.07	2.47
954	% of FTE Employees without an on-the-job injury (OJI)	91%	86%	88%	91%	91%
955	% of vehicle preventive maintenance procedures completed on time	100%	100%	100%	100%	100%



# Public Transportation and Parking

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Long-Term Issue - Safety</b>						
956	% of passengers surveyed will report they feel safe at the transit center, bus stops, or while riding the bus	73%	N/A	N/A	80%	80%
957	# of security incidents per 100,000 passengers	0.0450	0.1132	0.3670	0.1500	0.1500
<b>Long-Term Issue - Growth</b>						
<p><i>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:</i></p> <ul style="list-style-type: none"> <li><i>Missed opportunities to attract new customers</i></li> <li><i>Declining community confidence and trust</i></li> <li><i>Difficulty in attracting private sector talent and employees to Oklahoma City from other states</i></li> <li><i>Decreased economic development, expansion, and partnerships</i></li> </ul> <p><b>Strategies to address the Long-Term Issue</b></p> <ul style="list-style-type: none"> <li><i>Implement private sector employee transit pass program</i></li> <li><i>Affect change in the municipal code to support Transit Oriented Development and land use strategies</i></li> <li><i>Update and implement long-range and short-range transit and parking plans</i></li> <li><i>Promote technology-based customer centric programs, improve ADA eligibility process and establish a travel training program</i></li> <li><i>Continued coordination with state, local and federal partners regarding transit funding</i></li> <li><i>Launch pilot program to manage private parking assets</i></li> </ul> <p><b>Strategic Result(s) to measure annual progress on Long-Term Issue</b></p> <p><i>By 2024, Public Transportation and Parking services will promote sustainable growth as evidenced by:</i></p> <ul style="list-style-type: none"> <li><i>5% Increase in operations expense recovered through fare revenue</i></li> <li><i>10% decline in bus transfers</i></li> <li><i>Construction and launch of NW Bus Rapid Transit route</i></li> <li><i>Construction and opening of new hotel/convention center parking garage</i></li> <li><i>25% increase of available public parking through management of private parking assets</i></li> </ul>						
958	% increase in available public parking through management of private parking assets	0.00%	0.00%	0.00%	0.00%	2.00%









# Public Transportation and Parking

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Administrative - Executive Leadership</b>						
959	🔑 % of key measures and strategic results achieved	36%	36%	32%	75%	75%
960	% of newly hired employees who retain employment with EMBARK for more than 24 months	52%	39%	45%	50%	50%
961	Annual Turnover Rate of Employees	22%	18%	22%	18%	16%
962	# of full-time employees supported	304	324	355	325	395
963	Annual vacancy rate	8%	8%	8%	8%	6%
<b>Administrative - Customer Relations</b>						
965	🔑 % of customer calls answered in 30 seconds	94%	91%	84%	95%	95%
966	% of customer inquiries, requiring staff research and review, responded to within 5 business days	65%	68%	73%	83%	83%
967	# of customer calls answered	39,963	41,950	47,778	42,000	42,000
968	# of customer inquiries, requiring staff research and review, responded to within 5 business days	1,120	1,264	1,725	1,250	1,250
969	# of customer calls received	42,028	44,527	52,478	42,000	42,000
970	# of customer inquiries received requiring staff research and review	1,722	1,858	2,367	1,500	1,500
<b>Administrative - Safety, Security, and Training</b>						
971	🔑 % of FTE Employees without an on-the-job injury (OJI)	91%	86%	88%	91%	91%
972	# of preventable accidents per 100,000 miles	1.26	2.22	2.92	2.07	2.47
973	# of security incidents per 100,000 passengers	0.0450	0.1132	0.3670	0.1500	0.1500
974	% of employees who have completed required training	100%	100%	100%	100%	100%
975	% of new employees who have passed the CDL test	124%	79%	103%	100%	100%
976	% of passengers surveyed will report they feel safe at the transit center, bus stops, or while riding the bus	73%	N/A	N/A	80%	80%
977	% of total non-preventable vehicle accident claims collected on	10%	5%	7%	80%	80%














