



# FISCAL YEAR 2011–2012 ANNUAL BUDGET

## THE CITY OF OKLAHOMA CITY





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Oklahoma City  
Oklahoma**

For the Fiscal Year Beginning

**July 1, 2010**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to The City of Oklahoma City, Oklahoma for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



The City of  
**OKLAHOMA CITY**

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The City of  
**OKLAHOMA CITY**

# **INTRODUCTION FY 2011-2012**

**Mission, Vision and Core Values**

**Mayor and Council Members**

**Appointed Positions and City Staff**

**Reader's Guide**

**Budget Message**

**Your City Budget Summary**

**Summary of Major Budget Changes**

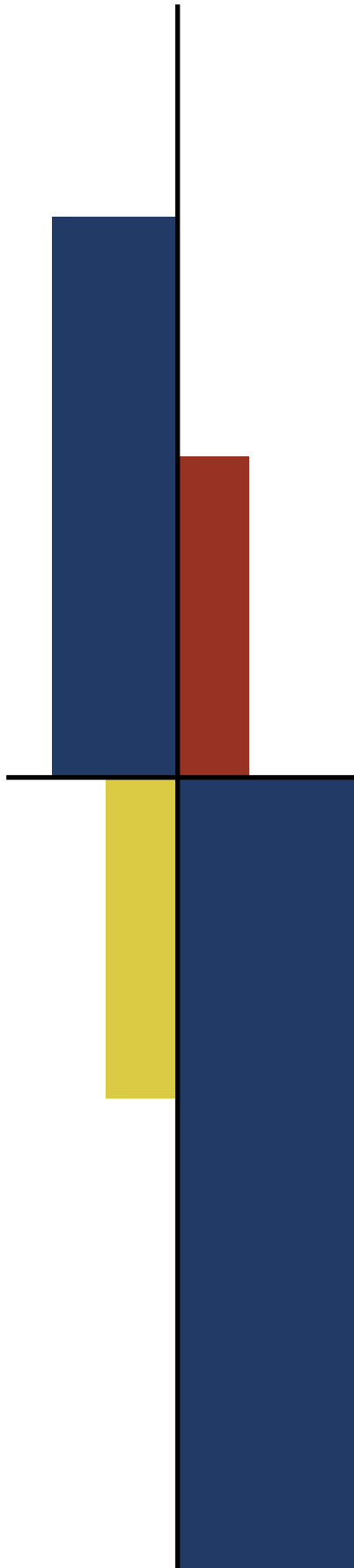
**Council Priorities**

**Leading for Results**

**Budget Development Process**

**Overview of Oklahoma City**

**Organizational Chart**



# MISSION, VISION, AND CORE VALUES STATEMENTS

## MISSION STATEMENT

The City of Oklahoma City's mission is to provide the leadership, commitment and resources to achieve our vision by:

- Offering a clean, safe and affordable City.
- Providing well managed and maintained infrastructure through proactive and reactive services, excellent stewardship of public assets and a variety of cultural, recreational and entertainment opportunities that enhance the quality of life.
- Creating and maintaining effective partnerships to promote employment opportunities and individual and business success.
- Advancing a model of professionalism that ensures the delivery of high quality products and services, continuously improves efficiency and removes barriers for future development.

## VISION STATEMENT

Oklahoma City is a safe, clean, affordable City. We are a family-friendly community of strong moral character, solid values and a caring spirit. We strive to provide the right balance of cosmopolitan and rural areas by offering a well-planned and growing community that focuses on a wide variety of business, educational, cultural, entertainment and recreational opportunities. We are a diverse, friendly city that encourages individuality and excellence.

## CORE VALUES STATEMENT

*"We are The City of Oklahoma City.*

Public Service is our purpose. It is why we are here.

We commit to provide competent, dependable and efficient service to all by knowing our jobs and our city.

We value dependability and accountability in our relationships.

We value tactful, useful, informative and honest communication among ourselves and with our community.

Listening to the needs of others is a critical part of our communication process.

We honor diversity by respecting our customers and fellow employees.

We commit to continuous improvement and growth through visionary, proactive leadership and technology.

We set these standards of quality service by upholding our core values.

*We are The City of Oklahoma City."*



# MAYOR, CITY COUNCIL AND WARD BOUNDARIES



MICK CORNETT  
MAYOR



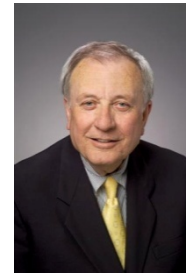
GARY MARRS  
WARD 1



ED SHADID  
WARD 2



LARRY MCATEE  
WARD 3



PETE WHITE  
WARD 4



DAVID GREENWELL  
WARD 5



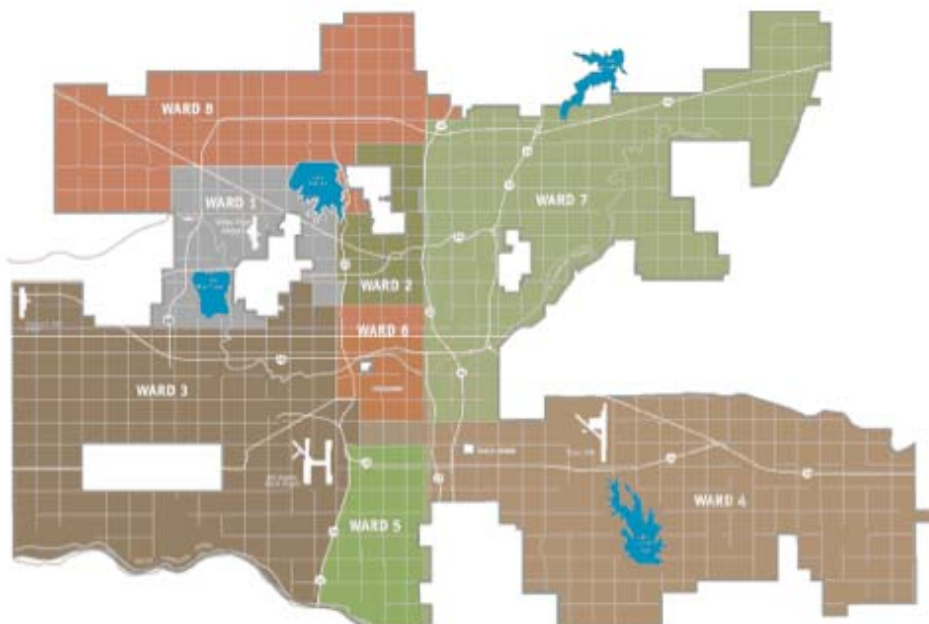
MEG SALYER  
WARD 6



RONALD "SKIP" KELLY  
WARD 7



PATRICK RYAN  
WARD 8





# POSITIONS

## APPOINTED POSITIONS



**JAMES D. COUCH**  
CITY MANAGER



**KENNETH JORDAN**  
MUNICIPAL COUNSELOR



**JIM WILLIAMSON**  
CITY AUDITOR

## MANAGEMENT OFFICIALS



**M.T. BERRY**  
ASSISTANT CITY MANAGER



**JAMES E. THOMPSON**  
ASSISTANT CITY MANAGER

## DEPARTMENT DIRECTORS

**Mark Kranenburg**  
Airports Director

**Frances Kersey**  
City Clerk

**Debi Martin**  
Executive Asst to City Council

**Bob Tener**  
Development Services Director

**Laura Johnson**  
Finance Director

**G. Keith Bryant**  
Fire Chief

**Paula Falkenstein**  
General Services Director

**Schad Meldrum**  
Information Technology Director

**Stacey Davis**  
Municipal Court Administrator

**Wendel Whisenhunt**  
Parks & Recreation Director

**Dianna Berry**  
Personnel Director

**Russell Claus**  
Planning Director

**William Citty**  
Police Chief

**Kristi Yager**  
Public Information Director

**Rick Cain**  
Public Transportation & Parking Director

**Dennis Clowers**  
Public Works Director

**Marsha Slaughter**  
Utilities Director

**Dwight Scott**  
Zoo Director

## OFFICE OF MANAGEMENT AND BUDGET STAFF

**Craig Freeman**  
Budget Director

**Doug Dowler**  
Deputy Budget Director

**Jason Ferbrache**  
Management & Budget Specialist

**Michael Stroope**  
Management & Budget Specialist

**Sarah Boggs**  
Management & Budget Analyst

**Joanna Ferguson**  
Management & Budget Analyst

**Susan Kruta**  
Management & Budget Analyst

**Michael Miller**  
Management & Budget Analyst

**Michael J. Smith**  
Management & Budget Analyst

**Mary Bermudez**  
Administrative Coordinator

## 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 FY 2010, the adopted budget including amendments for FY 2011, and the annual budget for FY 2012. The annual budget for FY 2012 governs City programs and finances for the fiscal year beginning July 1, 2011 and ending June 30, 2012.

This document contains six sections, separated by divider pages. 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.

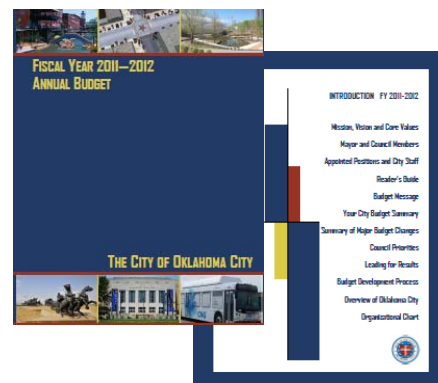
The following briefly describes the contents of each section of this year's Annual Budget book:

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, results of the Citizen Survey, 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, goals, budget, achievements and performance

measures for each of the departments. At the beginning of this section, there is a Reader's Guide to explain the Leading for Results 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 \$7,500. 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 Annual Budget Book is published online at [www.okc.gov](http://www.okc.gov). Final Adopted Budget Books are available on a limited basis and copies can be requested from the Office of Management and Budget at (405) 297-2257.

## MESSAGE FROM THE CITY MANAGER

July 1, 2011

The Honorable Mayor and City Council:

Fiscal Year 2011-2012 (FY 2012) will present many opportunities for the City as the MAPS for Kids program and Project 180 continue and the MAPS 3 program gets underway. The challenge for the City is to ensure that while we manage the investment our citizens have made through the MAPS programs, we also continue to focus on providing important day to day services for our citizens.

The FY 2012 budget reduces our reliance on one-time revenues and restores many services reduced in response to the recession, but still leaves us below FY 2009 staffing levels. The severe decline in revenues as a result of the national recession required extraordinary measures to avoid extreme reductions in services for our citizens. In FY 2010 and FY 2011, the City eliminated 136 positions which resulted in the reduction of many services. To avoid more extreme service cuts, the FY 2011 budget was balanced using \$8 million in temporary funding from the MAPS 3 Use Tax for 100 public safety positions and about \$2 million in Recovery Act grant funds to support public transportation services.

Following the recession, City revenues were expected to rebound slowly in FY 2011. Instead, an increase in sales tax revenue was spurred by repairs from last spring's storms, construction activity, and growth in our local economy. While growth in sales tax revenue in FY 2011 is better than expected, it is still only about 4% above FY 2009 sales tax collections.

The severity of the storms experienced in the spring of 2010 was greater than a normal spring storm season and resulted in a temporary boost in sales tax revenue, primarily, from a spike in the purchase of roofing and other building materials. While sales tax revenues are expected to continue to grow in FY 2012, the actual growth rate appears lower after factoring out the one-time increase generated by the storm damage recovery activity for FY 2011.

The projected General Fund sales tax for FY 2012 is \$188 million which is about equal to the amount received in FY 2011.

The total FY 2012 budget is \$920 million. The General Fund budget of \$364 million is an increase of about 6% from the FY 2011 General Fund budget. The budget includes 4,426 permanent full time positions, representing an increase of 100 positions from the FY 2011 budget.

Revenue growth in FY 2011 has allowed the City to restore unbudgeted reserves used in response to the recession. In the General Fund, \$3 million in fund balance has been budgeted for capital projects for FY 2012. General Fund unbudgeted reserves are expected to be about 14.5% of the FY 2012 budget. To put this in perspective, the General Fund unbudgeted reserves are expected to equal about seven weeks worth of expenditures. This is within the City's financial policy of maintaining General Fund unbudgeted reserves at 8 to 15 percent. Unbudgeted reserves provide a cushion against economic downturns, allow the City to respond to major emergencies and provide needed cash flow during the year.

### COUNCIL STRATEGIC PRIORITIES

The City Council's nine Strategic Priorities which were updated in FY 2011 provide guidance for department business plans and for the preparation of the budget.

#### ■ PRESERVE AND GROW CITIZEN CONFIDENCE AND TRUST IN CITY GOVERNMENT

**Citizen Survey.** In order to maintain citizen trust, it is important that we stay in touch with our citizens. A valuable tool used to receive input from our citizens about City services is the annual Citizen Survey. The survey has been conducted for several years, but was not conducted in FY 2011 in order to fund other priorities.

## MESSAGE FROM THE CITY MANAGER

The Citizen Survey will be restored in the FY 2012 budget and the results will be presented to the Council this summer. Survey results provide information used to establish City priorities and develop department business plans.

**Results for Citizens.** The confidence of our citizens is dependent on our ability to provide the services and results they expect. Leading for Results is the City's strategic planning, budgeting and performance management program which focuses City services on the results that customers expect. Departments update their strategic business plans at least every other year and use the information in the plans to provide direction for the development of their budgets. Performance reporting provides the information necessary to make better-informed decisions, ensure services are aligned with citywide and departmental goals, and improve the services provided to our citizens. Performance information for each program in the City is included in the department section of the budget book.

**Deliver What We Promise.** A continuing priority of the City Council has been to fulfill the promises that have been made to our citizens. In recent years, voters have approved initiatives to invest in our City and this budget continues the focus on completing all of these projects as promised:

- 2007 General Obligation Bond (G.O. Bond) Program for infrastructure, facilities, and economic development projects
- Sports Facilities Improvements – A 15-month, one cent sales tax to fund improvements at the Oklahoma City Arena and build a new NBA practice facility

- MAPS for Kids Program – A temporary one cent sales tax investing in capital improvements for the public schools in Oklahoma City, continues and is at its peak period in construction activity
- MAPS 3 Program – In December of 2009, a temporary one cent sales tax to fund capital improvements for a better quality of life in Oklahoma City

The MAPS Office continues to manage the MAPS for Kids program and is expanding to manage the MAPS 3 program. In FY 2012, positions are added for both project and financial management for the MAPS 3 program. As more of the MAPS for Kids projects are completed and MAPS 3 projects are initiated, additional staff time will begin to shift to the MAPS 3 program.

