

Finance Department

Strategic Business Plan

Effective Date: July,1, 2023

Oklahoma City Vision

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

Oklahoma City Mission

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.

Department Mission

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

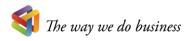


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Issues, Strategies, and Results

Issue 1: 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

- 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 the best 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 Results

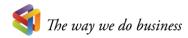
• Annually, 95% of customers will report they are satisfied with the Finance Department.

Issue 2: 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

- 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 expanded use of property tax.



Strategic Results

- The City will maintain the AAA credit ratings on the General Obligation Bond Program.
- Annually, personnel-related costs will remain at or below 70% of total operating costs.
- Annually, General Fund unbudgeted reserves will be maintained in the range of 16-22% of General Fund budget.
- By 2026, property insurance reserves will be funded at two times the deductible.
- By 2026, the percentage of General Fund revenue from sales and use tax will be below 70% due to greater diversification of revenue sources.

Issue 3: 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

- 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 Results

- 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.

Accomplishments

Finance Department

- In FY23, FY22, and FY21, the City retained its AAA Credit Rating.
- In FY23, the City issued \$32.335 million in hotel occupancy tax revenue bonds for the Oklahoma City Public Property Authority and issued \$117 million in tax exempt general obligation bonds.
- In FY23, the Finance Department assisted the Oklahoma City Water Utilities Trust in issuing \$267.265 million in utility system revenue refunding bonds.
- In FY23, the City transferred \$6.4 million to the CIP Capital Maintenance Reserve.
- In FY22, the City issued \$69.075 million in taxable tax apportionment refunding bonds and \$18.01 million in tax exempt tax apportionment refunding bonds for the Oklahoma Economic Development Trust.

Accounting and Financial Reporting Line of Business

- In FY21 and FY22, maintained the City's status as a low-risk auditee in issuing the Annual Comprehensive Financial Report (ACFR), Trusts, and Single Audit without material weakness findings to the City as a whole.
- In FY22, developed the accounting and financial reporting for the Oklahoma City Maps Investment and Operating Trust (OCMIOT) as a GAAP basis audited financial statement and completed the first annual issuance with an unqualified (clean) opinion.
- In FY22, received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the City's Annual Report for the 40th consecutive year.
- Maintained levels of accurate and timely employee and payroll supplier payments.
- In FY21 and FY22, maintained greater than 97% of system tickets resolved within 3 working days.
- Renewed the City's arbitrage consulting contract with Arbitrage Consulting Services.

Community Enhancement Line of Business

- Since July 2020, the Economic Development Trust and City Council have approved incentives for the creation of over 2,000 new jobs with average pay of nearly \$60,000 per year and over \$1.3B in capital investment through the Strategic Investment Program.
- Since July 2020, the Economic Development Trust and City Council have approved incentives totaling \$150M for over \$770M in private development bringing new housing, entertainment, and commercial businesses to Oklahoma City.

Financial Planning and Management Line of Business

- The Financial Planning and Management Line of Business implemented a policy to save revenue in excess of 22% unbudgeted reserve in a capital maintenance fund for future needs. In excess of \$6 million has been reserved in FY23.
- In FY23, the Employee Retirement System liability was funded at 101.4%.
- In FY22, the Other Post Employment Benefits Trust (OPEBT) funding ratio rose to 22.1%.
- In FY23, overall internal customer satisfaction with the Office of Management and Budget improved to 85%.

Procurement Services Line of Business

- In FY23, paid 86% of invoices within 30 calendar days or less from invoice date.
- In FY23, sold \$980,412 in online sales for surplus items to increase revenue from the sale of City property.
- In FY23, approved 93% of contracts on time.



The way we do business

- In FY23, approved 97% of all purchase orders within four (4) hours.
- In FY23, trained 250 employees on purchasing and payment processes.
- In FY23, increased the competitive bidding threshold from \$25,000 to \$50,000 for procurement of goods and services.
- In FY23, established an Employee Recognition and Appreciation Policy, as a result of the Employee Engagement Survey.
- In FY23, worked with IT in establishing an automated process for customer refunds that allows staff to now complete refunds within 30 minutes compared to the manual day/half process.
- In FY23, created virtual trainings for several purchasing and end-of-year procedures.
- In FY23, established a career progression plan for Buyer staff.
- In FY23, partnered with the Public Works Department staff in attending ongoing community outreach events involving small, women-owned, and minority businesses.