# Public Transportation and Parking

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Administrative - Safety, Security, and Training</b>						
978	% of total vehicle accident files completed within 10 days	95%	88%	54%	80%	80%
979	 # of OJI's per 200,000 hours worked	10	14	12	20	20
980	# of non-collision passenger injury claims substantiated	N/A	22	16	20	20
981	# of non-collision passenger injury claims substantiated per 100,000 passengers	N/A	0.0002	0.0002	0.0000	0.0000
<b>Parking - Municipal Off Street Parking</b>						
982	 % of time operational equipment is working (uptime)	96%	95%	94%	98%	98%
983	# of parking complaints per 1,000 transactions	0.0140	0.1780	0.0717	0.0100	0.0100
984	% of monthly vehicle spaces occupied	62%	83%	79%	67%	67%
985	# of hours of parking purchased	5,640,024	6,096,029	6,620,202	6,700,000	6,750,000
986	# of parking customers served	365,319	369,631	335,854	366,200	365,000
987	# of parking transactions completed	2,034,724	2,342,258	2,083,338	1,955,000	1,970,000
988	# of preventative off-street work orders completed	3,140	5,590	5,505	5,000	5,500
989	\$ total revenue from parking transactions	6,255,090	6,797,533	7,075,644	5,950,000	6,315,000
990	% increase in available public parking through management of private parking assets	0.00%	0.00%	0.00%	0.00%	2.00%
<b>Parking - On-Street Parking Meter</b>						
991	 % of time operational equipment is working (uptime)	100%	100%	100%	100%	99%
992	# of parking complaints per 1,000 transactions	0.0000	0.0650	0.0506	0.0200	0.0200
993	# of metered on-street parking spaces available	1,531	1,531	1,531	2,145	1,550
994	# of on-street work orders completed	4,161	4,336	3,204	5,000	5,500
995	# of parking meters	188	188	189	215	190
996	# of total parking transactions	478,980	470,235	442,508	600,000	625,000
<b>Public Transportation - Bus Operations</b>						
997	 # of bus passengers per day	6,093	7,260	7,787	8,651	8,054



# Public Transportation and Parking

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Public Transportation - Bus Operations</b>						
998	 # of bus passengers per service hour	10.45	12.97	14.23	11.77	12.48
999	 % of on-time bus departures	69%	67%	63%	75%	75%
1000	% of public transportation customers surveyed rating service as satisfactory	72%	N/A	N/A	78%	78%
1001	 # of passenger trips provided	2,224,040	2,649,957	2,857,773	3,166,438	2,947,842
1002	# of service hours provided	212,772	204,256	200,882	268,983	236,150
<b>Public Transportation - Bus Stop Management</b>						
1003	 % of bus stops that are ADA compliant	42%	42%	42%	51%	48%
1004	 % of bus stops with a shelter	22%	22%	22%	41%	47%
1005	 % of customers satisfied with cleanliness of bus stops	63%	63%	63%	80%	80%
1006	% of bus stop repair work orders completed on time	77%	45%	51%	100%	100%
1007	# of bus shelters constructed	5	0	0	205	140
1008	# of bus stops made ADA compliant	0	0	0	40	100
<b>Public Transportation - EMBARK Norman</b>						
1009	 # of Norman bus passengers per service hour	12.85	15.90	18.92	13.10	21.14
1010	 % of Norman public transportation customers surveyed rating service provided as satisfactory	84%	84%	84%	85%	85%
1011	 % of on-time Norman fixed route bus departures	79%	75%	68%	81%	75%
1012	 % of on-time Norman paratransit pick-ups	98%	98%	97%	99%	99%
1013	# of Norman fixed route passenger trips provided	244,482	307,267	375,155	251,881	400,000
1014	# of Norman paratransit trips provided	21,625	23,126	23,556	21,000	23,800
<b>Public Transportation - EMBARK Plus Paratransit</b>						
1015	 % of total EMBARK Plus customer trip requests completed	82.39%	84.37%	89.32%	98.00%	95.00%
1016	% of EMBARK Plus paratransit pick-ups on time	94.54%	94.19%	94.12%	95.00%	95.00%
1017	% of federally required EMBARK Plus paratransit pickups denied due to capacity constraints	0.83%	0.96%	1.01%	0.00%	0.00%






# Public Transportation and Parking

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Public Transportation - EMBARK Plus Paratransit</b>						
1018	# of EMBARK Plus trips provided	45,665	45,246	47,579	45,000	45,000
1019	# of EMBARK Plus trips requested	56,940	54,663	54,755	58,000	58,000
<b>Public Transportation - Facilities Management</b>						
1020	🔑 % of customers satisfied with cleanliness of Transit Center	75%	N/A	N/A	85%	85%
1021	🔑 % of facility preventive maintenance procedures completed on-time	100%	100%	100%	100%	100%
1022	# of preventative maintenance procedures completed	34	30	67	45	200
1023	# of scheduled facility service requests completed	299	49	197	250	250
1024	# of unscheduled facility service requests completed	333	712	551	700	700
<b>Public Transportation - Fleet Management</b>						
1025	🔑 % of customers satisfied with cleanliness of buses	72%	N/A	N/A	75%	75%
1026	🔑 % of fixed-route fleet available	84%	79%	77%	85%	85%
1027	% of vehicle preventive maintenance procedures completed on time	100%	100%	100%	100%	100%
1028	🔑 # of miles driven between service interruptions	65,142.25	59,762.00	66,787.50	70,000.00	70,000.00
1029	# of vehicle repair work orders completed	6,166	6,105	6,850	6,200	7,000
<b>Public Transportation - MOBILITY MANAGEMENT</b>						
1030	🔑 % of senior transportation customers rating services as satisfactory	100%	100%	100%	100%	100%
1031	# of passengers per day utilizing mobility management services	N/A	N/A	800	500	875
1032	# of bus passes distributed to homeless or low-income individuals	63,055	60,271	65,921	60,000	70,000
1033	# of senior transportation trips provided	45,987	57,207	63,115	45,000	60,000
1034	# of Social Service Agency Trips Provided	N/A	N/A	74,016	63,000	78,000
<b>Public Transportation - Oklahoma River Cruises</b>						
1035	🔑 # of passengers per River Cruise service hour	5.14	5.52	5.96	5.21	5.21



