

# 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.

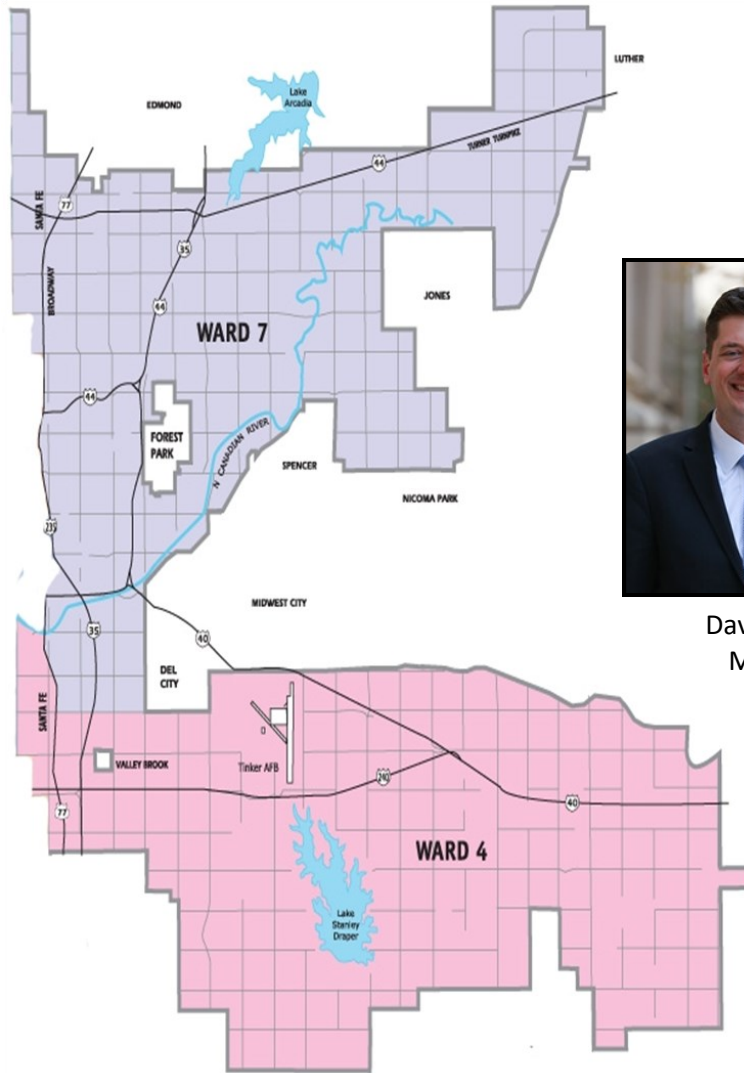
Recently, a committee of diverse, enthusiastic and committed City employees, representing virtually every department and work group in the organization, was convened to update the City's vision and mission statements. Many of the participants are included in the photo below taken on the day City Council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







Lee Cooper, Jr.  
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 adopted 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 Summaries 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.

# MESSAGE FROM THE CITY MANAGER



## The City of OKLAHOMA CITY

### THE HONORABLE MAYOR AND CITY COUNCIL:

The Fiscal Year 2018-2019 (FY19) budget builds on the successes and transitions of this past year. After emerging from a regional recession, Oklahoma City has experienced solid economic growth this year and growth is projected to continue in FY 19, albeit at a slower pace. Fiscal Year 2017-2018 (FY18) saw several very significant changes. In FY18, citizens approved the Better Streets Safer City initiatives, progress continued on the MAPS 3 projects, and the longest-serving Mayor in Oklahoma City's history, Mick Cornett, stepped down and David Holt was elected to succeed him.

The FY19 budget totals \$1.57 billion, an increase of \$132 million. Across all funds the budget includes funding for 4,803 full-time positions, which is an increase of 36 (0.8%) over the amended FY18 total. A significant contributor to the growth of the budget in the coming year is the overlap between the MAPS 3 Sales Tax Fund and the Better Streets Safer City Sales Tax Fund. While MAPS 3 Sales Tax collections have ended, FY19 is expected to be a year of significant spending on several major projects. In future years we expect a steep decline in the MAPS 3 budget as the balances that have been accumulated during the sales tax are spent down. The temporary Better Streets Safer City Sales Tax has also boosted the budget with \$149 million budgeted for streets, sidewalks and trails.

The Better Streets Safer City initiatives approved by voters on September 12, 2017, included a temporary sales tax, a permanent sales tax and a General Obligation bond authorization. The temporary one cent sales tax is expected to provide \$240 million, through FY20, for improved streets, sidewalks and trails for drivers, pedestrians and cyclists. The initiative includes \$168 million for street resurfacing, \$24 million for streetscapes, \$24 million for sidewalks, \$12 million for trails, and \$12 million for bicycle infrastructure over the life of the tax. Because these projects will be debt-free, they will be funded as sales tax dollars are collected. The FY19 budget includes \$149.4 million for the Better Streets Safer City Sales Tax, with the remainder of funding coming in FY20.

Along with the temporary sales tax, City voters approved a 10-year bond package that will provide for \$967 million for streets, drainage, parks, police and fire facilities and other basic needs. The bond projects are not included in the FY19 budget because they are governed by very specific law about how bond proceeds can be used that is separate from budget law. Even though funding for the projects is not included in the budget, there are six positions added in the Public Works Department in FY19 to support bond and sales tax projects in the coming year. These are in addition to five positions added in an amendment in FY18 to support the bond and sales tax projects.

The final aspect of the Better Streets Safer City initiative was a permanent ¼ cent increase in the sales tax rate for the General Fund. This was the first increase in General Fund sales tax since 1976 and funds the addition of 129 Police officers and 57 firefighters. Those positions were added in an

amendment to the FY18 budget and the positions are continued in FY19 where we will have a total of 1,524 full-time positions in the Police Department and 1,029 full-time positions in the Fire Department.

The MAPS 3 projects continue apace in FY19. The budget includes funding for operation of the Oklahoma City Streetcar, which is being constructed using MAPS 3 funds. The Streetcar storage and maintenance facility is complete, construction on the tracks is continuing and expected to be completed in late summer, and operations are expected to begin in late 2018. The Streetcar will operate on a 4.8-mile route with 22 stops through downtown, Midtown, Automobile Alley and Bricktown.

MAPS 3 is also funding construction of Scissortail Park, a 70-acre park extending from the core of downtown to the Oklahoma River. Construction of the north section of the park is expected to be complete in FY19. The FY19 budget includes funding for operation of the park by the Myriad Gardens Foundation for a portion of the year.