Revenue Management Line of Business

- In FY23, negotiated a Voluntary Collection Agreement with a major home sharing company.
- In FY22, implemented a past-due tax review for delinquent hotels, resulting in increased collections.
- Invested over \$110 million for the MAPS Investment and Operating Trust.
- Increased online hotel tax payments to 95% of active hotels.
- In FY22, the City's investment portfolio exceeded \$2 billion.
- In FY20, 95% of City and Trust revenue was recorded within 2 business days due to the rerouting of checks directly to the division.
- In FY23, 91% of City and Trust revenue was recorded by Treasury within 2 business days.
- Successfully switched comprehensive banking services supplier.

Risk Management Line of Business

- June Safety Month has provided training to over 1500 employees since FY21.
- Risk Management continues to provide hand sanitizer, masks, and COVID-19 information after the closure of the Medical Monitoring Unit in 2021.
- In 2023, created and installed Emergency Action Plans in all active City of Oklahoma City locations.
- In 2023, developed an Emergency Response Team for the Jim Couch Municipal Building to serve as pilot and model for all active City of Oklahoma City buildings.
- In 2021, developed New Employee Safety Orientation to provide basic safety training to all new City of Oklahoma City employees.
- In 2021, implemented the Safety Grant Program which helps departments with one-time funds for safety initiatives.

Line of Business and Programs

Department Organization

Administrative Line of Business

- Executive Leadership Program
- Debt Management Program

Accounting and Financial Reporting Line of Business

- Accounting Systems Program
- Financial Reporting Program
- Payroll Program

Community Enhancement Line of Business

- Community Development Program
- Economic Development Program

Financial Planning and Management Line of Business

- Energy Management Program
- Management and Budget Program
- Performance Measurement Program

Procurement Services Line of Business

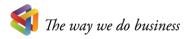
- Accounts Payable Program
- Purchasing Program

Revenue Management Line of Business

- Revenue Enforcement Program
- Treasury Program

Risk Management Line of Business

- Insurance Program
- Workers' Compensation Program
- Workplace Safety Program



Administrative Line of Business

The purpose of the Administrative Line of Business is to provide leadership, support, and information to the department so it can achieve its strategic and operational results.

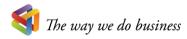
Programs and Key Measures

Executive Leadership Program

% of key measures and strategic results achieved

Debt Management Program

General Obligation Bond Program Credit Ratings



Executive Leadership Program

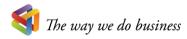
The purpose of the Executive Leadership Program is to provide planning, management, administrative, and reporting services to department employees and City leaders so they can achieve strategic goals and key results.

 Grant Applications
 Grant Status Reports
 Grievance Resolutions
Internal Investigation Reports
 Legislative Recommendations
 Needs Analysis
 Open Record Responses
 Personnel Transactions
 Policies & Procedures
 Presentations

- Special Projects Reports
- FMLA Authorizations

- Project & Financial Impact Analyses
- Resident Responses

Family of Meas	sures
Results	% of key measures and strategic results achieved
	% of performance evaluations completed by the review date



Debt Management Program

The purpose of the Debt Management Program is to provide financing and debt compliance services to City departments, City leadership, and City trusts so they can effectively and efficiently fund capital projects.

Program Manager:	Michael Baskin	
Program Budget:	\$ 370,225 (FY24)	
Program Services:		
,	Consulting Services rvices and Reviews	Financing Analyses, Recommendations, and Implementations Investor Relations Professional Service Agreements
		A LA

- Debt Policy and Procedures •
- Administration
- Tax and Regulatory Filings

Family of Measures		
Results	🖙 General Obligation Bond Program Credit Ratings	
Outputs	# of General Obligation bond issues outstanding	
	\$ of General Obligation debt outstanding	

Accounting and Financial Reporting Line of Business

The purpose of the Accounting and Financial Reporting Line of Business is to provide timely and accurate financial reporting services, to City departments, City leadership, and residents so they can make informed decisions with confidence in the City's financial position.

Programs and Key Measures

Accounting Systems Program

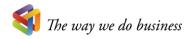
Solution within 3 working days % of accounting system support requests resolved within 3 working days

Financial Reporting Program

% of financial reports issued on time

Payroll Program

% of employee payments processed accurately and on time



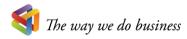
Accounting Systems Program

The purpose of the Accounting Systems Program is to provide systems infrastructure to City departments and public trusts so they can accurately record transactions and access reliable information.