# Public Transportation and Parking

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Public Transportation - Oklahoma River Cruises</b>						
1036	% of river cruise customers rating service as satisfactory	100%	99%	99%	98%	98%
1037	% of scheduled river cruise service hours lost	9%	6%	12%	5%	5%
1038	# of river cruise passengers transported	4,206	4,631	5,488	4,300	4,300
1039	# of river cruise service hours provided	817.60	838.50	921.21	825.00	825.00
<b>Public Transportation - Spokies Bike Share</b>						
1040	 # of Spokies trips per bike per day	0.1689	0.2953	0.2439	0.2500	0.2500
1041	% of Bikes available for use	98.08%	95.74%	90.77%	93.00%	93.00%
1042	# of Bike trips	3,144	4,851	5,280	3,500	5,000
1043	# of Bikes available for use	51	45	59	100	100
<b>Public Transportation - STREETCAR</b>						
1044	 # of streetcar passengers per day	609.39	593.93	659.38	650.00	650.00
1045	# of streetcar passengers per service hour	8.99	9.09	9.54	10.50	10.50
1046	% of on-time streetcar departures	95%	93%	100%	97%	97%
1047	% of surveyed customers who are satisfied with the quality of service	95%	95%	95%	97%	97%
1048	 Average frequency for streetcar	11.98	13.73	12.43	11.50	11.50
1049	# of miles between streetcar service interruptions	56,177	55,846	63,735	70,000	70,000
1050	# of streetcar passenger trips provided	222,428	216,784	241,986	250,000	250,000



# Public Works

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## Long-Term Issue - Condition of Streets

Increasing difficulty to address resident expectations of the quality of city streets, if not addressed with additional maintenance and reconstruction, will result in further dissatisfaction and lack of resident confidence.


### Strategies to address the Long-Term Issue

- Continue to provide efficient management that combines routine maintenance, street resurfacing, and new construction to improve overall condition of city streets.
- Identify and secure a dedicated funding source for the maintenance of street infrastructure.
- Continue to educate the community through outreach programs to provide clarity, awareness and expectation of projects and services

### Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, the Public Works Department will improve the timeliness of infrastructure repairs, as follows:

- Complete 80% of pothole repairs within 5 calendar days.
- Complete 80% of permanent utility cut repairs within 28 calendar days of receipt from line maintenance.

1051		% of pothole repairs completed within 5 calendar days of work order issued	50%	52%	64%	80%	80%
1052		% of utility cut repairs completed within 28 calendar days of receipt from line maintenance	3%	20%	76%	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

1053		# of miles resurfaced and widened annually	91.90	164.65	88.36	102.00	102.00
1054		\$ expended on resurfacing and widening	61,364,883	93,736,861	93,736,861	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%

1055		% of citizens satisfied with the condition of streets	58%	67%	67%	45%	45%
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### 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

1056		Average Citywide Paving Condition (PCI) rating	69	69	69	75	75
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# Public Works

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 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.*

1057	Dollar Value of General Obligation Bond Funds expended	128,924,079	131,669,560	95,027,323	105,000,000	105,000,000
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### Strategic Result(s) to measure annual progress on Long-Term Issue

*By December 2022, all Better Streets Safer City Sales Tax projects will be completed or under construction.*

### Strategic Result(s) to measure annual progress on Long-Term Issue

*Annually, the department will continue to maintain and improve timeliness for project delivery as evidenced by:*

- \$105,000,000 in annual contract awards for the General Obligation Bond program.
- 85% of General Obligation Bond funds sold will be expended each year.
- 100% of projects will achieve final acceptance within 90 days of completing the project.
- 100% projects will be completed within their original established budgets.

1059	% of sales tax street resurfacing projects completed or under construction	99%	99%	99%	100%	100%
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# Public Works

FY22 Actual

FY23 Actual

FY24 Projection

FY24 Target

FY25 Target

## 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.

1061	% of drainage repairs completed within 30 calendar days	78%	81%	82%	80%	80%
1063	% of bridges that have an acceptable rating	87%	87%	87%	91%	91%





# Public Works

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 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.*

1064	% of plans approved within 120 days	20%	1,813%	2,403%	50%	50%
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## Administrative - Executive Leadership

1065	 % of key measures and strategic results achieved	39%	49%	54%	75%	75%
1066	% of budgeted positions vacant	N/A	N/A	N/A	N/A	N/A
1067	% of underutilized vehicles (excluding heavy equipment) in the Public Works Fleet	31%	26%	25%	10%	10%