The MAPS 3 Convention Center is out for bid and construction will begin in FY19. The budget includes some minimal funding to begin planning for operations in FY 21 when the convention center is expected to open.

A significant transition occurred in FY18 as Oklahoma City moved out of the regional recession caused by the collapse of oil prices in 2017 and began to benefit from the strengthening local economy. For FY19, we expect continued but more subdued growth. In FY18, the City has experienced strong growth in our most significant revenue source, sales tax, and we expect to end the year up about 5.6%. For FY19, we project continued growth and a total of \$465.9 million in sales tax revenue. That represents underlying growth in taxable sales of 3.0%. This is consistent with the forecast provided in February by Dr. Russell Evans, Executive Director of the Steven C. Agee Economic Research and Policy Institute at Oklahoma City University, who projected sales tax growth in the range of 3.0%-3.3% for FY19.

A full discussion of our revenue sources can be found in the Revenue Summary section of the budget book on page B-3.

With the growth in revenue we restored some staffing in several critical areas that had been reduced in recent years. In addition, funding for the full year is included in FY19 for all 186 Police and Fire positions added part-way through FY18 through the Better Streets Safer City initiative. We strive to provide excellent service to our residents in every area and with the additional positions we plan to deliver.

Our annual citizen survey is one of the ways we measure how well we are serving residents. The survey along with our internal performance management process helps track how we are doing at delivering services. We work every day to meet the expectations of our residents and businesses to make Oklahoma City a great place to live, work and play.

### **Council Strategic Priorities**

The City's performance management process, known as Leading for Results, is keyed on the City Council's strategic priorities. The City Council developed the current strategic priorities in the fall of

2017. These priorities provide guidance for department business plans and budget preparation.

The City Council's Strategic Priorities are:

- Promote safe, secure, and thriving neighborhoods
- Develop a transportation system that works for all residents
- Maintain strong financial management
- Enhance recreational opportunities and community wellness
- Encourage a robust local economy
- Uphold high standards for all city services
- Continue to pursue social and criminal justice initiatives

Through this budget we seek to maintain a focus on the City Council's priorities. Some of the enhancements contained in the FY19 budget directed to these priorities include:

*Promote safe, secure and thriving neighborhoods*

- Adding five positions in Development Services for animal control and code enforcement
- Transitioning from grant-funding for crime victim's services and the sex offender registry to the General Fund and Police Sales Tax Fund
- Providing full-year funding for the 57 Fire and 129 Police positions funded through the ¼ cent sales tax increase in the General Fund in FY18
- Continuing to fund public safety fleet replacement through the temporary use taxes associated with MAPS 3 and Better Streets Safer City sales taxes

*Develop a transportation system that works for all residents*

- Adding Sunday bus service by EMBARK
- Beginning service on the Oklahoma City Streetcar in late 2018
- Expanding weeknight bus service by adding route 22
- Adding five positions in Public Works to accelerate sales tax and bond issue projects
- Continuing funding from the temporary one cent Better Streets Safer City sales tax for significant street, sidewalk and trail improvements city-wide

*Maintain strong financial management*

- Adding a Municipal Accountant I to the payroll program in Finance to continue providing accurate, compliant, and timely payroll service to an increased number of City employees

*Enhance recreational opportunities and community wellness*

- Providing funding for the Scissortail Park Foundation to begin Scissortail Park operations
- Adding an athletic field maintenance crew to maintain new fields at Lightning Creek Park and improve the quality of fields at Stars and Stripes and Wheeler Parks

*Encourage a robust local economy*

- Adding a development services liaison to assist customers through the City's development review and permitting process
- Adding positions in Plan Review and the Development Center to provide better service through the development review and permitting process

*Uphold high standards for all city services*

- Converting a significant number of positions in Utilities to provide better career opportunities, skill development and to improve retention and maintain regulatory compliance

- Partnering with the Civic Center Foundation to manage the Civic Center Music Hall
- Continue to pursue social and criminal justice initiatives*
- Adding two positions in Municipal Courts to make permanent the pilot program providing indigency hearing dockets

The full descriptions of these priorities and the results used to monitor progress in each area are discussed on page A-9.

### **Major Budget Changes**

Our budget document contains a summary of all FY19 major budget changes, organized by department, starting on page A-18. In addition, Section C of the budget book on Departmental Budgets contains individual department summaries of major changes.

### **Compliance with Budgeting and Financial Planning Policies**

The City Council has adopted policies to guide financial planning and budget decisions. A summary of these policies can be found on pages F-6 through F-21 and a table addressing policy compliance is on page F-19.

### **Conclusion**

FY19 may prove to be an important bridge year as we have moved out of the regional recession and are in a time of growth. The next several years hold many significant milestones for the City as we deliver on the commitments to our residents to improve transportation options and the quality of our roads, enhance public safety, and put bold new projects like Scissortail Park, the Oklahoma City Streetcar, the new convention center and the American Indian Cultural Center and Museum into operation. We have strong momentum in Oklahoma City and we want to continue that into the future.

There are many great things happening in Oklahoma City. We have included a section later in the budget book entitled Oklahoma City in the News to reflect some of the positive attention our city is receiving.

I want to thank City employees who work day in and day out to meet the needs of our residents in so many ways. It is their hard work and dedication that will help carry us into this new era for Oklahoma City.

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

Respectfully submitted,



James D. Couch



# 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		FY17 Actual	FY18 Estimate	FY18 Target	FY19 Target
<b>Police</b>	% of person crimes cleared by arrest, prosecution or other means	70%	70%	68%	68%
	% of property crimes cleared by arrest, prosecution or other means	28%	30%	27%	27%
	% of citizens who report they feel safe	48%	48%	55%	55%
	% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrival	72%	74%	80%	80%
<b>Fire</b>	% of emergency incidents responded to within 7 minutes	65%	65%	70%	70%
<b>EMSA</b>	% of EMSA/Police Call Taker incidents dispatched in 2 minutes	68%	67%	70%	70%
<b>Planning</b>	% of residents who are satisfied with the overall quality of their neighborhood	61%	61%	65%	65%
<b>Development Services</b>	% of property maintenance and code violations resolved voluntarily	71%	77%	70%	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		FY17 Actual	FY18 Estimate	FY18 Target	FY19 Target
<b>Police</b>	% of citizens who report they feel safe	48%	48%	55%	55%
	% of officers who have received procedural justice training	98%	100%	100%	100%
	% change in the number of people incarcerated for municipal charges	-26%	-38%	-15%	-15%
	# of prisoner days utilized by Oklahoma City at the Oklahoma County Jail	27,715	23,426	29,200	24,000
<b>Planning</b>	# of homeless persons identified during the Point-In-Time Count	1,368	1,368	1,300	1,300
	# of federally assisted affordable rental housing	3,057	3,546	3,546	3,546