### ▪ PROMOTE A SUSTAINABLE FINANCIAL MODEL

The City Council established a priority focused on pursuing a financial model that provides adequate resources to meet the expectations for services as the City grows. To address this priority, the City will continue the emphasis to diversify municipal revenue sources, keep fees in line with the cost of services, and encourage manageable growth to allow the City to sustain appropriate levels of service for citizens.

**Financial Policies.** In 2011, the City Council approved amended financial policies which increased the General Fund reserve policy to 8 to 15 percent. This new reserve standard equates to approximately one to two months of revenue, and is consistent with recommended practices from the Government Finance Officers Association (GFOA). This updated policy will provide additional financial stability for the City and will contribute to maintaining the City's strong bond ratings.

## MESSAGE FROM THE CITY MANAGER

**Ambulance Service Funding.** The ambulance service membership program initiated in FY 2010 will continue in FY 2012. This program includes a membership fee which eliminates any out-of-pocket expenses for emergency ambulance service for households that choose to participate in the program. A \$3.65 fee is added to the monthly City utility bill for those households participating in the billing program. This program has helped to diversify revenue sources by allowing the membership fee revenues to cover the cost of ambulance service and reduce the burden on other City operating revenues.

**Revenue Enforcement.** In the FY 2012 budget, two positions are added in the Finance Department to enhance the collection of revenues that are due the City. Initial efforts will be directed primarily to sales tax collections by analyzing information from the Oklahoma Tax Commission on sales tax delinquencies. Increased efforts to contact vendors that have been identified as delinquent in remitting sales tax will be used to improve the collection of these taxes. The program will also expand the use of database comparisons to cross reference sales tax data to licensing, utilities and other databases to ensure that businesses are remitting sales tax due to the City. The program will address other revenue collection issues for the City and will also work to address legislative issues that affect City revenues.

### ■ FOCUS ON INFRASTRUCTURE DEVELOPMENT

**General Obligation (G.O.) Bond Program.** The City's G.O. Bond program funds infrastructure improvements for streets, traffic control, bridges, and drainage. This emphasis on street improvements is consistent with feedback through the citizen survey and the priorities established by the City Council. This budget continues to fund G.O. Bond project management in the Public Works Department.

The Public Works Department is targeting to complete \$78 million in infrastructure improvements through the G.O. Bond program in FY 2012.



**Project 180.** Renovation of more than 180

acres in downtown Oklahoma City started in FY 2010 and will continue in FY 2012. The initiative is a \$140 million redesign of downtown streets, sidewalks, parks and plazas to improve appearance and make the central core more pedestrian friendly. Plans call for the addition of landscaping, public art, marked bike lanes, decorative street lighting, additional on-street parking, and a dramatic transformation of the Myriad Botanical Gardens. The Project 180 improvements are being paid for through Tax Increment Financing (TIF) from construction of the Devon Tower and General Obligation Bonds.

**Utilities.** The Oklahoma City Water Utilities Trust (OCWUT) provides infrastructure maintenance and improvements for the water and wastewater systems in Oklahoma City. OCWUT revenue sources include water and wastewater service charges, impact fees, billing service fees, capital contributions, and other miscellaneous revenues. The current FY 2012 OCWUT Capital Plan for infrastructure replacement and expansion of \$48.5 million will be jointly cash and debt funded.

### ■ INCREASE EFFECTIVENESS AND SUSTAINABILITY OF PUBLIC TRANSPORTATION

**Public Transportation Services.** In the FY 2011 budget, approximately \$2 million in Recovery Act grant funds were used by the Central Oklahoma Transportation and Parking Authority (COTPA) to prevent reductions in bus service as City revenues fell in response to the recession. This grant funding provided a



## MESSAGE FROM THE CITY MANAGER

temporary solution that would only support continued services for one year. In the FY 2012 budget, the payment from the General Fund to COTPA for public transportation services is increasing by \$2.3 million to offset the Recovery Act funds and to address increased costs for fuel and personnel. This increased payment from the General Fund will ensure the continuation of current public transportation services.

**MAPS 3 Investment in Public Transportation.** The MAPS 3 initiative will provide initial funding for a modern streetcar in the downtown area and for other transit infrastructure such as connections to other rail based systems and/or a transit hub. The Alternatives Analysis for the greater downtown area will be completed this summer and will identify preferred options to enhance public transportation and will also include options for funding the alternatives. The implementation plan for the MAPS 3 program is still being finalized and will determine the timing of the modern street car and transit improvements.

**Customer Service.** In FY 2012, federal grant funding will enable the purchase of automatic vehicle location (AVL) technology that will provide real time bus arrival information and automated stop announcements to assist passengers. The customer-focused website will be improved in FY 2012 with an online trip planning feature that will allow customers to easily plan their trip without the aid of customer service personnel.

### ▪ EXPAND ECONOMIC DEVELOPMENT INITIATIVES

**Strategic Investment Program.** The City's Strategic Investment Program provides incentives to businesses to locate or expand in Oklahoma City and is funded through \$75 million in General Obligation Limited Tax (GOLT) Bonds approved as a part of the 2007 G.O. Bond program. A portion of these bonds have been sold and the remainder will be sold over the

coming years to enhance economic development in the City.

The Oklahoma City Economic Development Trust provides policy recommendations for the City's economic development initiatives which include the Strategic Investment program, as well as the eight Tax Increment Finance (TIF) districts within the City. City staff provides management of the economic development initiatives and support for the economic development program is continued in the FY 2012 budget.

### ▪ ENHANCE THE QUALITY OF LIFE

The City Council has identified expanding recreational, entertainment, and cultural opportunities as a means of accomplishing the strategic priority to enhance the quality of life in the City.

**MAPS 3.** MAPS 3 is a seven year, nine month one-cent sales tax initiative to fund eight projects to improve the quality of life in Oklahoma City. The improvements are estimated to cost \$777 million and include a new 70-acre downtown park extending to the shore of the Oklahoma River, a modern streetcar system, a new convention center, sidewalks, trails, improvements to the Oklahoma River for recreational and competitive uses, senior health and wellness centers, and expansion of the public event buildings at the Oklahoma State Fairgrounds. The one cent sales tax for the MAPS 3 projects began April 1, 2010.

The MAPS Office is responsible for managing the MAPS 3 projects and provides support for the 11 member MAPS 3 Citizens Advisory Board and the various sub-committees with more than 60 members providing citizen input and recommendations on these important improvements for the City. An implementation plan to provide guidance for the completion of projects is being developed and is under review.





## MESSAGE FROM THE CITY MANAGER

**Myriad Botanical Gardens.** Included in Project 180 is a dramatic transformation of the Myriad Botanical Gardens. The improvements will make changes throughout the garden, including the addition of a grand performance lawn, a children’s discovery garden and play area, water features, an ice skating rink, a restaurant, a dog release area and the addition of a new grand entrance to the Crystal Bridge Conservatory. Portions of the garden opened for the 2011 Arts Festival and all of the improvements will be completed during FY 2012.

Additional funding is included in the FY 2012 budget to provide for maintenance and operations of the renovated gardens and new improvements.

**Appearance of the City.** Funding will continue in FY 2012 for proactive and complaint-based code enforcement to address the appearance of the City. An additional Code Enforcement Officer will be added in the Development Services Department to enhance code enforcement services and improve response times on complaint-based inspections such as junk and debris, tall grass and weeds, and unsecured and dilapidated housing.

**Oklahoma City Thunder.** The Oklahoma City Thunder just completed their third season in the Oklahoma City Arena. Citizen support of the temporary sales tax to upgrade the Oklahoma City Arena and construct a new NBA practice facility contributed to the Thunder making Oklahoma City their home. Many of the improvements to the Arena have been completed. Capital funding for the remainder of the Arena improvements and the completion of the new practice facility are included in this



fiscal year’s budget.



### Oklahoma City Barons

The Oklahoma City Barons, the American Hockey League (AHL) franchise affiliated with the Edmonton Oilers, completed their

first season in Oklahoma City. The Barons play in the Cox Convention Center. AHL is the highest level of professional ice hockey next to the NHL. Funding is included in the FY 2012 budget for the contract with SMG to manage and operate the Oklahoma City Arena and the Cox Convention Center

### IMPROVE PUBLIC EDUCATION

**MAPS for Kids.** Although school districts work independent of the City, the City Council recognizes the importance of public education in our community. In 2001, the decision was made to invest in public schools by using a temporary sales tax to provide capital improvements for public schools in Oklahoma City. The MAPS for Kids program has been funded through a one-cent sales tax that expired on December 31, 2008 and generated over \$500 million to fund public school capital improvements. The Oklahoma City Metropolitan Area Public Schools (OCMAPS) Trust was formed to provide direction and oversight for the implementation of the initiative.

The City’s MAPS Office continues to provide for the management of the MAPS for Kids projects, as well as the Oklahoma City Public Schools’ bond program. The final MAPS for Kids projects are scheduled to be completed in 2013.



Stand Waite School

## MESSAGE FROM THE CITY MANAGER

### ▪ GAIN GREATER GOVERNMENT EFFICIENCY

The City Council identified a priority to promote efficiency by identifying opportunities for sharing and consolidating services among local governments in the metropolitan area and to continue to find more efficient ways to provide services within the City

The City continues to provide shared services with other jurisdictions in water and wastewater services, ambulance service, police and fire services and communication systems. We are also currently working with other communities in central Oklahoma to address future water supply needs for this region. In addition, the City seeks to partner with the County and State on road projects where possible to increase the number of improvements that can be done within City limits.

While City departments are continually working to improve efficiency, there are other additions included in the FY 2012 budget that provide further opportunities for improved efficiency. A few examples include:

- The restoration of the second shift in Fleet Services at the Central Maintenance Facility will provide the opportunity to maintain and repair equipment after normal working hours;
- A position is added in the Information Technology Department to enhance support for telecommunications and to enhance our ability to use available technology to work more efficiently;
- An Archivist position is added in the City Clerk's Office to provide for the planning and eventual management of a central records management program for the City. The goal is to develop a program to ensure that records are properly stored, secured, and retained to ensure accessibility to the public and for use by City staff. Opportunities for

electronic storage would also be included in the plan. The City Clerk's Office is pursuing a grant to fund one-half of the cost of this position;

- Two permanent administrative positions are added in the Fire Department to replace existing part time staff. Full time staffing in these positions will reduce the need to use uniformed personnel to cover duties when part time employees are not available.

### ▪ ENSURE CITIZEN SAFETY

**Public Safety.** In the Citizen Survey, citizens have indicated they are generally satisfied with public safety services. These important services must be maintained at a high level in order to properly protect our citizens. In response to the recession, 51 public safety positions were eliminated and another 100 were funded through a short-term funding source (MAPS 3 Use Tax) in order to avoid further service reductions in FY 2011. The FY 2012 budget will eliminate the City's reliance on the MAPS 3 Use Tax for public safety operations and will restore the Fire and Police uniformed positions eliminated in the FY 2011 budget.

The Fire Department was recently awarded a Staffing for Adequate Fire and Emergency Response (SAFER) grant from the U.S. Department of Homeland Security that will allow for the restoration of the 29 firefighter positions that were eliminated in FY 2011. This grant will restore these positions for two years. The FY 2012 budget will also restore the 22 police officer positions in the General Fund that were eliminated in the FY 2011 budget. In FY 2012, nearly 2/3 of the General Fund budget is dedicated to providing public safety services. The City remains committed to the safety of our citizens and continues to work toward making the best possible use of the resources available to provide these important services.

## MESSAGE FROM THE CITY MANAGER

### COMPLIANCE WITH BUDGETING AND FINANCIAL PLANNING POLICIES

The City Council has adopted policies to guide financial planning and budget decisions were updated in FY 2011. A summary of these policies and a table addressing policy compliance are included in the Appendix on pages 655 - 657.

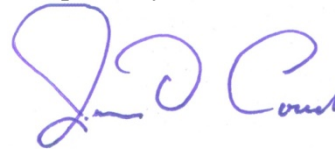
### CONCLUSION

Improved sales tax revenues along with grant funding for firefighter positions has provided the opportunity to restore some positions and services that were reduced in response to the recession. While the economy has improved and allowed us to restore some services, the staffing levels in the FY 2012 budget

are comparable to the staffing levels in FY 1993. Since 1993, the City has grown in population by more than 100,000.

I appreciate the dedication of our employees who strive to make the best use of available resources to provide the results our citizens expect. I look forward to working together to meet the challenges of the coming year.

Respectfully submitted,



James D. Couch  
City Manager

# YOUR CITY BUDGET

## A GUIDE TO THE FY 2011 – 2012 ANNUAL BUDGET

*OKLAHOMA CITY* is recovering from the recent recession, and revenues have recovered more quickly than originally expected. Following the recession, City revenues were expected to rebound slowly in FY 2011. Instead, an increase in sales tax revenue was spurred by repairs from last spring’s storms, construction activity, and growth in our local economy. While growth in sales tax revenue in FY 2011 is better than expected, it is still only about 3% above FY 2009.

Sales tax, our largest revenue source, is expected to grow in FY 2012 by just under 1%. This growth is better than it appears because of factoring out the one time increase in FY 2011 sales tax from the storms last spring. Sales Tax revenue in the current year is expected to finish the year 11% over the recession levels in FY 2010.

Sales tax depends on spending. When people spend more, City sales tax collections grow. When people spend less, sales tax collections drop.

Expenditure growth in this budget is primarily in operating expenses, as some services reduced in response to the recession are restored. While not all of the non-public safety positions could be restored, all firefighter and police officer positions eliminated in FY 2011 will be restored in FY 2012.

*AS STEWARDS OF CITY RESOURCES*, we are committed to providing Oklahoma City citizens highest quality services and programs we can in return for the investments they make through their tax dollars.

### *SALES TAX - OUR PRIMARY FUNDING*

*SOURCE* is the largest single source of revenue for the City. Oklahoma City receives 3.875% from each taxable sale in the City and, of that, 2% goes to the General Fund.

Other taxes include the Use Tax paid on goods purchased outside the state but used in the City, and Hotel and Tobacco taxes, along with other voter approved taxes that are used to fund capital improvements.

Additional revenue comes from franchise fees paid by utility companies for the use of city right-of-ways; building permits, business licenses, fines, service charges and fees.

**Oklahoma City Sales Tax**

**3.875%**

Is divided among

- General Fund 2%
- Public Safety 3/4¢
- Zoo 1/8¢
- MAPS 3 1¢

The remaining 4.5¢ goes to the State of Oklahoma

# YOUR CITY BUDGET

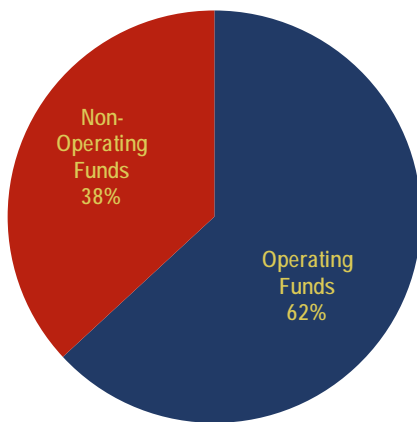
## THE FY 2011 - 2012 BUDGET

*Property Taxes* finance the General Obligations Bonds voters approve for specific capital projects such as new roads and bridges. They do not help pay for the City's core services and operating expenses.