## Engineering - Drainage & Bridge Engineering





1068	 % of bridges that have an acceptable rating	87%	87%	87%	91%	91%
1069	 % of initial contact made within 5 calendar days of receipt of a drainage inquiry	83%	78%	103%	90%	90%
1070	 % of property owner drainage inquiry reviews and responses completed within 30 calendar days	50%	29%	N/A	80%	80%
1071	% of the City's drainage basin studies completed	0%	0%	0%	8%	8%
1072	# of bridges closed to traffic (out of total bridges - 590)	N/A	N/A	2	N/A	N/A
1073	# of drainage inquiry responses	346	214	138	400	400

## Engineering - Engineering Technical Review

1074	 % of check prints submitted that receive a four (4) week or less review	37%	18%	N/A	40%	40%
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# Public Works

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Engineering - Engineering Technical Review</b>						
1075	# of check prints reviewed	N/A	N/A	268	1,500	1,500
1076	# of plans approved	1,140	239	204	1,100	1,100
1077	# of work orders issued for Private Development Projects	155	126	150	150	150
1078	% of plans approved after three check prints	N/A	4,542%	3,761%	100%	100%
1079	% of plans approved within 120 days	20%	1,813%	2,403%	50%	50%
1080	Average # of days for a submitted plan to be approved	256	262	231	42	42
<b>Engineering - Paving Engineering</b>						
1081	 % of utility cut repairs completed within 28 calander days of receipt from line maintenance	3%	20%	76%	80%	80%
1082	% of sales tax street resurfacing projects completed or under construction	99%	99%	99%	100%	100%
1083	% of streets with a Pavement Condition Index (PCI) rating of 70 or above	56%	56%	56%	60%	60%
1084	 Average Citywide Paving Condition (PCI) rating	69	69	69	75	75
1085	# of miles resurfaced and widened annually	91.90	164.65	88.36	102.00	102.00
1086	# of pavement repairs	N/A	N/A	N/A	N/A	N/A
1087	# of sidewalk repairs	N/A	N/A	N/A	N/A	N/A
1088	# of utility cut repairs completed	510	478	447	350	350
1089	\$ expended on resurfacing and widening	61,364,883	93,736,861	93,736,861	90,000,000	90,000,000
1090	Linear feet of pavement markings completed	N/A	N/A	N/A	N/A	N/A
<b>Field Services - Construction Inspection and Construction Quality Control</b>						
1091	 % of field inspections completed daily	28%	21%	19%	30%	30%
1092	 % of right of way inspections completed within one day of request	99%	100%	100%	95%	95%
1093	# of inspections completed	21,062	24,718	24,991	24,000	24,000
1094	# of total active projects	482	473	532	500	500





# Public Works

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Field Services - Construction Inspection and Construction Quality Control</b>						
1095	Estimated value of work inspected	659,034,174	580,369,293	591,844,688	650,000,000	650,000,000
<b>Field Services - Survey</b>						
1096	 % of surveys delivered by the proposed date of completion	89%	99%	96%	69%	69%
1097	% of survey proposals provided within 3 business days of survey request	100%	100%	100%	100%	100%
1098	# of surveys completed	110	137	163	144	144
<b>Project Management - Contract Administration</b>						
1099	 % of consulting contracts approved within 150 calendar days from advertising the project	35%	33%	23%	50%	50%
1100	# of consulting contracts approved	43	78	37	60	60
1101	# of contractor pre-qualifications applications approved	314	403	398	350	350
1102	# of contractor pre-qualifications approved that received a field evaluation during the application process	86	52	79	85	85
1103	# of Local Business Utilization participants registered	42	160	208	150	150
1104	# of consulting amendments managed	N/A	N/A	80	75	75
1105	# of consulting contracts managed	46	46	53	50	50
1106	# of consulting work orders managed	N/A	N/A	108	90	90
<b>Project Management - Facilities Project Management</b>						
1107	 % of facilities construction projects completed within one year from notice to proceed date	67%	83%	73%	75%	75%
1108	 % of facility work orders completed within 60 days	N/A	N/A	N/A	N/A	N/A
1109	 % of time the Oklahoma River is operational for public events	100.00%	99.73%	99.91%	99.73%	99.73%
1110	% of facilities projects completed within their original established budget	35%	55%	72%	95%	95%
1111	% of projects achieving final acceptance within 90 days of completing the project	58%	80%	77%	81%	81%