### 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		FY17 Actual	FY18 Estimate	FY18 Target	FY19 Target
<b>City Manager's Office</b>	% of residents satisfied with the quality of City Services	57%	57%	71%	71%
	% of service requests received through the Action Center acted upon within 10 working days	96%	96%	96%	96%
<b>Utilities</b>	% of wastewater overflow/backup calls responded to within one hour	N/A	84%	95%	95%
	% of water emergencies (main/service line breaks) responded to within one hour	N/A	98%	95%	95%
	% of scheduled solid waste routes collected by 5:00 pm	99%	99%	95%	95%
<b>Public Works</b>	% of pothole repairs completed within 3 business days of request	75%	60%	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		FY17 Actual	FY18 Estimate	FY18 Target	FY19 Target
Parks and Recreation	% of citizens that report regular leisure time physical activity	64%	64%	70%	70%
	% of citizens within ½ mile of a recreation facility, trail or park	65%	65%	71%	71%
	% of citizens satisfied with maintenance of City parks	71%	67%	75%	75%
	% of citizens visiting a park and/or participating in a park program	81%	78%	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		FY17 Actual	FY18 Estimate	FY18 Target	FY19 Target
Public Works	% of citizens satisfied with the condition of major City streets	18%	18%	40%	40%
	# of miles of sidewalks constructed	59	72	70	80
Parks and Recreation / MAPS Office	# of miles of trails constructed	8	16	22	30
Public Transportation and Parking	# of bus passengers per service hour	17.41	17.05	18.00	17.33
	# of EMBARK bus service hours	176,433	174,101	187,750	176,750
	Average EMBARK frequency (minutes) during peak hours	34.57	34.57	30.00	30.00
Planning	Average commute time (minutes) in Oklahoma City	20.70	20.90	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		FY17 Actual	FY18 Estimate	FY18 Target	FY19 Target
Finance	Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
	% of General Fund budget maintained in unbudgeted reserve	16.18%	17.75%	15.00%	15.00%
	% of General Fund revenue from sales tax	53%	54%	52%	52%



### 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		FY17 Actual	FY18 Estimate	FY18 Target	FY19 Target
Finance	# of people employed	645,336	643,456	688,961	664,690
	Average weekly earnings	804	822	828	847
Airports	# of enplanements at Will Rogers World	1,850,725	1,880,480	1,850,725	1,880,480

### Measures in Performance Supplemental that Align with Council Priorities



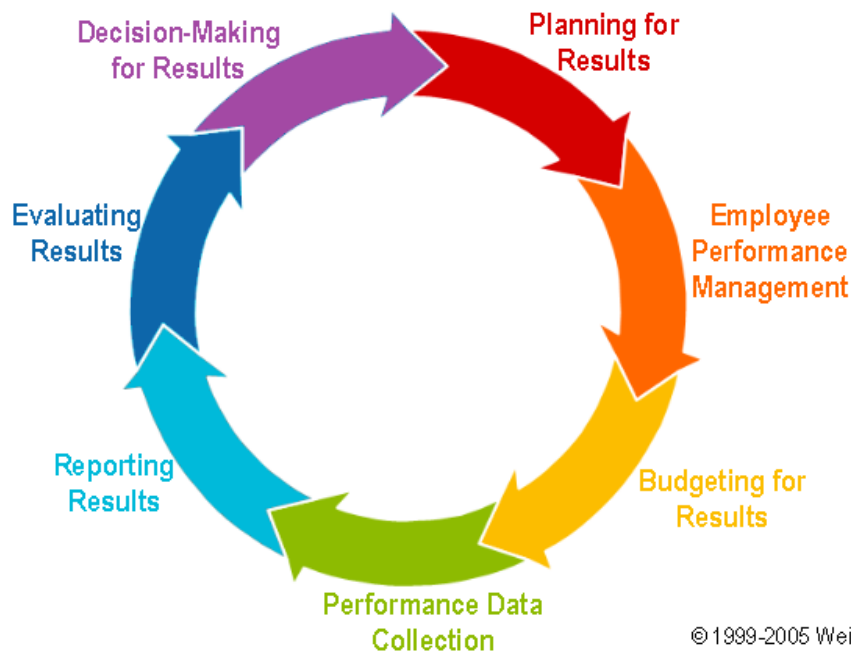
	Safe and Thriving Neighborhoods	Social and Criminal Justice	High Standards for City Services	Recreation and Community Wellness	Transportation System	Strong Financial Management	Robust Local Economy
City Manager	G-19 to G-31	G-19 to G-31	G-19 to G-31	G-19 to G-31	G-19 to G-31	G-19 to G-31	G-19 to G-31
Development Services	G-32 to G-39						
Finance			G-40 to G-47			G-40 to G-47	
Fire	G-48 to G-53						
Parks				G-81 to G-90			
Planning	G-100 to G-109						
Police	G-110 to G-119						
Public Transportation & Parking					G-120 to G-132		
Public Works			G-133 to G-143		G-133 to G-143		
Utilities			G-144 to G-152				

## 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 strategic (2-5 years) 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](http://www.okc.gov).

### **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 2019 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 any requests for additional resources.

## CITY MANAGER'S REVIEW

During February and March, the Office of Management and Budget analyzed the proposed budgets submitted by the departments. Recommendations were discussed with the departments and the City Manager's Office made decisions regarding proposed changes to the budgets. Depending on the current finance climate the changes may be to add new service and enhance existing services or to make reductions necessary to balance revenues and expenses. After the budget review process, revenue projections were revisited using the nine months of actual data that was then available. As revenue and expenditure projections were fine-tuned, final decisions were made regarding the City Manager's recommended budget. The result was the submission of the proposed budget to the City Council.