GENERAL FUND BUDGET	\$364 MILLION
OPERATING BUDGET	\$573 MILLION
TOTAL BUDGET	\$919 MILLION

The preparation of the budget begins with citizen input through the annual citizen survey and the strategic priorities established by the Mayor and City Council. The total adopted FY 2012 budget is \$919 million.

Total City Revenues

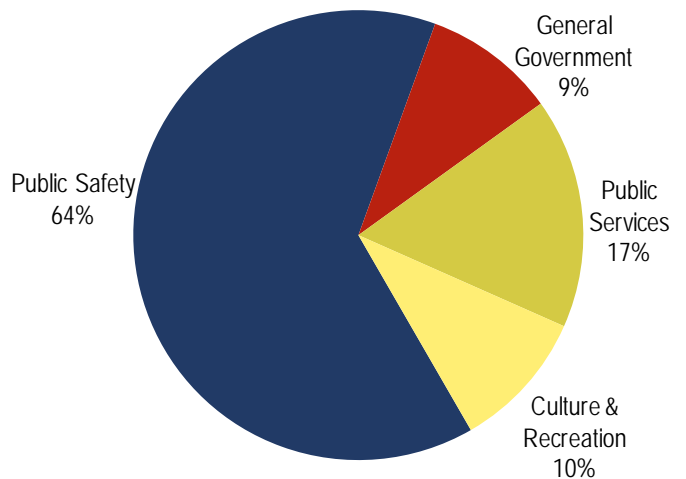


*Our business is service and providing service takes people...*

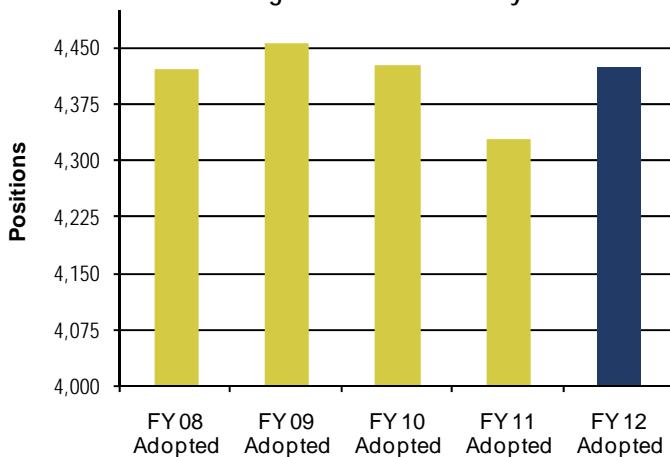
It takes a lot of employees to provide services to the City's 580,000 residents and 621 square miles. The budget includes 4,426 permanent full time positions.

*While the City's population continues to grow* – increasing by more than 100,000 since 1993, the number of employees serving our citizens is about the same. However, the level of service and citizen satisfaction has remained fairly high as reflected in the Citizen Survey.

General Fund Expenditures by Function



Budgeted Positions History

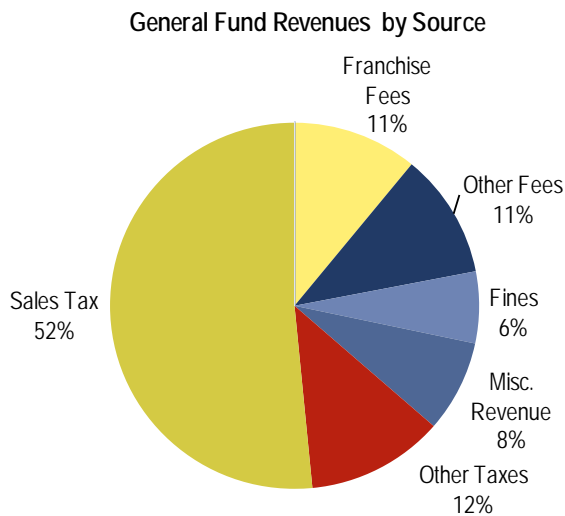


# YOUR CITY BUDGET

## FY 2011 - 2012 BUDGET

### *The General Fund pays for Day to Day Operations*

The General Fund, the City’s largest operating fund, pays for the City’s core services. The 2 cent sales tax accounts for more than 52% of the General Fund revenue and funds the things we need to keep our City going - people, materials and supplies. Police and Fire services, street maintenance and parks, are all paid from the General Fund.



**What YOU get for your Investment**

- POLICE & FIRE SERVICES**
- PARKS & REC CENTERS**
- STREET MAINTENANCE & SNOW REMOVAL**
- ANIMAL SHELTER & ANIMAL CONTROL**
- CODE ENFORCEMENT**
- AIRPORTS**
- QUALITY DRINKING WATER – THE BEST IN THE REGION**
- SEWER & WASTEWATER SERVICES**
- TRASH & BULK WASTE DISPOSAL**



### *Capital Improvements and Long-term Improvements*

The City’s Capital Improvement Program (CIP) is a five year plan for financing long-term improvement and facilities projects. Generally, the CIP includes General Obligation Bond projects which provide for improvements to streets, bridges, drainage, and transportation projects along with economic development and repairs to City-owned buildings, and water and wastewater system improvements.



## MAJOR BUDGET CHANGES

### Airports

The Airports Department budget adds three positions which include a Civil Engineer I, an Engineering Assistant II, and a Property Technician. Two of these positions, a Civil Engineer and Engineering Assistant are part of the Construction Program dedicated to the Mike Monroney Aeronautical Center and are funded through a reimbursement from the Federal Aviation Administration. The third position, a Property Technician added to the Facility and Lease Administration Program, will assist with the Eastside Development project at Will Rogers World Airport.

The Airports Department adds \$100,000 for vehicle placement within the Equipment Maintenance Program. This is the first increase in the budget for the vehicle replacement program since FY 1998.

### City Clerk's Office

The City Clerk's Office budget adds two positions, a Records Control Technician position and a Records Archivist. The additional staffing provided by the Records Control Technician will allow other personnel in the office to manage their workload more effectively, help the department respond to increases in demand for services, particularly responding to bid requests, and improve turnaround time for records requests.

As the custodian of the City's official records, the Clerk's Office budget adds a Records Archivist position that will be responsible for the preservation, processing, cataloging, storing, and locating of all official City documents. This position is a first step toward developing a centralized records management program for the City which create a more timely and efficient means of storing and accessing official city documents.

### City Manager's Office

The City Manager's Office budget makes changes to several MAPS Office programs.

The MAPS Office budget adds a total of three new positions to address the increasing workload in the MAPS 3 program and the 2007 Oklahoma City Public Schools Bond program. Two new financial support positions will provide procurement, reporting and claim processing services for both MAPS for Kids and MAPS 3. One of these positions also provides support for the MAPS 3 Citizens Advisory Board and subcommittees. The other new position will supervise the implementation of the Oklahoma City Public Schools 2007 School Bond program. Additionally, the budget reallocates the funding of twelve current positions from MAPS for Kids to MAPS 3 to more accurately align expenses with where the work is performed. MAPS for Kids and MAPS 3 have dedicated temporary funding sources so these position costs are not included in the General Fund budget. The School Bond program is funded through the MAPS for Kids Sales Tax via a contract with the school district.

### Development Services

The Development Services budget adds an Electrical Inspector and Plumbing Inspector to provide a higher level of service to the development community and citizens by improving response times to requests for building related inspections. The budget also adds a Code Inspector position to improve the amount of citizens code violation complaints that can be responded to within time standards and allow for additional field inspections of businesses to identify those businesses operating without a license. It also includes funding for a service contract to provide graffiti and debris removal which was previously provided by a partnership with Oklahoma County. The budget increases resources for Animal Welfare by adding an Animal Welfare Representative to improve customer service at the Animal Shelter. The animal adoption fee is being changed to a donation model that

## MAJOR BUDGET CHANGES

result in lower revenue in the General Fund, but increased funding for the spay and neuter program through increased donations.

An additional \$100,000 in funding is added to continue graffiti and debris removal services that were previously being coordinated by Oklahoma County.

### Finance

The Finance Department budget adds an Assistant City Treasurer and a Revenue Auditor to increase the collection of delinquent revenues and help to improve processes in the collection of other revenues. Increased revenue collections will pay for the additional cost of the program.

### Fire

The Fire Department's budget increases funding in the General Fund to move 45 firefighters from the MAPS 3 Use Tax Fund. The budget also adds two full time administrative positions which will replace part time employees. Reductions in other expenses, primarily part time expenses, fund these additional full time positions. The additional administrative staff will reduce the need to use uniformed personnel to cover these administrative duties.

The budget includes a Federal SAFER grant award that provides funding to add 29 additional firefighter positions. This grant will fund the cost of these positions for two years. These new positions restore uniformed staffing levels back to FY 10 levels. The additional positions increase service levels by allowing the department to staff additional emergency vehicles.

### General Services

The General Services Department budget adds two positions, a Field Operations Supervisor

and a Data Systems Technician. The supervisor position will restore the second shift at the Central Maintenance facility which will allow for repair and preventive maintenance service to vehicles and equipment after normal business hours. The technician position is being added to the Fleet Management Line of Business to provide reconciliations of fuel charges, fuel system exception reporting and fuel billing to City departments. The budget also increases funding for fuel costs to reflect increased gasoline and diesel prices that will affect operating costs for the City's fleet.

### Information Technology

The Information Technology budget increases staffing levels by seven positions to provide leadership and implementation of a telecommunications strategy, oversee mobile data activities of the Radio Shop and the Development and Database Team, assist with installation of radio systems in vehicles and provide enhanced customer support to City users of the Help Desk.

### Municipal Counselor's Office

The Municipal Counselor's Office budget adds two new Assistant Municipal Counselor positions. One position is dedicated to the Civil Litigation Program to address an increase in workload as a result of more cases going to jury trials. The second Assistant Municipal Counselor position is dedicated to support the Utilities Trust and is fully funded by the Water and Wastewater Funds.

### Municipal Court

The Municipal Court has seen a significant increase in the number of court cases handled and, therefore, adds a Deputy Marshall and two Customer Service Representative positions to handle the increased workload and restore a portion of the service levels reduced in the past two years.

## MAJOR BUDGET CHANGES

### Non-Departmental

Non Departmental serves as the mechanism to budget funding needs for the City that do not fit into a department. The budget for capital improvement projects increases by \$2 million for general fleet replacement, information technology projects, and maintenance on City owned facilities.

### Parks and Recreation

The Parks and Recreation Department budget adds \$1.1 million for the operation of the Myriad Botanical Gardens. The garden was closed for a year for extensive renovation and remodeling. The increase includes funding for three full time positions and associated operating costs for several new water features, redesigned plantings, additional public restroom facilities, seating areas, dog release area, onsite restaurant, children's garden, grand lawn and stage.

The Recreation Line of Business adds two positions, an Aquatics Program Coordinator to provide additional management for the City's Aquatics program, and a Management Specialist to provide program analysis and administrative support.

The Civic Center Line of Business adds an Event Coordinator and a Building Heat and Air Mechanic to improve event support and facility maintenance.

The Civic Center budget increases the part time staff to improve service at the box office, marketing of non-performance rental space, and theater performance support.

The payment for the operation of Stewart Golf Course is increased to fund a full time Golf Pro and reopen the onsite restaurant.

### Personnel Services

The Personnel Department's budget adds a Physician's Assistant position to work at the Occupational Health Clinic. This new, full time position replaces a part time Physician's Assistant and provides adequate staffing to respond to

increases in demand for pre-employment physical examinations, wellness exams for firefighters, and other occupational health services.

### Police

The Police Department budget includes several significant changes. The most significant change is the reallocation of funding for 55 positions from the MAPS 3 Use Tax to the General Fund. In addition to this change, the department adds 22 uniformed positions to the General Fund budget with the new officers spread among various programs. The following are some of the areas where these positions will provide additional levels of service:

- Burglary investigations
- Drug Interdiction Unit
- Patrol Divisions
- Emergency Services Unit
- Gang Enforcement Unit
- Interdiction Unit
- Bricktown District & Special Events staffing
- Intelligence-Led Policing efforts
- Office of Professional Standards
- Special Investigations (narcotics trafficking)
- Derelict Vehicle complaints
- Fleet Management Program
- Information Technology Unit

In addition to the uniformed positions, the department budget adds a Police Identification Technician position to help process the increasing number of possible fingerprint matches generated by the upgraded Advanced Fingerprint Identification System (AFIS).

Other changes include the addition of \$300,000 to fund overtime in the Enforcement Overtime Program as part of the Specialized Traffic Enforcement Program and \$225,000 for the Gang Program. Three uniformed positions funded by the security contract with the Oklahoma City Schools were eliminated since the school district cut funding for those positions from the contract in FY11.

## MAJOR BUDGET CHANGES

### Public Transportation & Parking

The payment from the General Fund to the Central Oklahoma Transportation and Parking Authority (COTPA) for transit services is increased by \$2.3 million to offset the reduction in one time American Recovery and Reinvestment (ARRA) grant revenue that was used for operations and increases in personnel and fuel costs. The budget also reflects an additional Safety/Training Analyst position which should help further reduce preventable accidents and passenger claims. The budget also increases funding in the Parking Line of Business for the installation and maintenance of new automated parking meters in the downtown area. The Stage Coach Trolley route has been discontinued due to a lack of ridership.

### Public Works

The budget for the Public Works Department includes the addition of a Civil Engineer I and an Engineering Assistant II to support the MAPS 3 program. The budget increases by \$166,110 to provide for pothole patching materials, and a Traffic Maintenance Worker II is added to assist in the Street Sign Replacement Program. Funding increases in the Traffic and Transportation Line of Business for management of Project 180 construction zones. Two Crew Worker II positions and a Crew Worker IV position are

added to begin providing residential street crack sealing services to improve the maintenance of city streets.

Funding is provided in the Drainage Utility Fund for erosion control on the Oklahoma River and to replace two truck-mounted hydraulic excavators.

### Utilities

The Utilities Department budget adds two new Civil Engineers in the Engineering Program to manage the Water Design Section and the Raw Water Section. The Line Maintenance Program includes an additional Utility Worker to respond to the increasing need for water service repairs and an additional Civil Engineer I will improve analysis and evaluation of pipeline conditions to reduce service outages. Two Line Monitoring Techs will help respond to the increasing demand for closed circuit television inspections and will expand and increase annual system inspections.