Program Manager:	Alex Fedak
Program Budget:	\$ 526,249 (FY24)
Program Services:	

- Accounting System Controls
- Accounting System Support Services
- Accounting System Training Programs
- Capital Asset Records

Family of Measures		
Results	% of accounting system support requests resolved within 3 working days	
Demands	# of accounting system support requests received	



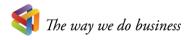
Financial Reporting Program

The purpose of the Financial Reporting Program is to provide 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.

Program Manager:	Alex Fedak	
Program Budget:	\$ 2,698,715 (FY24)	
Program Services:		
and Interpretat Accounting Tra Audit Complian Bank Reconcilia City and Public Audited City a 	ining Courses ce Services	 Financial Consultations and Evaluations Grant Reports and Compliance Reviews Interim Financial Reports and Schedules Tax Returns Preparation and Filings

- Reports (ACFR)
- Annual Trust Statements
- Regulatory Reports

Family of M	easures
Results	Sof financial reports issued on time
	% of bank reconciliations completed on time
	% of customers who report they are satisfied with the financial information available to make decisions
Outputs	# of financial reports issued
	# of bank reconciliations completed



Payroll Program

The purpose of the Payroll Program is to provide payroll services to employees, suppliers, and City departments so they can receive timely and accurate compensation and information.

Program Manager: Alex Fedak	
Program Budget: \$471,115 (FY24)	
Program Services:	
 Ad Hoc and Reoccurring Reports 	 Payroll-related Supplier Payments
 Employee Payments 	 Salary Verifications
Douroll Officer Support & Training	Ctate and Federal Compliance Departs

- Payroll Officer Support & Training Services
- State and Federal Compliance Reports

Family of Meas	sures
Results	% of employee payments processed accurately and on time
	% of payroll-related supplier payments processed accurately and on time
	% of compliance reports processed accurately and on time
Outputs	# of payroll corrections processed

Community Enhancement Line of Business

The purpose of the Community Enhancement Line of Business is to provide economic and community development services to businesses and individuals so residents can prosper and experience an improved quality of life.

Programs and Key Measures

Community Development Program

\$ value of private investment per \$ value of Tax Increment Financing (TIF) investment

Sincrease in net assessed value for all Tax Increment Financing (TIF) districts

Economic Development Program

% above the Oklahoma City Metropolitan Statistical Area (MSA) average wage for new jobs created through incentives

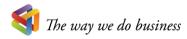
Community Development Program

The purpose of the Community Development Program is to encourage 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.

Program Manager: Joanna McSpadden	
Program Budget: \$133,054 (FY24)	
Program Services: Affordable Housing Agreements	 Redevelopment Agreements
 Anordable Housing Agreements Contracts Downtown Business Improvement District Support Services Funding Plans 	 Retail Incentives Small Business Incentives Tax Increment Financing (TIF) Project Plans

- Land Purchases
- Project Consultations

Family of Measures		
Results	\$ value of private investment per \$ value of Tax Increment Financing (TIF) investment	
	% increase in net assessed value for all Tax Increment Financing (TIF) districts	
Outputs	# of Tax Increment Financing (TIF) projects	
	# of active contracts managed	
	# of affordable housing units incentivized by General Obligation Limited Tax (GOLT) bond or Tax Increment Financing (TIF)	



Economic Development Program

The purpose of the Economic Development Program is to provide business attraction and expansion services to the business community so residents can benefit from the creation of quality jobs.

Program Manager:	Joanna McSpadden	
Program Budget:	\$ 140,452 (FY24)	
Program Services:		
 Funding Plans 		 Project Consultations
 Incentive Agreements 		 Trust Administration
 Policy Recommendations 		

Family of Measures		
Results	% above the Oklahoma City Metropolitan Statistical Area (MSA) average wage for new jobs created through incentives	
	% of new jobs paying above the Oklahoma City MSA average wage	
Outputs	\$ of private investment by incentivized projects	
	# of companies receiving incentives	
	# of jobs created	
	# of jobs created through incentives	

Financial Planning and Management Line of Business

The purpose of the Financial Planning and Management Line of Business is to provide financial planning, energy management, and performance measurement services to City departments, City leadership, and residents so they can make informed decisions about City operations and finances.

Programs and Key Measures

Energy Management Program

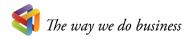
Total energy usage for City operations (MMBTU)

Management and Budget Program

% of customers who report they are satisfied with the budget services and information provided to manage operations

Performance Measurement Program

% of customers who report they are satisfied with the LFR-related services and information provided to manage operations



Energy Management Program

Policy Recommendations

The purpose of the Energy Management Program is to provide comprehensive utility bill management 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.