## OFFICE OF MANAGEMENT AND BUDGET STAFF

Doug Dowler  
Budget Director  
doug.dowler@okc.gov

Susan Kruta  
Management & Budget Specialist

Erika Vandersypen  
Management & Budget Specialist

Lindsey Baird  
Management & Budget Specialist

Lori Hird  
Management & Budget Specialist

Marcus Johnson  
Management & Budget Analyst

Mitchel Massie  
Management & Budget Analyst

Justin Henry  
Management & Budget Analyst

Jacob Foos  
Management & Budget Analyst



## Budget Calendar For Fiscal Year 2019

<b>Sep –Nov 2017</b>	Departments update strategic business plans for FY19 in the Leading for Results process
<b>November 2017</b>	OMB begins process of estimating FY19 revenues.
<b>November 2017</b>	OMB prepares personnel cost worksheets and budget preparation reports.
<b>December 2017</b>	City Manager establishes budget targets.
<b>January 2018</b>	OMB conducts budget training classes and distributes operating budget instructions.
<b>February 2018</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 2018</b>	Assistant City Managers review departmental budget requests. OMB forwards budget recommendations to the City Manager.
<b>April 2018</b>	City Manager reviews budget submissions.  OMB prepares proposed budget document.
<b>May-Jun 2018</b>	Annual budget formally introduced on May 1.  City Council holds public hearings and the City Council Finance Committee meets to consider the proposed budget on May 15, May 29 and June 5.  City Council adopts the budget on June 5.  OMB files adopted Annual Budget with State Auditor and Inspector by June 22.
<b>July 2018</b>	FY 2019 Adopted Annual Budget becomes effective July 1. City Council receives Trust budgets.

# MAJOR BUDGET CHANGES

## AIRPORTS

The Department of Airports adds seven positions to address the growing demands at Will Rogers World Airport, as well as the general aviation airports. The new Lariat Landing area for commercial development has significantly increased the area to be maintained by Airports staff. Three of the added positions are in the Airports Maintenance Line of Business to provide additional staffing for grounds maintenance to help address the significant increase in the number of acres being maintained.

The Department adds a Revenue Auditor to the Executive Leadership program to provide oversight for revenue collections including the review of over 400 lease agreements and performance of revenue audits. The Airports Department provides comprehensive support for information technology-related systems with four positions. To address new and expanding information-technology systems at the airports, a Systems Support Specialist II is added, bringing the total number of IT-related positions to five in Airports. On the General Aviation side of the Airports Department, a Unit Operations Supervisor is added to provide oversight of field maintenance, manage budgets, ensure compliance with federal regulations and improve training and work processes at Clarence E. Page and Wiley Post airports.

The Mike Monroney Aeronautical Center (MMAC), is an expansive campus leased from the Airport Trust by the Federal Aviation Administration (FAA) located adjacent to Will Rogers World Airport. To address the significant number of capital maintenance projects at the MMAC in the coming years, the FY19 budget adds a Civil Engineer II to manage projects across various disciplines and coordinate with MMAC personnel in long-range infrastructure and capital planning.

## CITY AUDITOR'S OFFICE

The Office of the City Auditor adds an Audit Manager position. With the additional position, the Office will conduct additional audits to assess internal controls, detect areas with potential exposure to loss and identify opportunities for program and operational improvement.

## CITY CLERK'S OFFICE

The Office of the City Clerk has experienced a significant increase in open records requests in recent years. To help address this increase and support the bid management program, a Records Control Technician is added, bringing staffing in the Office to nine positions.

## CITY MANAGER'S OFFICE

The Public Information and Marketing Line of Business adds a Digital Media Producer to help with video production, operating City Channel 20, scheduling programs and maintaining equipment. In addition, capital funding is included to upgrade the lighting and audio systems in the City Council chambers.

## DEVELOPMENT SERVICES

Development Services adds positions in most of its operational lines of business. In the Development Center, a Plans Examiner is added to improve the time required to complete initial code review on new construction and commercial remodel plans.

## MAJOR BUDGET CHANGES

The Development Center adds two Records Control Technicians and an Office Coordinator to assist with administrative processes related to the Oil and Gas Program, provide better records management and help respond to the growing number of open records requests. A Development Services Liaison position is added to provide development assistance and case management for customers new to the development or building permit process, and for large and complex development projects.

Three positions are added in the Animal Welfare Line of Business with two of the positions assigned to the Animal Shelter and the third working in the field to improve response time for animal control responses.

Code Enforcement adds two Code Inspector I positions to provide better enforcement of front-yard parking, high grass and weeds, dilapidated property and junk and debris ordinances.

### FINANCE DEPARTMENT

The Payroll Program adds a Municipal Accountant I to continue providing accurate, compliant and timely payroll services to an increasing number of City employees. The Risk Management Line of Business adds a Senior Claims Analyst and an Administrative Coordinator. The Senior Claims Analyst position replaces a contract position in the Workers Compensation program and the Administrative Coordinator will support the training and safety program.

### FIRE DEPARTMENT

The Better Streets Safer City ¼ cent increase in sales tax for the General Fund was approved by voters in 2017 and included funding for the addition of 57 firefighting positions. Those positions along with three additional positions added as part of a Staffing for Adequate Fire and Emergency Response (SAFER) grant were added in FY18 for a portion of the year. The FY19 budget includes a full year of funding for those positions. Another change in the Fire Operations Line of Business results in the creation of three Shift Commander positions that will help coordinate significant responses, staffing assignments and other responsibilities across the Operational Services Line of Business.

### GENERAL SERVICES

The General Services Department restores two positions that were deleted in the FY18 budget. A Service Writer is added in Fleet Services Line of Business to allow Mechanics to work on vehicles rather than to write service orders, develop cost estimates and develop repair schedules. In the Building Management Line of Business, a Heat and Air Mechanic position is added to help meet the HVAC needs in an expanding number of buildings for which General Services has responsibility. A Project Manager moves from Public Works to General Services to manage GO Bond and other significant capital maintenance projects at City facilities and provide better coordination with the Building Maintenance Line of Business that is responsible for maintaining those facilities.

### INFORMATION TECHNOLOGY

The Information Technology Department adds four positions in the FY19 budget. In the Data Management Program, a Systems Analyst I is added to address the City's growing data needs and to meet the increasing number of requests for access to data. A Systems Support Specialist III is added to Configuration Management to assist in the installation and management of software to ensure the City

## MAJOR BUDGET CHANGES

stays up to date in software functionality and security. An Application Support Technician is added in the Closed-Circuit Television (CCTV) program to provide faster repair and maintenance for the City's 500+ CCTV cameras. Finally, a Systems Support Specialist II is added to the Security program to provide additional support for the Supervisory Control and Data Acquisition (SCADA) system used by the Utilities Department.

### MUNICIPAL COUNSELOR'S OFFICE

The Municipal Counselor's Office adds an Assistant Municipal Counselor I to work in the Civil Litigation Program. This position was cut in FY17 to meet required budget reductions, but the civil litigation caseload has continued to increase and the restoration of this position is needed to keep up with the demand.

### MUNICIPAL COURT

Two Records Control Clerks are added in Court Services to help with maintaining court records and filings allowing the Municipal Court Clerks to continue providing indigency hearings to those who are trying to demonstrate an inability to pay. This will allow the indigency hearings to transition from a pilot program to a permanent part of Court activities. A second Community Relations Coordinator is added to Court Case Support to serve as a liaison between the public and court so individuals can make informed decisions regarding their case.