The Administrative Line of Business added a Management Specialist to provide contract management and oversight of special projects. An Assistant Municipal Counselor I funded by the Utilities Department will provide increased legal services for OCWUT and the Utilities Department.

## COUNCIL PRIORITIES AND KEY RESULTS

In October 2010, the Oklahoma City Council met to identify the major issues confronting the City over the next two to five years and established Strategic Priorities and Key Results that the City needs to achieve in order to successfully address the issues identified. The following are the Strategic Priorities and Key Results identified by the City Council and the departments which most directly align with those priorities and results.



### PRESERVE AND GROW CITIZEN CONFIDENCE AND TRUST IN CITY GOVERNMENT

Maintaining the confidence of our citizens and preserving a high level of satisfaction with City services is of the highest importance. City leaders must maintain a vision of the City as a whole and continue to use performance-based criteria to be responsive to citizen priorities. Improving communication with our citizens about public safety, other core services and the status of projects is essential to continue to build citizen trust.

PROGRESS INDICATORS					
DEPARTMENT	PERFORMANCE MEASURE	FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
<b>City Manager's Office</b>	% of citizens satisfied the City is heading in the right direction	83%	83%	85%	85%
	Adopt an implementation plan for MAPS 3	The plan is currently being developed with an anticipated adoption in May 2011.			
	% of citizens satisfied with City services	71%	71%	68%	71%
<b>Public Works</b>	% of 2007 General Obligation Bond projects completed	3%	6%	6%	15%
<b>Police</b>	% of citizens who feel safe	60%	60%	55%	55%

# COUNCIL PRIORITIES AND KEY RESULTS



## PROMOTE A SUSTAINABLE FINANCIAL MODEL

The City should move toward a financial model that ensures adequate resources to meet expectations for quality services in a growing City. The need to diversify municipal revenue sources and reduce reliance on the sales tax must continue to be communicated to the State Legislature. Controlling City employee wage and benefit costs, maximizing current revenue sources, and exploring revenue options are all important strategies for a sustainable financial model.

PROGRESS INDICATORS					
DEPARTMENT	PERFORMANCE MEASURE	FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
<b>Finance</b>	Limit personal services expenses to 72% or less of total operating budget	70%	68%	67%	67%
	Manage the wage and benefit growth to not exceed the growth rate in recurring revenues	N/A	Revenues 3.2%	Revenues 3.2%	Revenues 3.5%
			Expenses -2.5%	Expenses 3.2%	Expenses 3.5%
	% of General Fund revenue from sales tax	51.4%	52.1%	51.8%	52.0%
<b>Planning</b>	Adopt PlanOKC by 2013 (% of plan design benchmarks achieved)	N/A	71%	100%	100%
	% of all development in the inner-loop	24%	33%	20%	20%
<b>Planning/Public Works/Finance</b>	Adoption of Impact Fees for new development	Impact Fees have not been adopted.			



## FOCUS ON INFRASTRUCTURE DEVELOPMENT

Infrastructure is a key issue for the City with street conditions being the highest priority for citizens. Core infrastructure needs, including well-maintained streets and bridges and efficient water and wastewater systems, are basic expectations of citizens. Sidewalks and trails have become a higher priority for citizens. Quality and timeliness of public construction projects are increasingly important factors in improving citizen satisfaction.

PROGRESS INDICATORS					
DEPARTMENT	PERFORMANCE MEASURE	FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
<b>Public Works</b>	Increase the average street rating on the pavement management index	62	60	60	65
	% of citizens satisfied with the condition of City streets	33%	33%	50%	50%
<b>Utilities</b>	% of citizens satisfied with water service	89%	89%	86%	86%
	% of citizens satisfied with wastewater service	88%	88%	81%	81%
<b>Parks and Recreation</b>	# of miles of trails and sidewalks constructed	11.3	10.4	10.4	22.1



# COUNCIL PRIORITIES AND KEY RESULTS



## INCREASE EFFECTIVENESS AND SUSTAINABILITY OF PUBLIC TRANSPORTATION

There is a growing interest in improving public transportation in Oklahoma City. Enhancing the existing system is a key in developing an effective public transportation system. Regional solutions and funding must be developed to expand services and maximize the effectiveness of the system.

PROGRESS INDICATORS					
DEPARTMENT	PERFORMANCE MEASURE	FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
<b>Public Transportation and Parking</b>	Increase in public transit ridership (# of passengers per service hour)	18	18	17	18
	Customer satisfaction with public transportation	67%	N/A	75%	80%
	Citizen satisfaction with public transportation	36%	36%	55%	55%
	Complete Alternative Analysis Study and identify implementation strategies and schedule	Analysis will be completed by August 2011.			
	Establish a regional funding source for public transportation	MAPS 3 has provided funding for a modern street car, no permanent funding source for operations has been identified.			



## EXPAND ECONOMIC DEVELOPMENT INITIATIVES

The City should continue to utilize performance-based incentives to attract higher paying jobs and encourage retail development that supports the City's tax base. Attracting and retaining a highly qualified work force is also critical to growing the local economy.

PROGRESS INDICATORS					
DEPARTMENT	PERFORMANCE MEASURE	FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
<b>City Manager's Office</b>	Increase in per capita income	1.01%	1.03%	1.03%	1.05%
	The number of new jobs that result from economic development incentives with an annual salary that is 20% greater than the Oklahoma City Metropolitan Statistical Area	1,483	1,640	900	900
	Number of jobs created	3,036	4,818	1,100	1,100
	Increase in property values	6.2%	2.5%	5.5%	3.5%
<b>City Manager's Office and Planning</b>	Finalization of a Retail Development Strategy as part of the Comprehensive Plan	The Retail Development Strategy is currently being developed.			
<b>Airports</b>	Number of airports served by non-stop flights from Will Rogers World Airport	N/A	19	19	19

# COUNCIL PRIORITIES AND KEY RESULTS



## ENHANCE THE QUALITY OF LIFE

Demand continues to grow for recreational, cultural, and entertainment choices that meet the needs of a diverse population. In addition, other factors that make Oklahoma City a desirable place to live such as attractive community appearance, strong neighborhoods and quality public education should be addressed.

PROGRESS INDICATORS					
DEPARTMENT	PERFORMANCE MEASURE	FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
<b>Parks and Recreation</b>	Ticket sales at City-operated venues (includes the Civic Center, Rose State, Oklahoma City Arena, Cox Convention Center, Bricktown Ball Park, State Fairgrounds, and the Oklahoma City Zoo)	4,952,668	5,647,460	5,647,226	5,645,000
	% of citizens who are satisfied with the quality of life in Oklahoma City	78%	78%	85%	85%
	% of citizens who are satisfied with the quality of City parks, recreation programs, and facilities	62%	62%	62%	64%
	% of citizens satisfied with the City's walking and biking trails	62%	62%	50%	62%
<b>Planning</b>	% of citizens satisfied with the appearance of the City	66%	66%	62%	65%



## IMPROVE PUBLIC EDUCATION

Quality public education is vital to the future of our City. Continuing the momentum gained through the MAPS for Kids initiative is important. We must encourage accountability in the schools and find new ways to partner with Oklahoma City Public Schools, businesses and community groups to improve education for our children.

PROGRESS INDICATORS					
DEPARTMENT	PERFORMANCE MEASURE	FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
<b>City Manager's Office</b>	Join with Oklahoma City Public Schools in preparing a transformational "Plan of Improvement" that specifies the roles the City and Oklahoma City Public Schools will play, includes specific measurable performance objectives and identifies additional partnership opportunities				
	% of citizens satisfied with the performance of Oklahoma City Public Schools	N/A	N/A	N/A	50%
	The Oklahoma City Public Schools Board Chairperson will provide a quarterly performance report to the City Council	The Oklahoma City Public School District is currently preparing a strategic plan.  The Oklahoma City Public School Board Chairperson addressed City Council during FY 11.			

# COUNCIL PRIORITIES AND KEY RESULTS



## GAIN GREATER GOVERNMENT EFFICIENCY

There are many opportunities in the metropolitan area to improve the efficiency of government services. Sharing resources and consolidating services between jurisdictions and continuing to find more efficient ways to provide services within our own City will reduce the cost of local government or improve the effectiveness of the services delivered to citizens.

PROGRESS INDICATORS					
DEPARTMENT	PERFORMANCE MEASURE	FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
<b>City Manager's Office/ Public Transportation and Parking/ Utilities</b>	Reduction in duplication of services between jurisdictions in the metropolitan area	Oklahoma City Utilities Department is working with other area cities to form a regional water trust. The City, along with surrounding municipalities will soon begin conducting a Commuter Rail Alternatives Analysis plan.			
<b>Utilities</b>	Expanded essential service delivery to other municipalities with full cost recovery				
<b>Personnel</b>	# of employees per 1,000 population	7.9	7.7	7.7	7.8



## ENSURE CITIZEN SAFETY

Citizens continue to expect to live in a safe City with safe neighborhoods. Providing efficient and effective public safety services such as police, fire, ambulance, animal control and code enforcement is of the highest priority.

PROGRESS INDICATORS					
DEPARTMENT	PERFORMANCE MEASURE	FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
<b>Police</b>	% of citizens who report they feel safe	60%	60%	55%	55%
	% of Police priority one calls responded to within 9 minutes and 30 seconds	73%	75%	90%	90%
<b>Fire</b>	% of Fire emergency responses responded to within 6 minutes	71%	73%	70%	70%
	Ambulance response times (% of time EMSA responds to life threatening emergencies (priority 1) within 8 minutes and 59 seconds)	92%	92%	90%	90%
<b>Development Services</b>	% of priority one animal control calls responded to in 2 hours*	N/A	N/A	N/A	75%
	% of complaint based code enforcement inspections completed in 4 days	81%	80%	90%	80%

\* The department will begin tracking this measure in FY 11-12.

*To demonstrate how departments are working to achieve the results identified for each priority, Council Priority logos are placed throughout the department budgets next to Strategic Result measures that directly tie to one of the nine priorities identified above.*

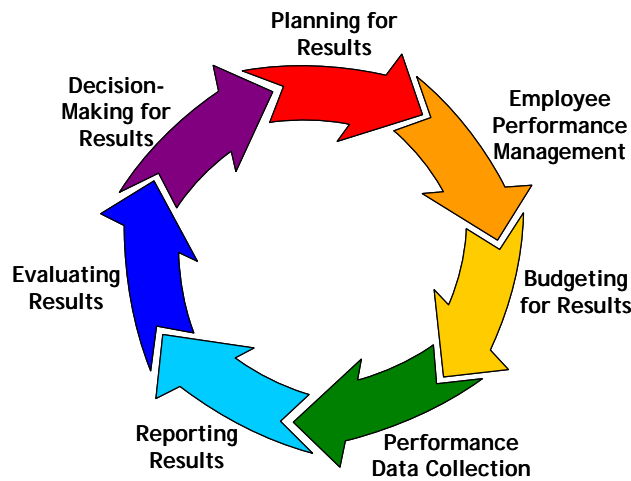
# LEADING FOR RESULTS AND THE BUDGET PROCESS



Leading for Results is the “way the City does business”. What this means is that the City uses a performance management system for all City departments that ties 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 the program. The entire process is focused on the benefit received by the customer (citizen). 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. The process begins at Planning for Results, but is an ongoing process requiring departments to review their plans each year based on the results from the other six phases.

## DELIVERING WHAT WE PROMISE



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## THE LFR PERFORMANCE MANAGEMENT SYSTEM

1. **PLANNING FOR RESULTS** focuses the department on long-term (2-5 years) goals and operational results by building a Strategic Business Plan. This plan organizes services around results for customers; establishes a “*Family of Measures*” for programs; and provides the structure for the City’s Performance Based Program Budget. All management systems engaged in delivering and reporting performance are structurally aligned to *Strategic Business Plans*.
2. **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.
3. **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 investment decisions by both departments and policymakers.
4. **PERFORMANCE DATA COLLECTION** provides the means by which the organization can accurately capture and review performance information to assist in decision-making and focusing on performance and results.
5. **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.
6. **EVALUATING RESULTS** compels a thoughtful examination of performance data to highlight opportunities for service level improvements and improved customer experiences.
7. **DECISION-MAKING FOR RESULTS** deploys performance data at all levels to ensure that decision makers (policy level, enterprise, strategic, & 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. Leading for Results organizes City departments into Lines of Business, Programs, and Services to Customers. Lines of Business are defined as a set of Programs that have a common purpose or result while a Program is a set of Services which have a common purpose or result.

In Leading for Results, performance measures are organized so that each program has a full *Family of Measures* with the 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. By including a full family of measures, programs can better convey that they “will produce this Result for this customer by producing these services, or Outputs, against this demand for those services, at this cost per Output and per Result.”

Although each department reports performance data for a family of measures, only Result and Output measures are included in this document.



# FY 2011 - 2012 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. Proposals for additions to the budget included restoration of reductions made in past and current fiscal years, revenue producing services, new programs to enhance existing services, and programs necessary to maintain and operate new technologies and facilities. 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.

## FY 2011 - 2012 BUDGET DEVELOPMENT PROCESS

### BUDGET CALENDAR FOR FY 2011-2012

<b>Sept –Nov 2010</b>	Departments updated strategic business plans for FY 2012 in the Leading for Results process.
<b>November 2010</b>	OMB began process of estimating FY 2011 - 2012 revenues.
<b>November 2010</b>	OMB prepared personnel cost worksheets and budget preparation reports.
<b>December 2010</b>	Budget targets were established by City Manager.
<b>January 2011</b>	OMB conducted budget training classes and distributed operating budget instructions. City Council held Budget Workshop.
<b>February 2011</b>	Departments submitted operating budget and capital requests to OMB. OMB began review of departmental budget requests.
<b>March 2011</b>	Assistant City Managers reviewed departmental budget requests. Budget recommendations were forwarded to the City Manager.
<b>April 2011</b>	City Manager reviewed budget submissions. Proposed budget document prepared.
<b>May 2011</b>	City Council Finance Committee received proposed budget. Annual budget formally introduced on May 10 <sup>th</sup> .
<b>June 2011</b>	Public hearing on budget held on June 7th. Budget adopted by City Council on June 14th. OMB filed adopted Annual Budget with State Auditor and Inspector on June 21st.
<b>July 2011</b>	FY 2011-2012 Adopted Annual Budget became effective on July 1st. Trust budgets were received by the City Council.



## THE CITY OF OKLAHOMA CITY

In 2011, Standard and Poor's continued to rate Oklahoma City's General Obligation Bonds as "AAA".