# Public Works

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Project Management - Facilities Project Management</b>						
1112	 Dollar value of facilities construction projects awarded	36,105,392	25,161,495	20,380,546	45,000,000	45,000,000
1113	# of active facility projects	155	88	120	145	145
1114	# of cubic yards of debris removed from the Oklahoma River	N/A	N/A	N/A	1,100.00	1,100.00
1115	# of facilities construction projects awarded	143	174	128	150	150
1116	# of facilities projects achieving final acceptance within the month	18	18	14	25	25
1117	# of facilities projects achieving final acceptance within the month that are within 90 calendar days of completion	13	16	12	21	21
1118	# of facility projects completed in the month that were within the original estimated budget	17.00	16.00	12.43	57.00	57.00
<b>Project Management - Infrastructure Project Management</b>						
1119	 % of construction projects completed within one year from notice to proceed date	18%	43%	66%	15%	15%
1120	% of infrastructure projects achieving final acceptance within 90 days of completing the project	N/A	100%	N/A	95%	95%
1121	% of infrastructure projects completed within their original established budget	N/A	50%	N/A	95%	95%
1122	% of listed 2017 projects completed or under construction	53%	89%	98%	50%	50%
1123	% of street resurfacing work orders completed within 90 days	N/A	N/A	N/A	N/A	N/A
1124	# of infrastructure construction projects awarded	108	82	42	65	65
1125	# of miles of new sidewalk constructed	N/A	N/A	N/A	N/A	N/A
1126	# of miles of on-street bike lanes installed	N/A	N/A	N/A	N/A	N/A
1127	# of miles of street resurfaced	N/A	N/A	N/A	N/A	N/A
1128	# of miles of trails completed	N/A	N/A	N/A	N/A	N/A
1129	Dollar Value of General Obligation Bond Funds expended	128,924,079	131,669,560	95,027,323	105,000,000	105,000,000
1130	Dollar value of infrastructure construction projects awarded	109,810,153	140,022,097	82,571,506	100,000,000	100,000,000











# Public Works

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Storm Water Quality - Environmental Water Quality</b>						
1131	 % of storm water monitoring stations where water test results indicate no follow up is needed	94%	93%	95%	90%	88%
1132	# of pounds of floatable debris collected from creeks, storm sewer system and streets within the city	N/A	N/A	29,081.38	30,000.00	N/A
<b>Storm Water Quality - Household Hazardous Waste Collection</b>						
1133	% of household hazardous waste reused and recycled	64%	64%	64%	65%	65%
1134	 # of pounds of household hazardous waste collected	729,141.00	808,084.00	663,840.32	700,000.00	675,000.00
1135	# of pounds of household hazardous waste reused and recycled	244,986	235,177	255,551	264,000	264,000
1136	# of residential loads processed through the Household Waste and Special Collection Events Programs	10,592	10,668	11,072	10,000	10,000
<b>Storm Water Quality - Public Outreach</b>						
1137	% of participants in Storm Water Quality programs that are youth	N/A	N/A	15%	17%	17%
1138	 # of total public outreach contacts	27,634	121,303	187,781	29,400	29,400
1139	 # of youth contacts	27,634	154	1,521	2,600	2,600
1140	# of total participants in volunteer programs	1,250	946	1,122	1,000	1,000
1141	# of total public outreach advertising and marketing impressions	9,731,707	13,690,374	6,939,416	8,500,000	8,500,000
<b>Storm Water Quality - Stormwater Permitting</b>						
1142	 % of Construction site inspections in compliance with storm water pollution prevention plan requirements	64%	62%	67%	65%	65%
1143	 % of Industrial facility audits in compliance with storm water pollution prevention plan requirements	92%	96%	97%	90%	90%
1144	% of active construction permitted sites receiving a monthly inspection	61%	69%	71%	65%	65%
1145	% of industrial audits completed on time monthly	73%	89%	97%	86%	86%



# Public Works

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Streets, Traffic &amp; Drainage Maintenance - Drainage</b>						
1146	 % of drainage repairs completed within 30 calendar days	78%	81%	82%	80%	80%
1147	# of drainage repairs completed	2,539	2,150	2,629	2,200	2,200
1148	# of miles of drainage channels maintained	92.50	12.07	14.83	50.00	50.00
1149	# of miles of drainage channels requiring maintenance	N/A	N/A	N/A	50.00	50.00
<b>Streets, Traffic &amp; Drainage Maintenance - Streets</b>						
1150	  % of pothole repairs completed within 5 calendar days of work order issued	50%	52%	64%	80%	80%
1151	 % of citizens satisfied with the condition of streets	58%	67%	67%	45%	45%
1152	# of potholes repaired	59,503	67,663	68,767	60,000	60,000
<b>Streets, Traffic &amp; Drainage Maintenance - Streets Reconstruction</b>						
1153	% of targeted miles chip seal annually	N/A	N/A	N/A	100%	100%
1154	% of targeted miles reconstruction annually	N/A	N/A	N/A	100%	100%
1155	# of miles of chip seal completed	0.00	6.00	4.85	40.00	40.00
<b>Streets, Traffic &amp; Drainage Maintenance - Traffic Operations</b>						
1156	 % of priority traffic calls responded to within 30 minutes	76%	81%	82%	80%	80%
<b>Traffic Services - Traffic and Transportation Services</b>						
1157	 % of work zone permits issued within one business days of application	99%	98%	98%	100%	100%
1158	 % of work zones inspected in compliance	86%	85%	83%	80%	80%
1159	# of permitted work zones	277	3,015	3,015	3,000	3,000
1160	# of work zone compliance inspections	8,305	7,638	7,543	7,200	7,200
1161	# of work zone permit requests processed	4,634	3,015	2,623	4,600	4,600
<b>Traffic Services - Traffic Engineering</b>						
1162	 % of citizens satisfied with the flow of traffic and ease of getting around the City as indicated by the citizen's survey	43%	43%	43%	50%	50%