### PARKS AND RECREATION

The Parks Department FY19 budget transitions responsibility for operations of the Civic Center Music Hall from the City to the Civic Center Foundation. This change results in the reduction of 27 City positions and eliminates all service and supply line items except funding for the contract with the Civic Center Foundation.

Four positions are added in the Grounds Management Line of Business. Two Construction Equipment Operator I positions are added to provide maintenance on the growing inventory of walking, biking and multi-use trails throughout the City. A Grounds Maintenance Operator II and a Maintenance Supervisor are added to create a second crew for the maintenance of athletic fields. These two new positions will have responsibility for new soccer fields at Lightning Creek as well as existing fields at Stars and Stripes and Wheeler Parks.

A Public Information and Marketing Manager position that was cut in the FY18 budget will be added in the Executive Leadership Program to promote Parks and Recreation Department programs.

### PERSONNEL

The Personnel Department adds two positions in the FY19 budget. In the Operations Line of Business a Personnel Assistant I is added to support both the Employment Program and the Classification and Compensation Program. The lack of administrative support in these programs has adversely impacted performance as professional staff are currently required to handle a number of administrative tasks that will be assigned to this new position. The second position added is a Personnel Analyst I in the Human Resource Information Systems (HRIS) Program. HRIS is responsible for multiple Personnel-related software systems, maintaining employee records and responding to requests for information

## MAJOR BUDGET CHANGES

and for providing e-Verify confirmation of eligibility to work in the United States for all City hires.

### PLANNING

The Planning Department adds a Mapping Specialist in the Planning and Redevelopment Line of Business. This position will provide GIS-related support for the Planning Commission and the Board of Adjustment as well as other mapping needs in the Planning Department as well as provide some support for the Development Services Department.

In the Grants Fund, the budget is reduced significantly as major disaster relief grants are nearing completion. In addition, a grant funded Office Assistant working in the Housing Rehabilitation program is deleted as the necessity for the position has been eliminated through a redesign of the office entrance making it easier for other staff to work with customers coming to the office.

### POLICE

The Police Department adds a full-year of funding for positions added from the Better Streets Safer City (BSSC) initiative. The BSSC initiative, approved by voters in 2017, unfroze 48 positions and added 81 positions in the Police Department.

The Police Department adds two non-sworn positions, a Crime Scene Investigator and a Forensic Scientist. The Crime Scene Investigator conducts initial criminal investigations on non-emergency calls for Police services. The Crime Scene Investigator will conduct forensic examinations of digital and electronic media devices.

### PUBLIC TRANSPORTATION AND PARKING

The Public Transportation and Parking Department makes several service improvements in FY19. The new Oklahoma City Streetcar, built using MAPS 3 funds, will begin operations. The 4.6-mile loop will have 22 stops linking major employers, businesses, attractions and residences in the downtown area. The modern streetcar is expected to begin service near the end of calendar year 2018.

Bus service on Sundays is also included in the FY19 budget. This expansion will provide the same level of transit service currently provided on Saturdays, which includes 16 routes with one-hour frequency from 6:30 am to 6:30 pm. Another enhancement to fixed-route bus service will be the addition of Route 22 to night service which provides service on a limited number of routes until midnight. Route 22 provides service from the Transit Center to Martin Luther King, Jr. Ave. on up to the City County Health and Wellness Facility located just east of Martin Luther King, Jr. Ave on NE 63<sup>rd</sup> St.

### PUBLIC WORKS

The Public Works Department makes several substantial changes this year. With the passage of the 2017 Better Streets Safer City Sales Tax and the Bond Authorization, the department adds five project management positions in its Infrastructure and Paving programs for the implementation of the general obligation bond- and sales tax-funded projects.

## MAJOR BUDGET CHANGES

The department is also making a significant change to how it will repair utility cuts in streets. This work is currently done by outside contractors, but will now be done in-house by the Streets program. This change will add twelve new positions whose costs will be reimbursed by the Utilities Department. While utility cut repairs are being brought in-house, the work to make base repairs on city streets will be contracted out.

Public Works will also be adding a Traffic Data Analyst and Inspector II to its Traffic Engineering and Field Services programs respectively. The Traffic Data Analyst will allow the department to inspect work zones more thoroughly and with a higher frequency. The Inspector II will address the anticipated need for more roadway inspections.

### UTILITIES

The Utilities Department has a net-zero change in position count. The Department deletes three vacant positions from the Water Line Maintenance program to outsource the property restoration services. This will allow the program to focus on repairing water leaks and providing other core services.

The Department adds two Water Service Representatives to the Water Line Maintenance and Wastewater Line Maintenance programs to address the growing demands to locate utility lines prior to construction or work around utility lines. State law requires that underground utility providers locate existing infrastructure within 48 hours of a request. Failure to locate lines can lead to damaged infrastructure, increased liability, and unplanned expenses.

The Department also adds a Water Service Representative to the Water Treatment program to provide additional support for flushing water lines to meet regulatory water quality standards.

The Utilities Department makes comprehensive changes to several position titles with the objectives of maximizing efficiencies and providing improved career ladders to attract new talent and improve employee retention.

The Department moves budget for liquid fuel from the City utility funds to the Oklahoma City Water Utilities Trust (OCWUT) to consolidate all fuel expenditures. OCWUT currently purchases natural gas for its CNG-powered fleet and this change consolidates all fuel purchasing in one place. The budget also increases expenses for dirt disposal for the Water Line Maintenance and Wastewater Line Maintenance programs to comply with regulations by the Oklahoma Department of Environmental Quality.

## OKLAHOMA CITY, OKLAHOMA MAP



The City of Oklahoma City is the capital of the State of Oklahoma and is the eighth largest city in land area in the United States with a total area of 621.2 square miles. Based on 2018 estimates, the City's population is 662,789 and the metro-area population is estimated at 1.4 million. The FY19 Oklahoma Economic Outlook estimates that the City's population growth rates will approach a 2% annual rate of growth in coming years.

CNBC/GOBankingRates named Oklahoma City the top city for low cost of living and high wage combo in 2018 and Urban planning/policy consultancy Demographia ranked OKC in the top 10 Major Markets for Housing Affordability in 2017.

Low unemployment, a stable housing market, and competitive cost of living continue to make Oklahoma City an attractive place to live and work.

# THE CITY OF OKLAHOMA CITY

Oklahoma City has been a transportation and commercial hub in Oklahoma since before statehood in 1907. The City was settled in a single day when nearly 10,000 pioneers staked out territory in what is now Oklahoma City during the famous Oklahoma Land Run of 1889. The combination of the settlers with the large number of Native American tribes, many transplanted from around the country, has evolved into a unique cultural identity.