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. Stretching across four counties and 620 square miles, Oklahoma City is the state capital and the region's commercial center.

Incorporated in 1890, the City of Oklahoma City has had a Council-Manager form of government since 1927. Mayor Mick Cornett 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, education, recreational services, and citywide beautification.

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, Devon Energy, Express Personnel, Hobby Lobby Stores, Love's Travel Stops & Country Stores, OG&E Energy, MidFirst Bank, Oklahoma Publishing Company, and Sonic Corporation. A large medical research and treatment center has drawn new biotechnology and medical research firms to Oklahoma City. Devon Energy Corp. is presently building its new headquarters in downtown Oklahoma City.

The 50-story, 850 feet tall tower will be completed in 2012.

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 will allow faster travel by incorporating 10 lanes of traffic just south of the existing I-40. These ground transportation routes, together with Will Rogers World Airport, make the City a regional transportation hub.

Local performing arts groups, 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.

Oklahoma City's Metropolitan Area Projects (MAPS), approved by voters in 1993 continue to bring new growth to the community. The new downtown library opened in 2004. The Redhawks Field at Bricktown Ballpark and substantial improvements to the Cox Business Services Convention Center and State Fairgrounds add to the entertainment options in Oklahoma City and the Bricktown Canal continues to draw a number of new restaurants, retail, entertainment establishments and hotels downtown. The Civic Center Music Hall renovation and construction of the Oklahoma City Arena have drawn major sports, music, and theater events.

## THE CITY OF OKLAHOMA CITY

Our NBA team, Oklahoma City Thunder, has brought new spirit into the community and in April 2011, in its third year, became the Northwest Division Champions and proceeded to the Western Conference Finals.

The Oklahoma City Barons have brought a new face to professional hockey and are building a solid fan base. 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. The City was also designated as the U. S. Olympics Training Site for canoes, kayaks and rowing in

July 2009. The Oklahoma River is the only river to have received this coveted designation and it is being transformed into a world class competitive and recreation center. In December 2009, the 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.

## 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 the 2010 census, the City's population was 579,999, up from 537,734 in 2006, or 9.2%, and the metro-area population was estimated at 1.25 million. The Greater Oklahoma City Partnership estimates that the City will continue this trend with an approximate growth of 9.8% over the next ten years.

*Forbes Magazine* recently designated Oklahoma City as "America's Most Affordable City", No. 5 in "America's Best

Job Markets", and No. 11 on its list of "Best Big Cities for Jobs" due to our business-friendly environment and an abundance of jobs in energy, government and defense.

A recent article in the *Sacramento Bee* reported that many Californians were migrating to Oklahoma City, a reverse of the Dust Bowl, for jobs, affordable housing, and shorter commutes.

Every indication points to Oklahoma City, charging back from the recession with continued growth, opportunity and prosperity for all its citizens.

## OKLAHOMA CITY IN THE NEWS

**2/23/11- Bureau of Economic Analysis**  
OKC #1 in "Real GDP Gains among Top 50 Markets"

**1/26/11- ABC News**  
OKC #2 "Best Cities to Buy a Home"

**1/20/11- Fortune**  
American Fidelity Assurance, Chesapeake Energy and Devon Energy are named in "Best Places to Work"

**1/06/11- Forbes**  
OKC #5 "America's Best Job Markets"

**1/06/11- Forbes**  
OKC #9 "Best Bargain Cities"

**1/06/11- Bureau of Labor Statistics**  
OKC #6 in Private Sector Job Growth

**12/06/10 – USAA and Military.com**  
OKC named #1 in "Top 10 Places to Retire in a Large Metro Area"

**11/11/10 – Urban Land Magazine**  
"Top 10 Areas of New Jobs: OKC #7 in Raw Gains"

**10/27/10 – Forbes**  
OKC #1 "America's Most Affordable City"

**10/20/10 – Americans for the Arts**  
OKC's Devon Energy listed in "10 Best Companies Supporting the Arts"

**10/19/10 – Milken Institute**  
OKC among "Top 25 Best Performing Cities"

**10/13/10 – Portfolio.com**  
OKC Ranked 7th for Income Growth

**10/11/10 – American Planning Association**  
OKC's Paseo Neighborhood named one of America's "10 Great Neighborhoods for 2010"

**10/11/10 – Forbes**  
OKC a "Top Fastest-Growing City"

**10/11/10 – Area Development Magazine**  
"OK a Top 10 State for Doing Business, OKC A Top 10 Metro"

**9/15/10 – Brookings Institute**  
OKC identified as one of "20 Strongest Performers Once Again"

**9/7/10 – Portfolio .com**  
"Sixth Least Stressful City in the US"

**8/21/10 – Local Market Monitor**  
OKC among "10 Best Real Estate Markets"

**8/20/10 – Forbes**  
OKC among Top 10 "Best Cities to Find a Job"

**7/20/10 – Business Facilities**  
OKC listed in "Top 10 Metro for Economic Growth Potential"

**6/30/10 – US Bureau of Labor Statistics**  
OKC listed in "Top 20 Private Sector Job Growth over Past Decade"

**6/21/10 – Computerworld**  
OKC-area American Fidelity Assurance & Chesapeake Energy in "Best Places to Work in IT"

**6/16/10 – Volunteering in America**  
OKC in "Top 5 in Volunteer Rate"

**6/15/10 – Brookings Institute**  
OKC one of "Strongest-Performing Metro Areas"

**6/15/10 – Huffington Post**  
OKC among "11 Cities Beating the Recession"

**6/7/10 – New Geography**  
OKC #11 in "Best Cities for Job Growth"

**5/25/10 – Speedtest**  
"OKC Boasting 4<sup>th</sup> Fastest Broadband Speed in US"

**4/23/10 – Census Bureau**  
OKC ranked "Third-Best Commute"

**4/20/10 – Business First**  
OKC #6 on Major Metro Affordable Housing Index

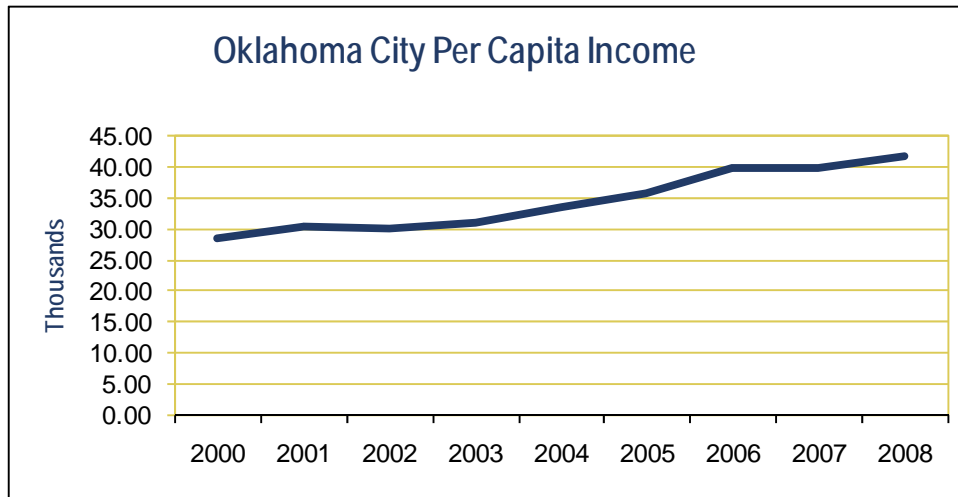
**3/30/10 –KPMG Business Cost Survey**  
OKC ranked #1

**3/18/10 – Business Insider**  
OKC ranked #4 for "Cities That Are Having an Awesome Recovery"

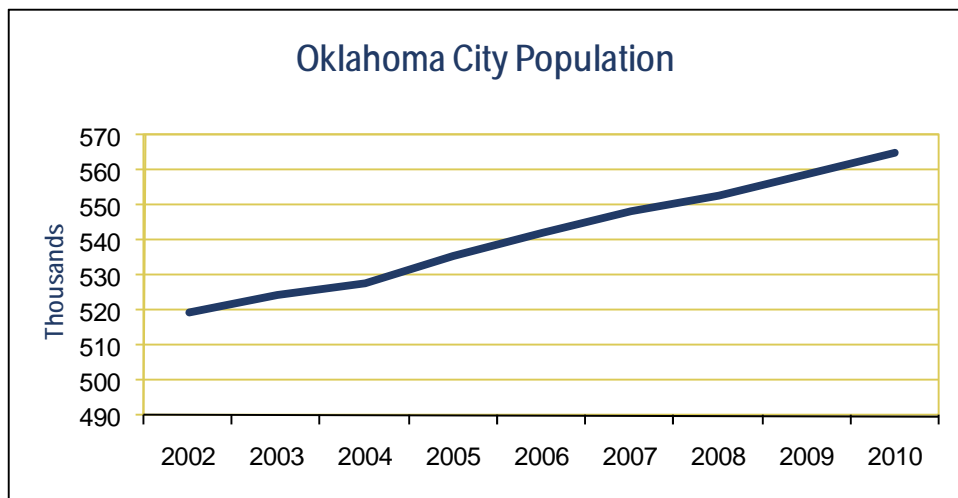
**3/15/10 – Portfolio.com**  
OKC ranked Top 10 as "Best Places for Young Adults"

**1/29/10 – The Journal Record**  
OKC's municipal bonds once again receive Standard and Poor's "AAA" rating.

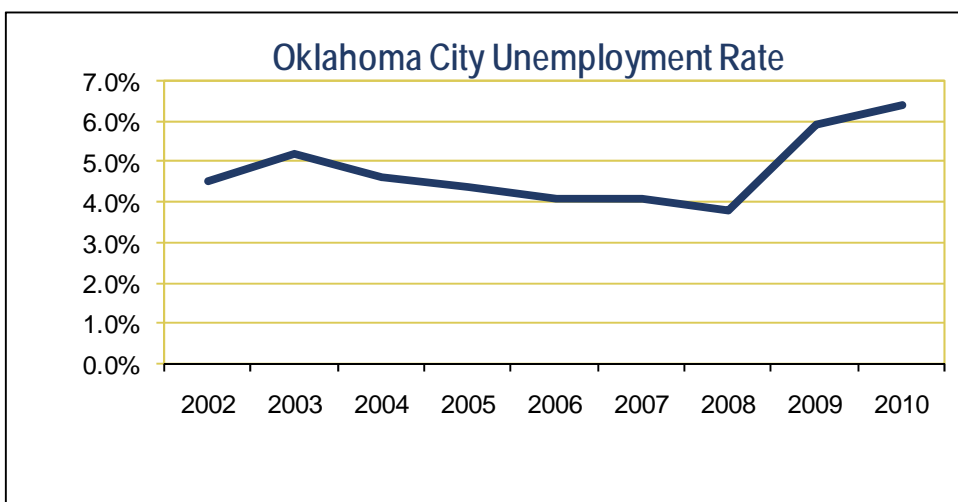
# METRO AREA DEMOGRAPHIC & ECONOMIC DATA



Source: Bureau of Economic Analysis Results for 2009 are not yet available



Source: U.S. Census Bureau and the City of Oklahoma City Planning Department



Source: Bureau of Labor Statistics

## MAJOR METROPOLITAN AREA EMPLOYERS

<b>Enterprise</b>	<b>Business/Product</b>	<b>Total Employment</b>
1 State of Oklahoma	Government	42,000
2 Tinker Air Force Base	Military	27,000
3 OU - Norman Campus	Higher Education	11,650
4 INTEGRIS Health	Health Care	9,200
5 FAA Mike Monroney Aeronautical Center	Aerospace	7,000
6 City of Oklahoma City	Government	4,423
7 OU - Health Science Center	Higher Education	4,200
8 OG&E Energy Corp.	Utility	3,450
9 Mercy Health Center	Health Care	3,450
10 Chesapeake Energy	Oil & Gas	3,000
11 AT&T	Telecommunications	3,000
12 SSM Healthcare of Oklahoma	Health Care	2,750
13 Devon Energy	Oil & Gas	2,600
14 OU - Medical Center	Health Care	2,600
15 Hobby Lobby Stores Inc.	Wholesale & Retail	2,500
16 LSB Industries Inc.	Manufacturing	1,875
17 Hertz Corporation	Rental Sales	1,650
18 Farmers Insurance Group	Insurance	1,600
19 UPS	Transportation	1,550
20 Great Plains Coca-Cola Bottling Co.	Beverage Distributor	1,500
21 Dell	Sales and Business	1,500
22 Cox Communications	Telecommunications	1,400
23 Convergys Corporation	Services	1,350
24 Deaconess Hospital	Health Care	1,200
25 Johnson Controls	Manufacturing	1,200
26 Midfirst Bank	Finance	1,150
27 Rose State College	Higher Education	1,100
28 American Fidelity	Finance / Insurance	1,000
29 Oklahoma Publishing Company	Media	1,000
30 University of Central Oklahoma	Higher Education	1,000

*Source: Greater Oklahoma City Chamber of Commerce*



## 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 City 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 Oklahoma City 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, auto racing, arts and crafts shows, the Oklahoma Youth Expo, and the annual Oklahoma State Fair, held in September.

Renovations to the Cox Business Services Convention Center were made as part of the agreement to house the new American Hockey League team, the OKC Barons. These improvements included a new ice plant and mechanical room, locker room upgrade, new dasher boards, new signage, loge boxes in the arena, a new kitchen, a lower level VIP club, a

team store, and a party deck in the arena bowl.

A major renovation of the Civic Center was completed in September 2001, and the 586,000 sq. ft. Oklahoma City Arena was completed in June 2002. The Oklahoma City 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 Oklahoma City 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 Oklahoma City Arena include a new grand entrance, additional restaurants and clubs at every level, a 12,000-square-foot family activity center, and other NBA specific improvements. All of the work at the Oklahoma City Arena is expected to be completed in 2011.

There are several hotels close to convention facilities in downtown Oklahoma City. The Skirvin, Westin, Renaissance, Colcord, Courtyard by Marriott, and the Residence Inn and Hampton Inn and Suites in Bricktown provide accommodations within walking distance of both the Cox Business Services Convention Center and the Oklahoma City Arena. With about 21,500 rooms in the City area, there’s no shortage of choices when spending the night in Oklahoma City.