Program Manager:	Richard Kitchen	
Program Budget:	\$ 170,673 (FY24)	
Program Services:		
 Design and Plan Reviews 		 Utility and Energy Reports
 Energy Audits 		 Utility Bill Management Services
 Energy Efficiency Projects 		 Utility Service Consultations
 Energy Plans 		
 Ordinance, Code, and 		

Family of Meas	sures
Results	% change in energy consumption from previous fiscal year
Outputs	 Total energy usage for City operations (MMBTU) # of utility accounts managed

Management and Budget Program

The purpose of the Management and Budget Program is to provide financial planning, reporting, and management services to City departments and City leadership so they can make informed decisions to support the organization's missions.

Program Manager:	Christian York	
Program Budget:	\$ 810,174 (FY24)	
Program Services:		
 Business Improvement District (BID) Support Services 		Department Support ServicesFee Studies
Dond Advisory Committee Convices		Financial Analysis Bonarts

- Bond Advisory Committee Services
- Bond Oversight Services
- Budget Development Tools
- Budgets for City and Trusts
- Budget Management Services
- Capital Improvement Plans
- Cost Allocations Plans
- Council, Trusts, and Committee Agenda Item Reviews

- Financial Analysis Reports
- Revenue and Expenditure Projections
- Union Negotiations & Recommendations

Family of Me	easures	
Results	% of customers who report they are satisfied with the budget services and information provided to manage operations	
	% of General Fund operating revenue from Sales and Use Tax	
	% of total operating expenses for payroll expenses	

Performance Measurement Program

The purpose of the Performance Measurement Program is to provide strategic business planning and performance measurement reporting services to City departments, City leadership, and residents so they can make informed decisions about City operations.

Program Manager:	Lori Hird	
Program Budget:	\$ 290,686 (FY24)	
Program Services:		
 Strategic Business Plan Facilitation Services 		 Performance Measure Reviews Performance Measurement Reports
 Performance Data Certifications 		 Surveys

Family of Measures		
Results	 % of customers who report they are satisfied with the LFR-related services and information provided to manage operations % of data entered on time 	
Outputs	# of performance data certifications performed# of measures managed	

Procurement Services Line of Business

The purpose of the Procurement Services Line of Business is to provide purchasing, contracting, surplus, and payment services to City departments, public trusts, and suppliers so they can receive goods, services, and payments in a timely manner and in compliance with applicable laws and regulations.

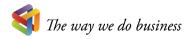
Programs and Key Measures

Accounts Payable Program

So f supplier payments made in 30 calendar days or less from invoice date

Purchasing Program

- ← % of purchase orders approved within four (4) hours
- % of purchasing contracts approved on time



Accounts Payable Program

The purpose of the Accounts Payable Program is to provide payments to suppliers so they can receive timely and accurate payments for goods and services in compliance with applicable laws and regulations.

Program Manager:	Shanita Parker	
Program Budget:	\$ 940,761 (FY24)	
Program Services:		
 Claims and Payroll Reports 		 Supplier Payments
Outstanding Invoise Bonorts		

- Outstanding Invoice Reports
- Supplier Inquiry Responses

Training Sessions

Family of Mea	Family of Measures		
Results	Solution of supplier payments made in 30 calendar days or less from invoice date		
	% of supplier payments made in 30 calendar days or less from date received in Accounts Payable		
Outputs	# of supplier payments processed		

Purchasing Program

The purpose of the Purchasing Program is to manage and provide 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.

Program Manager:	Sherry Cochran-Schmees	
Program Budget:	\$ 738,190 (FY24)	
Program Services:		
 1099 Reports 		 Small Business Outreach Services
 Contracts for Goods and Services 		 Supplier Management Services
 Purchasing Approvals 		 Surplus Disposal Services

- Purchasing Card Services
- Request for Proposal Services
- Training Sessions

Family of Measures		
Results	Sof purchase orders approved within four (4) hours	
	Sof purchasing contracts approved on time	
	% of purchases under \$5,000 made with the purchasing card	
	% of purchase orders encumbered after invoice date	
	% of surplus requests posted within 30 days of receipt	
Outputs	# of purchasing contracts approved	
	\$ of surplus sales	
Demands	# of surplus requests	

Revenue Management Line of Business

The purpose of the Revenue Management Line of Business is to provide collection, enforcement, investment, and banking services for City departments and public trusts so they can receive maximum benefit from revenue received on a timely basis.