Incorporated in 1890, the City of Oklahoma City has had a Council-Manager form of government since 1927. On February 13, 2018, Oklahoma City voters elected David Holt as their next mayor. Mayor Holt was sworn in as Mayor on April 10, 2018. He 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, transportation, and high-quality city services.

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 seeing growth in the health and technology industries. The largest employers in the metropolitan area include the State of Oklahoma, The City of Oklahoma City, Tinker Air Force Base, and the University of Oklahoma. Companies with headquarters here include American Fidelity Assurance Company, BancFirst, Chesapeake Energy, Continental Resources, Devon Energy, Express Personnel, Hobby Lobby Stores, Love's Travel Stops & Country Stores, OG&E Energy, MidFirst Bank, Paycom and Sonic Corporation.

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 Northeast/Southwest 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.

Local performing arts groups such as the Oklahoma City Philharmonic, Lyric Theater, and Ballet Oklahoma contribute to the City's cultural environment. The Oklahoma State Fair, Red Earth Festival, and the Festival of the Arts attract hundreds of thousands of visitors each year. Other popular attractions are 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.

Our NBA team, the Oklahoma City Thunder ended the 2018 regular season 4th in their division and were headed to the playoffs with home court advantage as the budget was being prepared. The Thunder has qualified for the NBA playoffs eight out of their 10 seasons in Oklahoma City.

The City has been the site of numerous Big XII championships in basketball, baseball, and softball and has hosted the opening rounds of the NCAA basketball tournament, the Wrestling Championships and the Women's College World Series. A new USL PRO (minor league soccer) team, Energy FC, begins its fourth season this year. Energy FC is the affiliate of the Major League Soccer Sporting KC.

In December 2009, citizens approved MAPS 3, a seven year, nine month tax to fund eight new projects in the metro area. These include a 70-acre central park, a new rail-based streetcar system, a new



downtown convention center, sidewalks throughout the City, 57 miles of new bicycle and walking trails, improvements along the Oklahoma River, health and wellness aquatic centers for seniors, and improvements to the fairgrounds. The estimated cost for all of these projects is \$777 million.

In May 2016, the \$45.3 million RIVERSPORT Rapids 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 level 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 for those sports in 2016 at the new RIVERSPORT Rapids center and the Oklahoma River. The Oklahoma River is the only river to have received this coveted designation and is being transformed into a world class competitive and recreation center.

In January of 2016, the City entered into an agreement with the State of Oklahoma and the Chickasaw Nation to complete the American Indian Cultural Center and Museum along the Oklahoma River. The Center will provide 85 acres of park space, with walking trails, interpretive art, and serve as a venue for native performers and educational exhibits.

In August 2017, citizens approved the Better Streets, Safer City bond and sales tax measure. The temporary penny sales tax took effect Jan. 1, 2018, after the MAPS 3 tax expired, and it's expected to generate about \$240 million over 27 months: \$168 million for street resurfacing, \$24 million for streetscapes, \$24 million for sidewalks, \$12 million for trails and \$12 million for bicycle infrastructure. The sales tax projects are joined by the other major Better Streets, Safer City initiatives: a 10-year, \$967 million bond program (including \$536 million for streets, bridges, sidewalks and traffic control), and a permanent ¼ cent sales tax for more police officers, more firefighters and day-to-day operations.



## OKLAHOMA CITY IN THE NEWS

### ***Standard & Poor's, Moody's* reaffirm Oklahoma City's AAA bond rating**

March 13, 2018 - [Time / MONEY](#)

As a result of continued sound fiscal management, for the eighth consecutive year, *Standard & Poor's* and *Moody's* have given the City of Oklahoma City the highest bond rating possible. The strong ratings allow the City to sell bonds at lower interest rates. The savings allow the City to spend more on bond projects like streets, bridges, sidewalks, trails and park improvements.

### **OKC makes best vacation destination list**

March 6, 2018 - [Southern Living](#)

National magazine *Southern Living* ranked Oklahoma City on its "15 Incredible Solo Vacations to Take in the South" list. The ranking further shows off OKC's impressive quality of life and highlighted the metro's impressive culinary offerings.

### **Time / MONEY: Oklahoma City among "The 20 Best Places To Go in 2018"**

March 6, 2018 - [Time / MONEY](#)

Due to our ability to consistently deliver "quality, cost, and value" on a variety of fronts, OKC's once again in good company. *MONEY* used "more than 32,000 data points in total from dozens of sources, covering cost, year-over-year trends, and customer satisfaction" as well as *Lonely Planet* travel data to compile and round out their list.

### **OKC ranks among best cities to start a new small business**

February 27, 2018 - [LendingTree](#)

Oklahoma City ranked in the top 10 for LendingTree's "Best Cities for New Small Business" list. The study looked at average annual revenue and profitability.

### **CNBC: OKC top city for low cost of living / high wage combo**

February 27, 2018 - [CNBC / GOBankingRates](#)

GOBankingRates looked at average annual income and average monthly living expenses to find the city where wages most outpaced expenses. Oklahoma City landed in the number one spot.

### **New grads should take notice of OKC**

January 1, 2018 - [OnlineDegrees.com](#)