# Public Works

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Traffic Services - Traffic Engineering</b>						
1163	% of Action Center requests closed within 5 days	N/A	N/A	0.07	0.80	0.80
1164	% of traffic engineering plan reviews receiving intial response within 3 business days	100%	100%	100%	100%	100%
1165	# of field studies completed	855	942	371	1,000	1,000
1166	# of traffic construction design plans reviewed	1,016	575	562	500	500
1167	# of Action Center requests	N/A	N/A	392	200	200



# Utilities

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 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*

## 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.*

1169	% of customers surveyed who are satisfied with solid waste services	7%	7%	7%	89%	89%
1170	% of customers surveyed are satisfied with water services	81%	80%	80%	86%	86%
1171	% of customers surveyed are satisfied with wastewater services	80%	79%	79%	81%	81%





# Utilities

FY22 Actual      FY23 Actual      FY24 Projection      FY24 Target      FY25 Target

## Long-Term Issue - Workforce Stability and Development

The increasing number of retirements and difficulty in recruiting and retaining qualified employees, if not addressed, will impair Utilities' ability to maintain and improve service reliability.

### Strategies to address the Long-Term Issue

- Continue to pursue training strategies to broaden employees' workplace skills.
- Continue the workforce succession plan to achieve career progression and meet job requirements.

### Strategic Result(s) to measure annual progress on Long-Term Issue

Ensure a qualified workforce for delivering customer service as indicated by:

- 100% of supervisors will be on track to complete Utilities University supervisory core classes in three years.
- 100% upper and mid-management employees will be Lean Green Belt certified within one year of employment.

1173	% of upper and mid-management employees Lean Green Belt certified	80%	80%	80%	82%	82%
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## 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.

1174	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
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# Utilities

FY22 Actual    FY23 Actual    FY24 Projection    FY24 Target    FY25 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.

1175	% of water leaks repaired within seven business days	82%	79%	87%	90%	90%
1176	# of tons recycled	16,712.53	16,311.63	16,376.21	16,500.00	16,500.00

## Administrative - Administration

1177	 % of key measures and strategic results achieved	72%	73%	50%	75%	75%
1178	% of career development plans completed	N/A	N/A	N/A	N/A	N/A
1179	% of primary operational business process evaluated annually using Lean principles	N/A	N/A	N/A	N/A	N/A
1180	% of supervisors who completed 40 hours of Utilities University training annually	N/A	N/A	N/A	20%	N/A
1181	% of upper and mid-management employees Lean Green Belt certified	80%	80%	80%	82%	82%

## Customer Service - Customer Service/Billing

1182	 % of utility customer calls answered within 30 seconds of first ring	52%	49%	80%	85%	85%
1183	% of billing discrepancies resolved within five business days	99%	99%	99%	95%	95%
1184	# of utility customer service inquiries	396,164	413,054	406,077	435,000	435,000

## Customer Service - Field Support

1185	 % of accurate meter reads	100%	100%	100%	99%	99%
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# Utilities

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Customer Service - Field Support</b>						
1186	🔑 % of service requests completed as scheduled	91%	94%	95%	90%	90%
1187	% of bills issued within two business days of meter read	100%	100%	52%	95%	95%
1188	# of bills issued	2,727,656	2,790,108	2,847,426	2,700,000	2,700,000
1189	# of scheduled monthly meter readings	2,884,325	2,934,715	2,940,250	2,800,000	2,800,000
1190	# of service requests	231,538	254,635	280,227	245,000	245,000
<b>Customer Service - Public Outreach and Education</b>						
1191	🔑 % of workshops, training, and outreach events completed as scheduled	100%	97%	97%	100%	100%
1192	% of sprinkler system checkups/indoor water efficiency assessments completed as scheduled	100%	100%	100%	100%	100%
1193	# of sprinkler system checkups/indoor water efficiency assessments completed as scheduled	21	11	11	35	35
1194	# of workshops, training, and outreach events completed as scheduled	27	34	34	30	30
<b>Engineering - Asset Management</b>						
1195	🔑 % of infrastructure assessments completed as scheduled	N/A	N/A	N/A	100%	N/A
<b>Engineering - Development and Records</b>						
1196	🔑 % of water and wastewater informational requests completed within 30 minutes	96%	97%	98%	90%	90%
1197	🔑 % of water and wastewater private development non-residential plans reviewed within ten business days of receipt	72%	59%	58%	95%	95%
1198	🔑 % of water and wastewater private development residential plans reviewed within 15 business days of receipt	78%	38%	47%	95%	95%
1199	# of water and wastewater private development non-residential plans received	773	643	639	525	525
1200	# of water and wastewater private development residential plans received	460	424	346	450	450