*Cox Convention Center renovations were recently completed.*



*A rendering of planned improvements to the Oklahoma City Arena.*

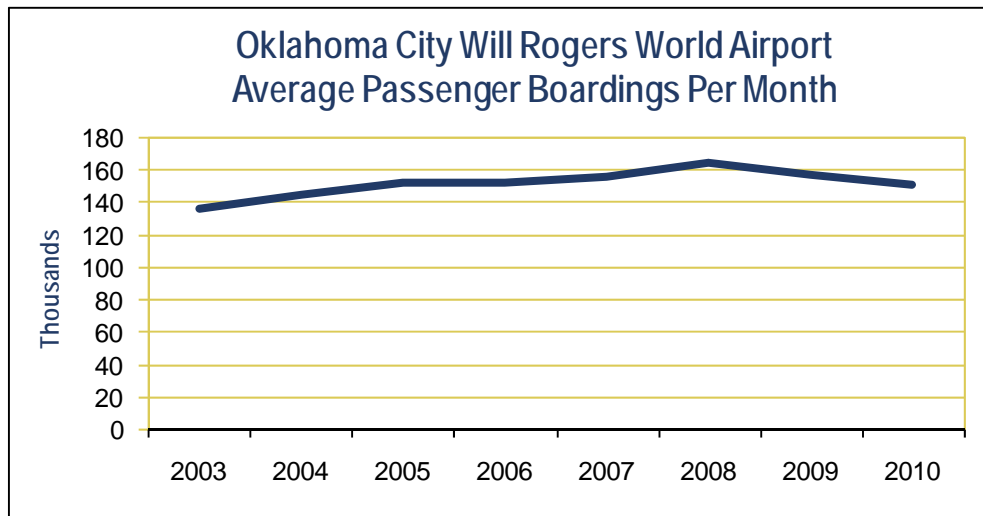
# TRANSPORTATION

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 freight service is provided by the Burlington Northern, Union Pacific and Santa Fe railroads. In addition, Amtrak’s Heartland Flyer offers convenient, affordable, daily rail service between Oklahoma City and Fort Worth



*Will Rogers World Airport is one of three municipal airports operated by The City of Oklahoma City.*

Oklahoma City operates three municipal airports. Will Rogers World Airport has completed the final phase of a \$110 million renovation project. The renovation expanded the facility by 63% to 453,508 square feet. Wiley Post and Clarence E. Page are general aviation airports. Wiley Post is also designated as a reliever airport for Will Rogers World Airport.



Source: City of Oklahoma City's Comprehensive Annual Financial Report 2010

# CONSTRUCTION ACTIVITY

While recovering from one of the worst recessions in history, Oklahoma City building activity began to improve in February and has since remained steady. In the commercial section there was significant activity.



*An aerial view of the new outlet mall presently under construction.*

*McGraw-Hill Construction's 2011 Outlook* credited Oklahoma City with building the largest investment project in the nation, the \$50 million, 340,000 square-foot Outlet Shoppes at Oklahoma City. This new retail outlet mall will open in August 2011. The new outlet mall will include Nike, Reebok, Brooks Brothers, Nine West, and Tommy Hilfiger stores to name a few.

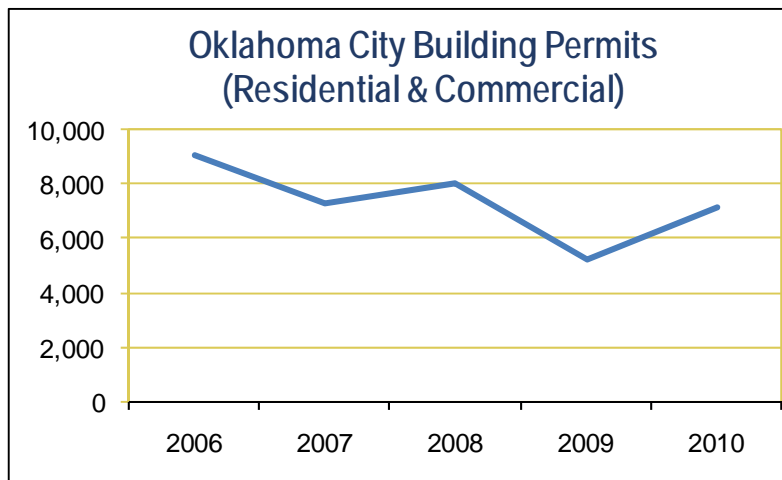


*An artist's rendering of The Shoppes at Oklahoma City.*

Oklahoma City is also the site of the largest build-to-suit project in the country, the Devon Energy Tower. *CIRE Magazine* listed Oklahoma City in their list of the Top Five Markets for new office construction. The 50-floor, 850 foot Devon Tower, at right, is under construction and is expected to be completed in 2012.

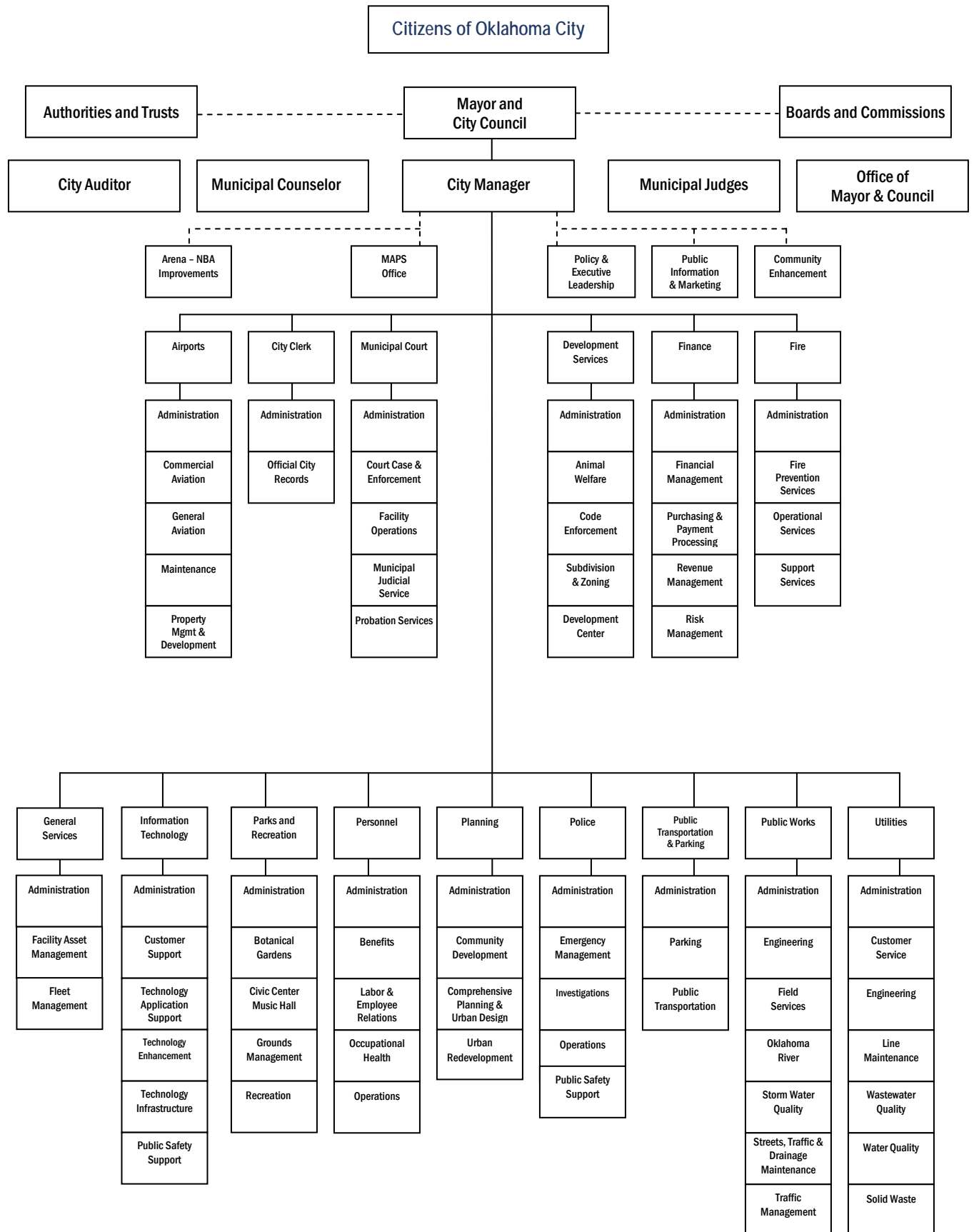


*The rotunda, above, will open into the Devon Tower.*



Updated on 4/5/2011

# ORGANIZATIONAL CHART





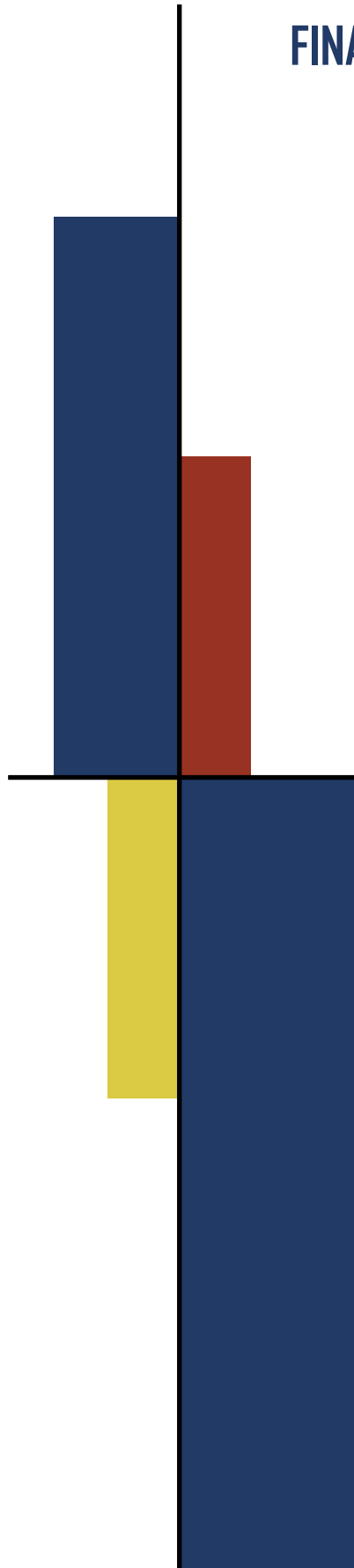
The City of  
**OKLAHOMA CITY**

# FINANCIAL SUMMARIES FY 2011-2012

## Consolidated Overview

Revenues

Expenditures

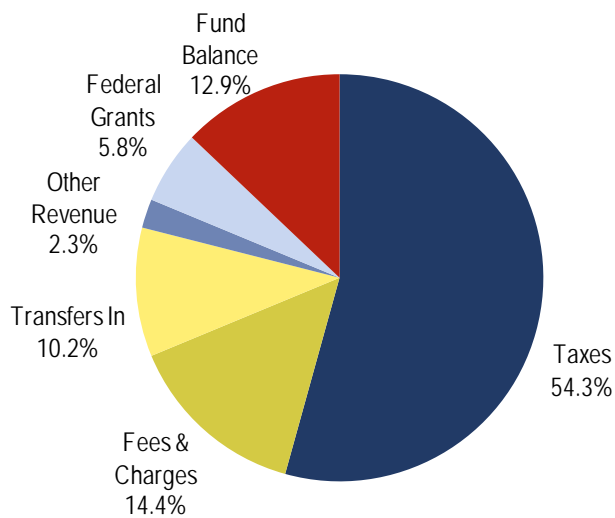




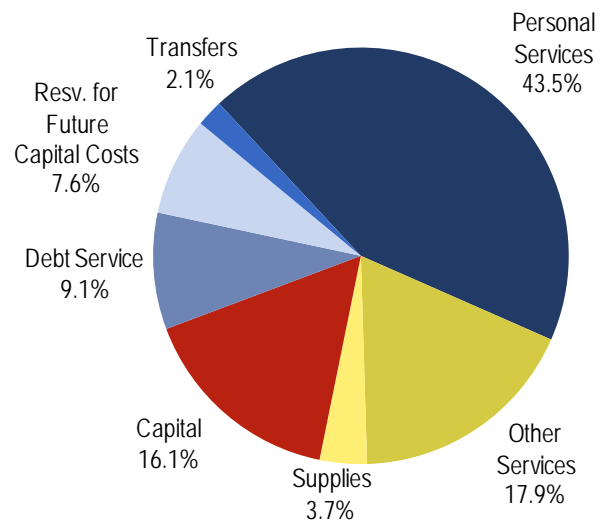
## CONSOLIDATED BUDGET OVERVIEW

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenue Overview</b>			
Taxes	\$444,725,059	\$467,395,598	\$499,345,760
Fees & Charges	119,389,457	124,425,644	132,702,530
Transfers In	79,103,110	89,952,916	94,157,827
Other Revenue	24,135,502	18,793,924	21,142,273
Federal Grants	29,740,429	51,926,230	53,638,833
Fund Balance	0	163,411,636	118,617,338
<b>Total Revenue</b>	<b>\$697,093,557</b>	<b>\$915,905,948</b>	<b>\$919,604,561</b>
<b>Expenditure Overview</b>			
Personal Services	\$376,930,643	\$384,782,956	\$400,324,048
Other Services	106,710,961	163,701,218	164,950,215
Supplies	30,387,702	32,356,543	33,770,072
Capital	25,272,047	216,576,977	147,930,225
Debt Service	63,469,632	83,455,180	83,227,649
Reserve for Future Capital Costs	0	0	70,210,754
Transfers	50,422,396	35,033,074	19,191,598
<b>Total Expenditures</b>	<b>\$653,193,380</b>	<b>\$915,905,948</b>	<b>\$919,604,561</b>