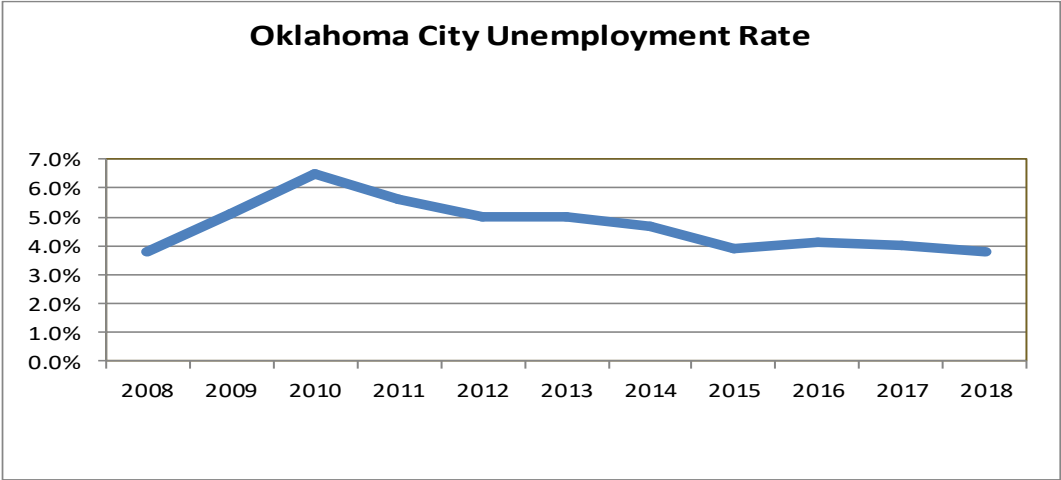
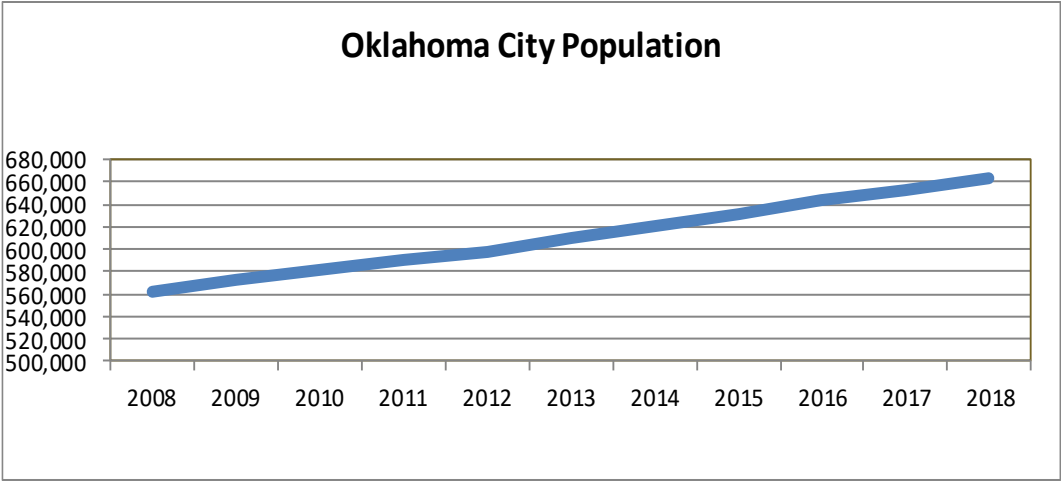
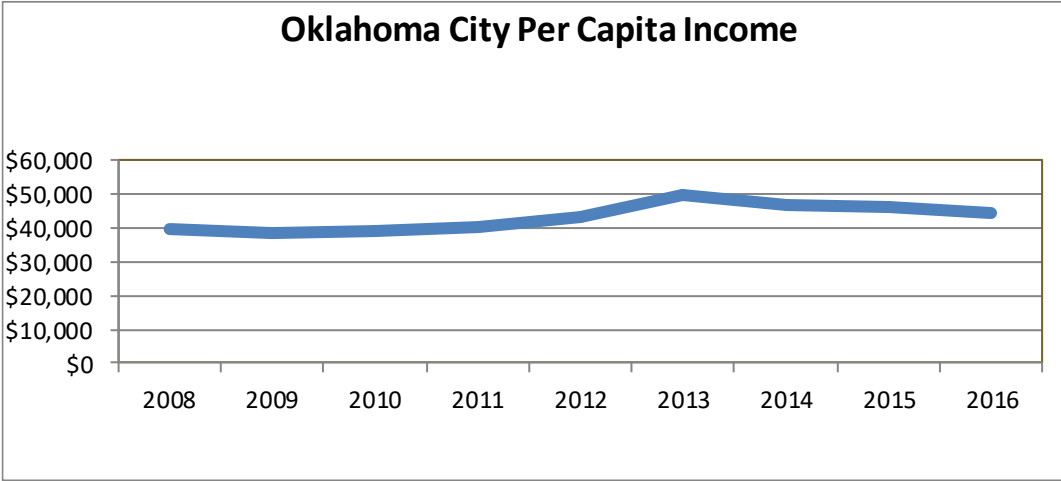
According to the website *OnlineDegrees.com* new grads should take a hard look at OKC as the metro ranked No. 11 in its "Best Big Cities for New Grads" rankings. The ranking is based on factors such as average rent, cost of living and nightlife.

### **OKC ranks in top ten for most popular U.S. cities to live**

June 6, 2017 - [Business Insider](#)

It's a good time to be in OKC. New data Business Insider obtained from realtor.com shows OKC coming in at No. 8 on their list of most popular cities everyone wants to live right now. The list is based on factors such as the migration ratio and growth rate.

# METRO AREA DEMOGRAPHIC AND ECONOMIC DATA



## MAJOR METROPOLITAN AREA EMPLOYERS

Company Name	# Employees	Sector
State of Oklahoma	47,300	Government
Tinker Air Force Base	24,000	Military
University of Oklahoma - Norman	12,700	Higher Education
FAA Mike Monroney Aeronautical Center	7,000	Aerospace
INTEGRIS Health	6,000	Health Care
Hobby Lobby Stores Inc	5,100	Wholesale & Retail
University of Oklahoma Health Sciences Center	5,000	Higher Education
City of Oklahoma City	4,700	Government
Mercy Hospital	4,500	Health Care
OGE Energy Corp	3,400	Utility
OU Medical Center	3,300	Health Care
SSM Health Care of Oklahoma, Inc.	3,000	Health Care
University of Central Oklahoma	3,000	Higher Education
Norman Regional Hospital	2,950	Health Care
AT&T	2,700	Telecommunications
The Boeing Company	2,600	Aerospace
Devon Energy Corp	2,500	Oil & Gas
Sonic Corp	2,460	Wholesale & Retail
Oklahoma City Community College	2,100	Higher Education
Midfirst Bank	2,000	Finance
Paycom	2,000	Technology
Chesapeake Energy Corp	1,800	Oil & Gas
Dell	1,800	Sales & Business Services
UPS	1,800	Transportation
Love's Travel Stops & Country Stores	1,800	Retail
BancFirst	1,700	Finance
Hertz Corporation	1,700	Rental Services
American Fidelity	1,650	Finance/Insurance
Enable Midstream	1,600	Oil & Gas
Cox Communications	1,400	Telecommunications
Farmers Insurance Group	1,300	Customer Service
Great Plains Coca-Cola Bottling Company	1,300	Beverage Distribution
Bank of Oklahoma	1,100	Finance
Dolese Bros. Co.	1,100	Manufacturing
Continental Resources	1,080	Oil & Gas
Deaconess Hospital	1,000	Health Care
Rose State College	1,000	Higher Education

Source: Economic Development Division of the Greater Oklahoma City Chamber — March 2018.