# Utilities

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Engineering - Development and Records</b>						
1201	# of water and wastewater record requests	4,299	3,994	4,871	5,000	5,000
<b>Engineering - ENGINEERING MANAGEMENT</b>						
1202	 % of Inter-Departmental projects reviewed within five business days	99%	100%	100%	90%	90%
1203	 % of the Engineering-led capital projects on schedule	N/A	N/A	N/A	N/A	N/A
1204	# of Inter-Departmental projects presented for review	144	152	139	80	80
1205	\$ amount of capital program awarded	444,710,000	444,710,000	444,710,000	404,007,000	404,007,000
<b>Fleet Services - Fleet Services</b>						
1206	 % of scheduled vehicle and equipment preventative maintenance inspections completed within 24 hours	98%	97%	97%	95%	95%
1207	 % of total work completed that was planned and scheduled	91%	92%	91%	80%	80%
1208	% of Utilities fleet vehicles utilized	81%	78%	78%	85%	85%
1209	% of Utilities vehicles and equipment availability	97%	97%	96%	95%	95%
1210	# of standard Utilities fleet vehicles	330	332	345	314	314
1211	# of Utilities vehicle and equipment maintenance and repairs	7,970	7,280	7,932	9,500	9,500
1212	# of Utilities vehicle and equipment preventative maintenance inspections	8,300	7,855	7,233	8,400	8,400
<b>Line Maintenance - UTILITIES METER MAINTENANCE</b>						
1213	 % of required Utility locates completed on time	98%	97%	98%	100%	100%
1214	# of Utility Locates completed on time	60,387	53,206	58,351	46,800	46,800
<b>Line Maintenance - Wastewater Line Maintenance</b>						
1215	 % of total work completed that was planned and scheduled	81%	66%	69%	70%	70%
1216	  % of wastewater overflow/backup calls responded to within one hour	94%	97%	95%	95%	95%
1217	# of line maintenance wastewater work orders completed that were planned and scheduled	9,804	6,815	7,161	9,446	9,446







# Utilities

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Line Maintenance - Wastewater Line Maintenance</b>						
1218	# of wastewater overflow/backup calls	2,842	2,905	2,491	2,820	2,820
<b>Line Maintenance - Water Line Maintenance</b>						
1219	🔑 % of inoperable public fire hydrants repaired within seven business days	59%	61%	69%	90%	90%
1220	🔑 % of total work completed that was planned and scheduled	79%	74%	78%	75%	75%
1221	🔑 % of water emergencies (main/service line breaks) responded to within one hour	97%	96%	98%	95%	95%
1222	🔑 % of water leaks repaired within seven business days	82%	79%	87%	90%	90%
1223	# of inoperable fire hydrants reported	197	225	175	300	300
1224	# of line maintenance water work orders	7,158	7,271	6,769	8,029	8,029
1225	# of public fire hydrants in system	306,901	312,079	315,458	298,541	298,541
1226	# of water leaks	2,587	2,474	2,319	2,310	2,310
1227	# water emergencies	4,367	4,872	4,247	3,889	3,889
<b>Solid Waste - Bulk Waste Collections</b>						
1228	🔑 % of customer requests for missed bulk waste resolved in two business days	59%	91%	93%	95%	95%
1229	# of customers requests for missed bulk waste collection	5,447	2,899	2,522	2,900	2,900
<b>Solid Waste - Environmental Clean-Up</b>						
1230	🔑 % of litter collection routes completed on schedule	52%	75%	62%	45%	45%
1231	🔑 % of street sweeping routes completed on schedule	N/A	N/A	100%	96%	N/A
1232	# of curb miles swept	N/A	N/A	24,938	25,411	N/A
1233	# of litter routes completed	1,320	1,320	1,320	1,320	1,320
<b>Solid Waste - Solid Waste Collection</b>						
1234	🗑️ % of scheduled solid waste routes collected by 5:00 pm	92%	97%	95%	95%	95%
1235	% of customer requests for missed cart collections resolved in one business day	78%	84%	83%	95%	95%



# Utilities

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Solid Waste - Solid Waste Collection</b>						
1236	% of customers surveyed who are satisfied with solid waste services	7%	7%	7%	89%	89%
1237	% of solid waste collection carts delivered, repaired, or replaced within three business days of request	89%	93%	96%	95%	95%
1238	# of customer requests for missed cart collection	6,762	4,577	4,929	4,654	4,654
1239	# of service requests for solid waste collection carts delivered, repaired, or replaced	50,502	53,601	54,213	50,000	50,000
1240	# of solid waste customers	218,531	222,150	223,962	216,900	216,900
<b>Solid Waste - Solid Waste Recycling Program</b>						
1241	 % of recycle contamination	31%	30%	29%	32%	32%
1242	% of trash recycled	6%	6%	6%	6%	6%
1243	# of tons of contaminated recycle materials	7,519	7,081	6,759	7,800	7,800
1244	# of tons of recycle materials collected	24,231	23,392	23,135	24,375	24,375
<b>Southeast Water Supply - Pumping Station Operations and Maintenance</b>						
1245	 % of total work completed that planned and scheduled	93%	96%	57%	80%	80%
1246	# of planned Southeast water supply pumping stations work orders completed	140	120	2,368	330	330
<b>Tinker Air Force Base - Tinker WasteWater Collection</b>						
1247	 % of Tinker AFB wastewater emergencies responded to within one hour	N/A	N/A	91%	100%	N/A
1248	 % of total work completed that was planned and scheduled	N/A	99%	96%	70%	70%
1249	# of Tinker AFB wastewater collection system planned and scheduled work orders	N/A	2,154	1,937	1,844	1,844
1250	# of Tinker AFB wastewater emergencies responded to within one hour	N/A	N/A	32	15	N/A