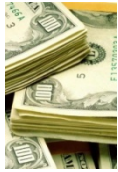
FY 2012 REVENUE



FY 2012 EXPENDITURES



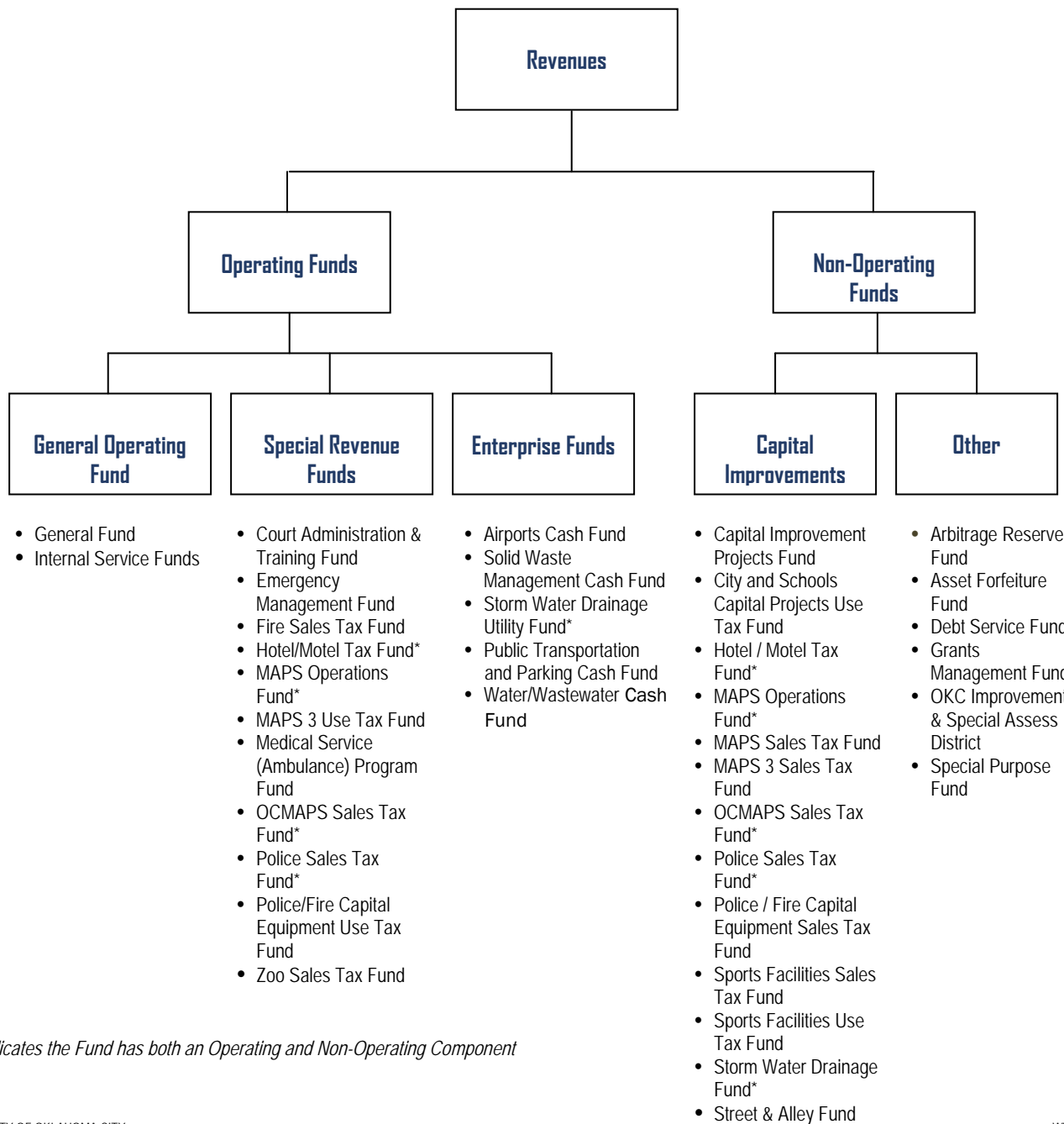
# REVENUE SUMMARY



When revenue is dedicated to a particular purpose, the City has generally chosen to establish a separate fund to ensure that all of the dedicated revenue is spent for its intended purpose.

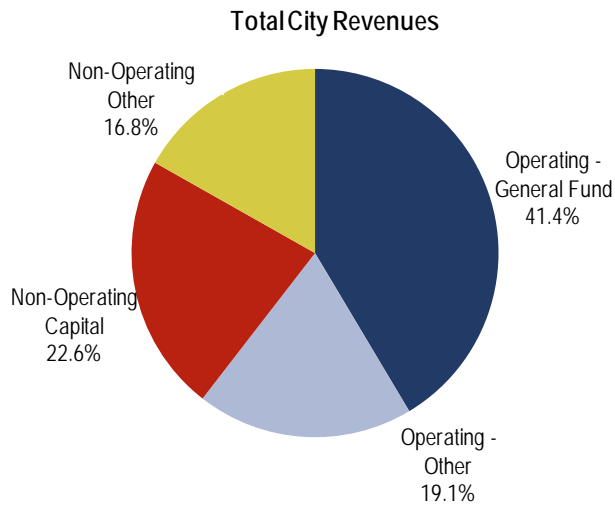
The City derives revenue from a myriad of sources. Some revenues are dedicated to specific purposes, such as the Oklahoma City Sports Facilities Improvement Sales Tax or the tariff on phone service dedicated to the E-911

service. Other revenues are not dedicated to a particular program or service and are deposited in the City’s General Fund. A “fund” is an accounting method for segregating revenues and expenditures for a specific purpose.



## OPERATING FUNDS

Before beginning the discussion of revenues, it should be noted that all projected growth rates for FY 2012 were based on estimated totals for FY 2011 when the proposed budget was presented to the City Council.



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

An example of this is dedicated sales taxes. In recent years, the citizens of Oklahoma City have approved several limited-term dedicated sales taxes to fund capital improvements. When the Oklahoma City Metropolitan Area Public Schools (OCMAPS) Sales Tax was approved, there was a significant increase in the revenue of those funds used for capital improvements in public schools. Because of this distinction, the portion of the Sales Tax used for capital improvements was classified as Non-Operating and the small portion used to fund the OCMAPS Project Office was classified as operating.

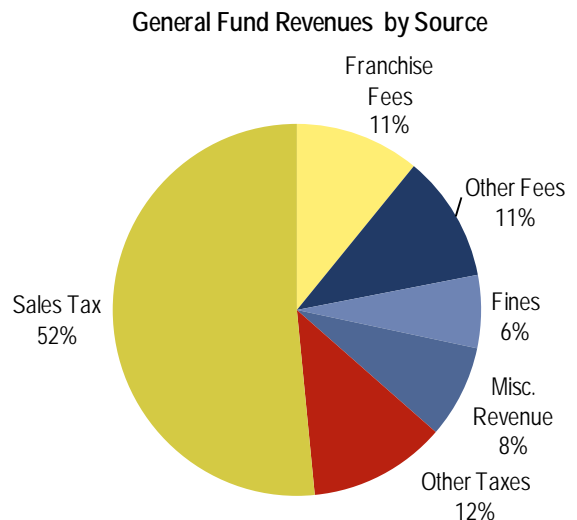
The Operating Funds category includes three major types of funds: the General Fund, Special

Revenue Funds and Enterprise Funds, all of which will be discussed further; however, the bulk of the discussion focuses on the General Fund, the City’s largest fund.

### GENERAL OPERATING FUND

The General Fund has hundreds of individual revenue sources ranging from daily fishing permits to building permits to sales tax. This section will examine each of the major categories of revenue in the General Fund and highlight some of the most significant revenue sources.

As the chart below shows, the largest single source of revenue is Sales Tax. As such, the most time and effort is dedicated to forecasting this revenue source. Once again this year, the City contracted with Oklahoma State University (OSU) to provide input into the projection of Sales Tax for FY 2012 in addition to in-house analysis of trends and general economic conditions. Russell Evans, Director and Research Economist at the Center for Applied Economic Research at OSU, presented the economic outlook to the City Council at the January 25, 2011 workshop.



### GENERAL FUND - TAXES

The largest category of revenue in the General Fund, at 64%, is taxes. Within the taxes category, all revenue sources are authorized by the State and collected by the Oklahoma Tax Commission.

# OPERATING FUNDS

**Sales Tax.** Sales Tax is the largest single revenue source for the General Fund and the City. Overall, the City receives 3.875% on taxable sales with 2% authorized for general operations. Over the years, voters have authorized a number of dedicated sales taxes that account for the remaining 1.875% and they are described in the Other Funds section of this chapter.

Projecting Sales Tax this year is made more challenging by several factors that complicate this already complex revenue source. The City saw a significant decline on Sales Tax during the recession and has experienced a turnaround coming out of the recession (see chart below). As mentioned earlier, the City worked again this year with Russell Evans, Director and Research Economist at the Center for Applied Economic Research at OSU, who developed an economic outlook for Oklahoma City. The outlook projected slow retail sales growth in calendar year 2011 before accelerating to strong growth in calendar year 2012 based on growing incomes and employment. The City has used this guidance to develop its baseline projection of 4% growth in Sales Tax next year.

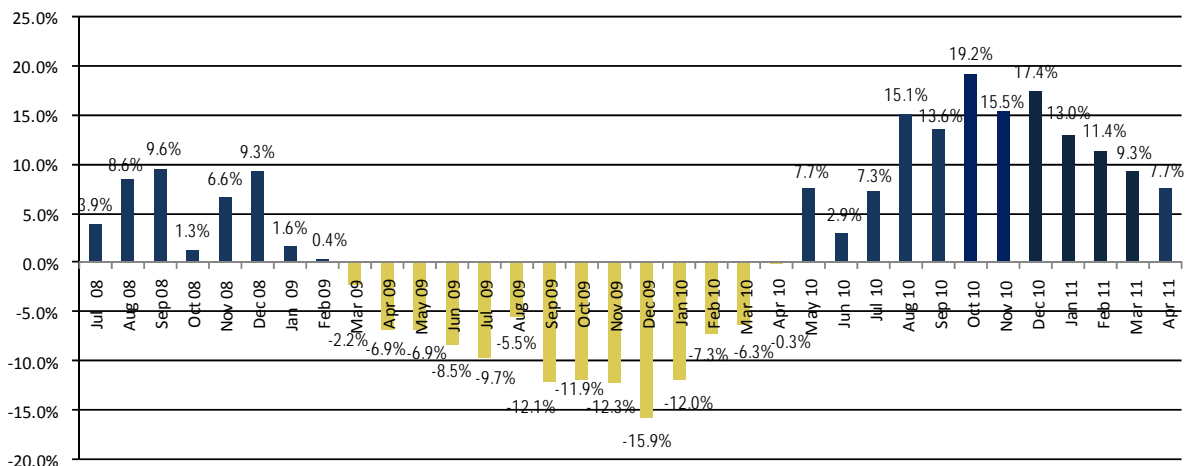
This 4% projected growth rate, however, had to be adjusted for several factors. The first is the impact of the May 16, 2010 hail storm that caused tremendous damage in many sections of

the City. The resulting influx of insurance funds for roofs, cars and other repairs provided a sizeable boost to the local economy and to Sales Tax collections. City staff estimates the storm contributed approximately \$6.2 million to Sales Tax collections in the General Fund in FY 2011. That is equivalent to over \$300 million in taxable retail sales. To project revenue in FY 2012, the estimated impact of the hail storm was removed from the FY 2011 Sales Tax totals and then growth was projected from that adjusted figure.

In addition, the Finance Department is adding two staff members in the City Treasurer’s Office next year to supplement current staffing and create a revenue enforcement unit. It is conservatively estimated that this group will enhance General Fund Sales Tax collections by at least \$0.2 million through local enforcement of existing tax laws.

The final factor impacting the Sales and Use Tax projections for FY 12 is the construction of the Devon Energy World Headquarters Tower. This project is part of Tax Increment Financing (TIF) district #8. For the TIF, the 2% General Fund portion of the Sales and Use Taxes generated from the construction are being transferred to the TIF to fund a number of improvements downtown. Devon Energy and its contractors are projecting similar levels of Sales and Use Tax generation in FY 12 as in FY 11.

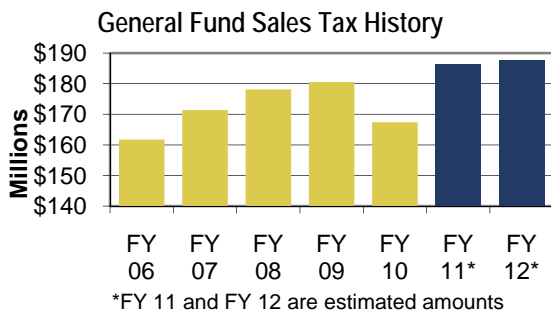
Oklahoma City Sales Tax Growth by Month (July 2008 – April 2011)



## OPERATING FUNDS

For FY 2012, Sales Tax is projected to total \$187.7 million, or 51.6% of the General Fund budget. This figure represents growth over FY 2011 of 0.8%. This low rate of growth is due to the impact of the May 16, 2010 hailstorm on FY 2011 Sales Tax collections. City staff removed the estimated impacts of the hailstorm on Sales Tax collections from the FY 2011 total prior to applying the 4% overall growth rate expected in FY 2012 based on economic factors. City staff then added in the additional Sales Tax expected from the revenue enforcement section in the City Treasurer’s Office to reach the final \$187.7 million estimate. As the chart below makes clear, the downturn in FY 2010 was severe, in fact it was the largest decline in City Sales Tax in the last 30+ years. Because the impact of the hail storm is factored out of the FY 2012 projection, the growth for FY 2012 looks anemic. The underlying growth rate of 4%, however, is similar to our long-term growth rate for Sales Tax.

It should be noted the Sales Tax projection does not include any potential changes in state law. Several measures have been considered in the State Legislature that could impact sales tax collections. If the legislature enacts a significant change in Sales Tax, a budget amendment may become necessary during the fiscal year to reflect the changes.



### GENERAL FUND - OTHER TAXES

**Use Tax.** Use Tax is levied on the goods that are bought in other states and then imported to Oklahoma for use. This tax is applied in lieu of the Sales Tax because the goods were originally bought outside the state. It is assumed that the purchaser either did not pay Sales Tax in the state in which the goods were purchased or received a rebate after paying the Use Tax. The Use Tax rate is 3.875% of

the purchase price, with 2.875% going to the General Fund and 1.0% going to the City Capital Projects Use Tax Fund, more commonly known as the MAPS3 Use Tax Fund.

Use Tax is much more volatile than Sales Tax and, while it has seen some dramatic decline in individual months, it turned positive much quicker than Sales Tax during the recovery from the recession. Projections for Use Tax are for an increase of 5% over the current year. This is slower growth than the long-term average of 7.4%, but is consistent with the expectation for a measured recovery. Use Tax is also covered by the Devon Tower TIF. As stated earlier, it is anticipated that Sales and Use Tax from the construction covered by the TIF should be about the same in FY 2012 so no adjustment was made to the Use Tax estimate to account for the Devon Tower.

**Excise Tax.** In FY 2005, State law changed the taxation of tobacco products and exempted them from Sales Tax, but implemented a new Excise Tax designed to make it more expensive to purchase tobacco products on a per unit basis. Municipalities receive a portion of the Excise Tax from the State. In FY 2011, the Excise Tax on tobacco products is expected to make up 1.4% of the General Fund revenue budget and generate almost \$5.0 million. This represents no growth over estimated Excise Tax revenue in FY 2011. Although FY 2011 saw an increase of 10.8% over FY 2010 due to improved compliance with the law, this rate of growth is not expected to continue.

### Commercial Vehicle Tax and Motor Fuels Tax.

Commercial Vehicle Tax and Motor Fuels Tax are expected to generate \$4.7 million in FY 2012, or 1.3% of the General Fund budget. Based on the formula used to allocate these two taxes from the State, it is anticipated that the City will receive the same level of revenue in FY 2012 as it did in FY 2011. The General Fund budget for street repair and maintenance for FY 12 is \$9.0 million meaning the Commercial Vehicle Tax and Motor Fuels Tax only cover about half of the cost.