## CONVENTION, EXHIBIT, AND MEETING FACILITIES

The Convention and Visitors Bureau, a division of the Oklahoma City Chamber of Commerce, operates under a contract with the City funded by the hotel tax. In December 2004, Oklahoma City voters approved a new hotel tax rate, increasing it from 2% to 5.5%. The additional funds are being used to finance improvements at the State Fairgrounds facilities and help draw new events to the City.

Several public event facilities for conventions and special events are located in Oklahoma City: the Cox Business Services Convention Center, the Chesapeake Energy Arena, and the Civic Center Music Hall. The Cox Business Services Convention Center contains more than one million square feet of event space and arena seating for 16,000.

In addition, State Fair Park is one of the largest and busiest event facilities in the country and is the center of Oklahoma City's status as "Horse Show Capital of the World." Other events include concerts, rodeos, arts and crafts shows, the Oklahoma Youth Expo, and the annual Oklahoma State Fair, held in September. Construction was completed in 2017 on the MAPS 3 Bennett Event Center. The fairgrounds will benefit from the 279,000-square-foot state-of-the-art expo center for indoor events.

A major renovation of the Civic Center was completed in September 2001 with a renovation of Bicentennial Park completed in 2012. The 586,000 square feet Chesapeake Energy Arena was completed in June 2002. The Chesapeake Energy Arena is a state-of-the-art sports and entertainment facility that seats approximately 20,000 people and hosts premier concerts and sporting events.

In March 2008, City residents approved a temporary one-cent sales tax to go toward improvements at the Chesapeake Energy Arena for the new NBA team along with an off-site practice facility for the OKC Thunder. The penny sales tax, which began in January of 2009, lasted for 15 months. Improvements to the Chesapeake Energy Arena included a new grand entrance, additional restaurants and clubs at every level, a 12,000-square-foot family activity center, and other NBA specific improvements.

Groundbreaking is scheduled in 2018 for the MAPS 3 Downtown Convention Center. The Convention Center will contain a 200,000-square-foot exhibit hall, a 45,000-square-foot meeting space, and a 30,000-square-foot ballroom. Construction is expected to be completed by 2020.



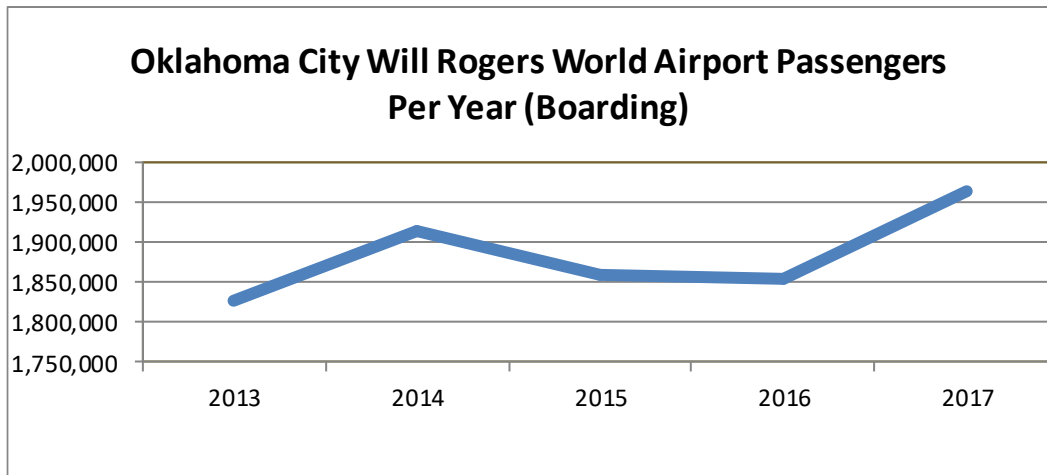
# TRANSPORTATION

As a major transportation hub in the southwest, 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, affordable, daily rail service between Oklahoma City and Fort Worth, Texas.



*Renderings of the Terminal Expansion at Will Rogers World Airport.*

Oklahoma City operates three municipal airports. Will Rogers World Airport supports and enhances Oklahoma City economic growth and development through continued improvements to facilities and services. Wiley Post and Clarence E. Page are general aviation airports. Wiley Post is also designated as a reliever airport for Will Rogers World Airport.



## CONSTRUCTION ACTIVITY

Construction activity in Oklahoma City has started to rebound this past year with numerous projects in various stages of completion. In downtown Oklahoma City, construction continues for both residential and mixed-use.

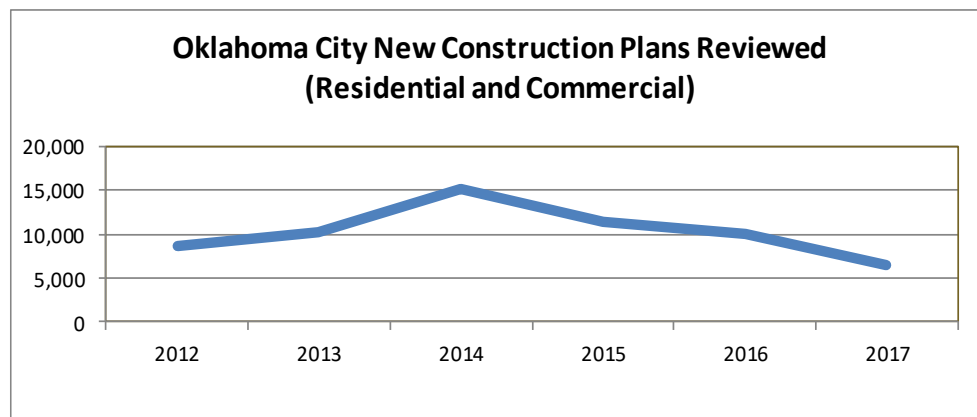
Construction will begin in 2018 on the 17-story, 605-room Omni Hotel, which will be directly south of Chesapeake Energy Arena and directly east of the future Scissortail Park. At the west end of downtown, construction is underway on the development surrounding the recently completed 21c Museum Hotel and Jones Assembly. The \$70 million project, which will extend Film Row to Classen Boulevard, will add 345 apartments and 16,000 square feet of retail to the area.



*Preliminary drawing of Omni Convention Center Hotel*

In May 2017, Amazon announced the building of a new 300,000 square-foot sorting facility in SW Oklahoma City. The facility was completed in late 2017 and employs more than 350 people. In early 2017, ground work began on a new distribution warehouse for FedEx Ground Package System Inc. The future warehouse will measure 270,000 square feet and is being built between NE 150th Street and Memorial Road. Construction is expected to be completed in July 2018.

Residential construction saw a third year of decline in FY17. This continues the downward shift from a 10 year high in development the City experienced in FY14.



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

# ORGANIZATION CHART