# Utilities

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Tinker Air Force Base - Tinker Water Distribution</b>						
1251	🔑 % of total work completed that was planned and scheduled	N/A	97%	98%	70%	70%
1252	🔑 % of water emergencies (main/service line breaks) responded to within one hour	N/A	N/A	98%	100%	N/A
1253	# of Tinker water distribution system planned and scheduled work orders	N/A	2,990	3,330	2,551	2,551
1254	# of water emergencies	N/A	94	70	15	15
<b>Tinker Air Force Base - Tinker Water Production</b>						
1255	🔑 % of total work completed that was planned and scheduled	N/A	50%	50%	50%	50%
1256	🔑 % of water production emergency calls responded to within one hour	N/A	N/A	N/A	100%	N/A
1257	# of Tinker AFB water production planned and scheduled work orders completed	N/A	2,208	3,458	1,368	1,368
1258	# of water production emergency calls	N/A	1	0	12	12
<b>Utilities Enterprise System - Utilities Enterprise System</b>						
1259	🔑 % of internal customers responding to feedback surveys who are satisfied with the overall quality of services delivered	N/A	N/A	N/A	80%	N/A
1260	% of incidents responded to within 4 business hours of receipt	N/A	N/A	67%	80%	N/A
1261	% of service requests responded to within 16 hours of receipt	N/A	N/A	78%	80%	N/A
1262	# of incidents responded to within 4 business hours of receipt	N/A	N/A	166	216	N/A
<b>Wastewater Quality - Lift Station Maintenance</b>						
1263	🔑 % of lift station pumps available for service	N/A	N/A	99%	95%	N/A
1264	🔑 % of lift station pumps returned back to service within 60 days	N/A	N/A	N/A	90%	N/A
1265	🔑 % of total work completed that was planned and scheduled	89%	93%	94%	80%	80%
1266	# of wastewater quality lift station work orders completed	1,874	2,662	2,992	2,900	2,900



# Utilities

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Wastewater Quality - Pretreatment</b>						
1267	🔑 % of industrial customers in compliance with pre-treatment program	100%	100%	100%	95%	95%
1268	🔑 % of inspected commercial customers in compliance within the pre-treatment program	100%	100%	100%	95%	95%
1269	# of industrial customers inspected and sampled	416	640	484	1,400	1,400
<b>Wastewater Quality - Wastewater Treatment</b>						
1270	🔑 % of permit violations excursions related to plant discharge requirements	N/A	N/A	5%	90%	N/A
1271	🔑 % of planned and scheduled maintenance/repair versus unplanned repair work orders completed	94%	95%	94%	85%	85%
1272	% of treated wastewater recycled	N/A	N/A	N/A	N/A	N/A
1273	# of permit violations related to plant discharge	N/A	N/A	12	18	N/A
1274	# of total potential violations related to plant discharge	N/A	N/A	240	20	N/A
1275	# of wastewater quality treatment work orders	21,024	21,072	20,888	20,000	20,000
<b>Water Quality - Booster Station Maintenance</b>						
1276	🔑 % of total work completed that was planned and scheduled	N/A	N/A	N/A	90%	90%
<b>Water Quality - Property Maintenance</b>						
1277	🔑 % of property maintenance requests by citizens responded to within three business days of receipt	100%	100%	100%	95%	95%
1278	# of property maintenance requests	44	24	25	100	100
<b>Water Quality - Water Treatment</b>						
1279	🔑 % of water quality tests meeting primary drinking water standards	100%	100%	100%	100%	100%
1280	🔑 % of water quality tests meeting secondary drinking water standards	93%	67%	92%	100%	100%
1281	🔑 % of planned and scheduled versus corrective maintenance work orders completed	83%	84%	85%	80%	80%





# Utilities

		FY22 Actual	FY23 Actual	FY24 Projection	FY24 Target	FY25 Target
<b>Water Quality - Water Treatment</b>						
1282	# of billion gallons of water treated	40.00	41.77	43.81	35.00	35.00
1283	# of required primary drinking water tests	23,566	23,578	23,634	23,850	23,850
1284	# of scheduled secondary drinking water tests	947	946	950	970	970
1285	# of water quality treatment work orders completed	1,124	990	918	1,250	1,250