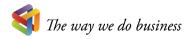
Programs and Key Measures

Revenue Enforcement Program

\$ of delinquent and noncompliant revenues collected

Treasury Program

Solution will be the first of t



Revenue Enforcement Program

The purpose of the Revenue Enforcement Program is to provide 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.

Program Manager:	Randal Lewis	
Program Budget:	\$ 786,592 (FY24)	
Program Services:		
Franchise Fee Compliance ReviewsHotel Tax Enforcement Activities		Reconcile Tax RevenuesRevenue Analyses and Reports
		- Color and Llos Toy Enforcement Activities

- Exemption Reviews and Communications
- Field Audits
- Online Tax Applications
- Other Revenue Enforcement Activities
- Sales and Use Tax Enforcement Activities
- Independent Audits
- Taxpayer Compliance Initiatives

Family of Measures	
Results	\$ delinquent and noncompliant revenue per dollar of program budget
Outputs	\$ of delinquent and noncompliant revenues collected

Treasury Program

The purpose of the Treasury Program is to provide 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.

Program Manager: Jason Martinez	
Program Budget: \$785,979 (FY24)	
Program Services:	
 Assessment Districts Billing Collections Banking Services Account Maintenance Deposits Online Banking Security of Accounts Cash Handling Services and Training Centralized Cash Register Services Revenue Recording 	 Credit Card Administration Services Investment Portfolio Management Services Investment Reports Pension Support Services Petty Cash/Change Funds Trust Administration and Support Services

- System Support/Implementations

Family of M	easures
Results	🤛 % of portfolio yield compared to the 0-3 Year U.S. Treasury Index benchmark
	% of customers who are satisfied with banking services provided by the Treasury division
	% of City and Trust revenue recorded through Treasury within 2 business days
Outputs	\$ of City and Treasury revenue recorded by Treasury
	# of assessment district invoiced

Risk Management Line of Business

The purpose of the Risk Management Line of Business is to provide property and casualty insurance, workers' compensation, and safety services to City departments and public trusts so they can keep up with the City's growing needs and adequately protect the City's various interests.

Programs and Key Measures

Insurance Program

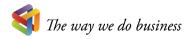
% of property losses per premium paid

Workers' Compensation Program

Solution of initial contacts to injured employees completed within three (3) business days

Workplace Safety Program

൙ # of injuries per 100 employees



Insurance Program

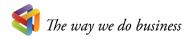
The purpose of the Insurance Program is to provide property and casualty insurance administration services to City departments and public trusts so they can be protected against extreme financial and operational losses.

Program Manager:	Marcus Johnson
Program Budget:	\$ 14,082,238 (FY24)

Program Services:

- Internal Insurance Coverage
- Internal Property Claims Services
- Property and Casualty Insurance Trainings
- Property Inspections
- Property Restorations

Family of Measures		
Results	 % of property losses per premium paid # of deductibles funded by property insurance reserves 	
Outputs	Total value of City property insured (total insured value—TIV) \$ amount of property losses	
Demands	# of property claims	



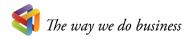
Workers' Compensation Program

The purpose of the Workers' Compensation Program is to provide 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.

Program Manager:	Crystal Jackson
Program Budget:	New Budget in FY25
Program Services:	

- Claims Management
- Compliance Audits
- Incident and Injury Investigations

Family of Me	easures
Results	# of injuries per 100 employees
	% of initial contacts to injured employees completed within three (3) business days
	% of temporary total/partial disability benefits started within three (3) business days
	% of delayed treatment due to comorbidities
Outputs	# of workdays lost due to OJI
	\$ Total for workers' compensation
	Amount of \$ saved from work compensation claims program
	# of treatments authorized



Workplace Safety Program

The purpose of the Workplace Safety Program is to provide 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.

Program Manager:	Marcus Johnson		
Program Budget:	\$ 11,961,400 (FY24)		
Program Services:		_	
Awareness TrainingsCompliance Audits		- 1	New Employee Safety Orientations Prevention Consultations
Ergonomic AssessmentsJob Hazardous Analysis		11	Workplace Safety Education Workplace Site Visits

Family of Meas	sures
Results	🖙 # of injuries per 100 employees
Outputs	# of employees attending trainings
	# of training courses offered
	# of sites inspected for Public Employees Occupational Safety and Health (PEOSH) reporting