## OPERATING FUNDS

### GENERAL FUND - FRANCHISE FEES

Franchise and Utility Fees are charged to public utilities for the use of public rights of way for their infrastructure. This category is the second largest within the General Fund accounting for 11.0% of the General Fund Budget.

**Oklahoma Gas and Electric (OG&E) Franchise Revenue.** The largest single source of franchise revenue is from the 3% franchise fee on gross receipts of OG&E, the primary electric utility in Oklahoma City. Projections for FY 2012 are for revenue of \$19.6 million, which represents growth 3% above expected revenue in FY 2011. Electric franchise revenue is significantly influenced by the weather, especially in the summer when hot weather can drive electric bills much higher. In addition, the cost of natural gas can significantly impact the cost of electricity for consumers. While much of OG&E's power is generated from coal which enjoys much more stable prices, natural gas is also a significant fuel source used for electricity production. With lower than average prices for natural gas now and projected in the future, significant increases in the price of electricity are not anticipated.

**Oklahoma Natural Gas Franchise Revenue. (ONG)** ONG is the natural gas utility in Oklahoma City and also pays a 3% franchise fee on gross revenues. In addition, ONG also collects franchise revenue for the City from customers who buy their natural gas from other suppliers and who use ONG only to transport the natural gas. This assessment is made on the estimated cost of the gas transported by ONG. This was the result of the change in the franchise agreement between ONG and the City approved by voters on October 11, 2005. As part of the new franchise agreement, those who purchase natural gas from a third party are assessed a franchise fee on their ONG bill that is based on their usage. The total ONG franchise revenue is projected to total \$6.1 million, or 1.7% of the General Fund total. This represents growth of 3.0% over the estimated FY 2011 total. Growth is based on somewhat higher energy usage next year and a small increase in natural gas price.

**Cox Communications Franchise Revenue.** Cox Communications is the cable television provider in Oklahoma City and pays a 5% franchise fee on all cable television-related revenues to the City. Cox Communications also offers phone service and pays the same 2% franchise fee on those services, as do all other telephone companies. In FY 2012, franchise revenue from cable television operation is expected to total \$6.6 million or 5% more than FY 2011. Cox Communications' revenue from telephone service is also expected to increase by 5.0% to \$0.5 million.

**City Water/Wastewater and Solid Waste Fee in lieu of franchise fee.** Utilities providing water, wastewater, and solid waste services are operated by Trusts that are separate legal entities from the City. These enterprises pay a 2% fee to the City for use of the public right of ways. Revenue from all three utilities is expected to total \$4.0 million in FY 2012, which is based on 3% growth over expected FY 2011 totals.

**Other Franchise Fees.** There are smaller electricity companies or cooperatives, telephone and cable television providers and a steam and chilled water utility that all serve portions of Oklahoma City and pay franchise fees. The franchise fee revenue from all of these companies is expected to total \$3.2 million or 0.9% of the FY 2012 General Fund budget.

### GENERAL FUND - OTHER FEES AND FINES

**Other Fees and Fines** includes the smaller categories of revenue of Licenses, Permits and Fees, Administrative Service Charges, Service Charges and Fines and Forfeitures. Revenues for licenses, permits and fees come from a variety of sources such as business licenses, fishing permits, building permits, and fees for becoming a pre-qualified contractor. These revenues are expected to total \$11.8 million in FY 2012, an increase of 0.2% over FY 2011 expected amounts. The growth is based primarily on small increases in Business Licenses, Police Alarm Permits and Mixed



## OPERATING FUNDS

**Beverage Licenses.** A few revenue accounts are expected to see slight declines and the majority to remain flat in FY 2012. The projection for Building Permits is for 0% growth in FY 2012. In FY 2011, the City received significant Building Permit revenue related to the Devon Tower construction that will not occur in FY 2012. The forecast for 0% growth assumes growth in other building permits to make up for this loss in revenue.

**Administrative Charges** are assessed to other City funds and entities for the administrative services provided by the General Fund, such as accounting, personnel, payroll, audit, and other functions provided by General Fund departments. The payments made by entities such as the Airports, Water/Wastewater Utilities, the Golf System, and the Zoo are expected to total \$15.8 million or 2.1% lower than FY 2011. Because these charges are based on the costs to provide the services, the decline in General Fund budget seen in FY 2011 resulted in a decline in charges in FY 2012.

**Service Charges** are based on the specific services provided and are generally paid on a per use basis. For example, one of the largest areas in the Service Charges category are charges by the Public Works Department for engineering and project management services provided to various City-related entities for project management services related to construction projects. These charges are based on the amount of time spent on each specific job and billed accordingly. Likewise, the Parks charges revenues include things such as the charge for admission at family aquatic centers, rentals of various Parks facilities and the charges for participation in recreational leagues. These charges are paid by each visitor or participant. Overall, Service Charges are expected to generate \$12.6 million in FY 2012, a decrease of 8.05% from projected FY 2011 totals.

Although there are a few Service Charges expected to increase, such as Parks charges and Planning fees, several large decreases push the

projection for the category negative. The largest decrease is in Federal Overtime Reimbursement for targeted law enforcement programs. These programs received a significant boost with Recovery Act funding that is now going away and revenue is expected to be \$0.9 million lower. The General Fund will be picking up funding for two of these programs in FY 2012 so while the revenue from the U.S. government is declining many of the extra services funded through these grants will continue. The General Fund will be funding the gang enforcement overtime program and the Strategic Targeted Enforcement Program (STEP). STEP provides additional enforcement of traffic laws in areas with higher levels of accidents.

Another significant change in the service charge category is a change in the way animal adoptions will be handled by the Development Services Department. The fee for adoption is being replaced by a donation model that results in reduced revenue for the General Fund and new support for spay and neuter services for pets. This change is expected to reduce General Fund revenue by \$142,500 in FY 2012.

The final significant change in service charge revenue is in the Myriad Botanical Gardens admission and rental charges. In FY 2012 the Myriad Gardens Foundation will begin managing the revamped Myriad Botanical Gardens in partnership with the City. The Foundation will receive all revenue from the Gardens and raise additional funds to support the operations at the Gardens.

**Fines and Forfeitures** make up 6.3% of the General Fund budget in FY 2012 at \$22.9 million. This is an increase of 0.9% from FY 2011 totals.

### GENERAL FUND - MISCELLANEOUS REVENUE

Miscellaneous revenue includes the smaller categories of Transfers, Other Sources, and Fund Balance. Transfers from other City Funds represent 5.7% of the General Fund budget or \$20.8 million. In FY 2012, the transfer from the OCPPA for Civic Center and Stage Center

## OPERATING FUNDS

revenue is expected to total \$1.9 million. Although the closure of Stage Center last summer after major flood damage reduced revenue in FY 2011, increases in the theater technician program, increased box office and rental revenue are expected to add about \$0.1 million in FY 2012.

Significant transfers come from the Fire and Police Sales Tax Funds to help compensate the General Fund for higher salaries paid to uniformed Police and Fire employees (wage adjustment) since the approval of the ¾ cent Sales Tax for Public Safety. Last year, for the first time, the wage adjustment was reduced below the court prescribed methodology to avoid having to eliminate any more Police or Fire positions. While the wage adjustments have been increased in the FY 2012 budget, they are still about \$1.4 million below the full calculated amount. This reduced level was used to ensure that no Police and Fire positions would be reduced. It is expected that, in coming years as revenues recover, the wage adjustment will be returned to the full calculated amount.

Other revenue sources include interest, various leases, and refunds and reimbursements. In total, the Other Category (including interest) represents 1.5% of the FY 2012 General Fund budget or \$5.6 million.

Fund Balance is budgeted at \$3.0 million in the FY 2012 General Fund budget. This represents only a portion of the projected carryover left at the end of FY 2011. The City's recently adopted financial policies direct that 8-15% of the General Fund budget should be set aside as unbudgeted Fund Balance. The unbudgeted Fund Balance will be available to help with cash flow during the year and to help make up for a shortfall if revenues do not reach the levels projected. According to the City's financial policies, budgeted fund balance is to be used only for capital and one-time expenses. For FY 2012, the \$3.0 million is budgeted to partially support the Capital Improvements Projects Fund.

The **Internal Service Funds** include Information

Technology, Risk Management, the Print Shop, and Fleet Services. Each of these funds provide service to all City departments and generate revenue by charging departments for those services. The majority of the charges assessed to departments are set at the beginning of each year based on past usage. The two exceptions are for fuel and postage, which are charged to departments based on current usage and current prices.

### SPECIAL REVENUE FUNDS

Special Revenue Funds have a revenue source or sources that are dedicated to a specific purpose. There are several funds that are supported by dedicated sales taxes. The **Zoo, Police, and Fire Sales Tax Funds** are all supported by dedicated portions of the City's sales tax collections. In each of these funds, the forecast for sales tax revenue growth is 0.8%. This is same rate of growth as projected for the General Fund. These funds also receive interest and other miscellaneous revenues related to their operation, although those other sources make up less than 2% of the revenue total. In the Police Sales Tax Fund, a portion of these funds support operations and a portion supports non-operating capital activities.

The **MAPS 3 Use Tax Fund** receives a 1% Use Tax adopted after the MAPS 3 Sales Tax was approved. While the MAPS 3 Sales Tax Fund (discussed in the Non-Operating Funds section) is dedicated to the MAPS 3 capital projects, the MAPS 3 Use Tax will support administration and oversight of the MAPS 3 projects and provide a reserve for future capital funding. The forecast is for the same underlying rate of Use Tax growth as the General Fund. The MAPS 3 Use Tax Fund budget for FY 2012 is projected at \$11.7 million.

The primary purpose of the **Court Administration and Training Fund** is to collect the various State-mandated fees assessed on court citations and charges and then pay those to the State on a monthly basis. In addition, the Court Administration and Training Fund is allowed to retain some of the revenue, however,

## OPERATING FUNDS

it can only be used for training activities that support court activities. Revenue in this fund is based on the number of specific citations and cases that go through the City's court system each year. As such, the revenue growth in the Court Administration and Training Fund is based on the trends associated with the specific types of charges or citations to which they are linked.

The **Emergency Management Fund** supports the E-911 system for Oklahoma City. The Fund is supported by tariffs on both cell phone and traditional telephone lines that are assessed on each user. While traditional landline tariff revenue has been declining in recent years, the approval of cell phone tariff revenue by the voters in FY 2006 was a major addition to the Emergency Management Fund. Even with the addition of cell phone tariff revenue, however, the General Fund is still expected to support E-911 operations through a transfer of \$2.9 million in FY 2012 as tariff revenue is expected to decline just slightly

The **Hotel/Motel Tax Fund** is supported by a 5.5% hotel occupancy tax. This Fund is also divided between operating activities dedicated to the promotion and development of convention and tourism and non-operating activities dedicated to the capital development at the State Fairgrounds. Overall revenue from the Hotel/Motel Tax is projected to increase modestly at 2.5% from FY 2011. The projection for Hotel/Motel Tax was developed in consultation with some of the major hoteliers in Oklahoma City and officials with the Convention and Visitor's Bureau and reflects the assumption that the recovery from the national recession continues slowly resulting in slightly increasing room nights, while the competitive pressure within the hotel market in Oklahoma City will keep prices from rising, thus, the 2.5% growth projection.

The **Medical Service Program Fund** was created in FY 2010. This fund handles revenue and expenses associated with the Medical Service Program adopted by the City Council on December 8, 2008, which makes it possible for

households to pay \$3.65 per month on their City utility bill in exchange for TotalCare benefits from the Emergency Medical Services Authority (EMSA). The primary benefit of TotalCare is that it covers all out-of-pocket expenses for any emergency ambulance transport. It is expected the program will generate \$7.0 million in FY 2012, a decrease of 1% from expected FY 11 levels.

The **Metropolitan Area Projects (MAPS) Operations Fund** was originally funded by a City Council dedicated Use Tax during the same period of the MAPS Sales Tax. The Fund was established to provide for the maintenance, capital replacement, and operations of the MAPS projects. The Fund loaned the Oklahoma City Urban Renewal Authority (OCURA) \$10.5 million in FY 2003 and FY 2004 to support the building of the Bass Pro Shops building in Bricktown. That loan is being paid back now through transfers from the General Fund and lease revenue from OCURA based on the funding plan approved by the City Council. Other revenue comes from naming rights at the Civic Center Music Hall. The MAPS Operations Fund also has a non-operating component that funds capital replacement at the MAPS projects.

The **Oklahoma City Metropolitan Area Public Schools (OCMAPS) Sales Tax Fund** was originally funded by a 1% Sales Tax dedicated to supporting capital projects at public schools that serve kids in Oklahoma City. The Sales Tax expired on December 31, 2008. While the tax was in effect, a reserve was established to continue to fund project management and oversight of remaining projects and funding. The OCMAPS Fund uses Fund Balance from the reserve to fund operations in FY 2012.

The **Police and Fire Capital Equipment Use Tax Fund** was a companion to the Police and Fire Equipment Sales Tax and was dedicated to support the implementation of the major capital projects funded by the Sales Tax. Information Technology assumed ongoing management responsibility for the public safety information systems that have been and are being

## OPERATING FUNDS

implemented through the Police and Fire Capital Equipment Sales Tax in FY 2009. The remaining balance in the Fund was transferred to the Police and Fire Capital Equipment Sales Tax Fund to aid in funding the capital projects still in progress. The fund has exhausted all remaining funds and will cease to exist in FY 2012. Even though no revenue or expenses are being shown for this fund in FY 2012, it is still carried in the budget because of the revenues and expenses in the last two years.

### ENTERPRISE FUNDS

Enterprise Funds are supported by the revenue generated by operations in their specific areas. Enterprise Funds have been generally used to make capital investments directly and use established funds for operations at the Airports, Solid Waste Management, Storm Water Drainage, Public Transportation and Parking, and the Water and Wastewater Utilities. With one exception, the Storm Water Drainage Utility, all of these operations have a public trust that oversees operations and receives all revenues from operations. The trusts then transfer funds to the City for operations. The

trusts fund the City enterprise funds for the operations of the enterprise. Each trust budget's revenue is individually based on customer rates and expected usage.

The one Enterprise Fund that is not supported by a trust is the **Storm Water Drainage Utility**. All revenue for Storm Water Drainage activities comes from a fee on all water utility bills based on the size of the water line. A new rate increase took effect this year with future rate increases planned over the next several years to address the growing cost of storm water drainage activities. Revenues from utility customers are now expected to show growth of 13% over expected FY 2011 totals and are based on growth in the number of utility customers and higher rates. Fund Balance is budgeted at a lower rate than in past years because the major drainage projects paid for from Fund Balance have been completed. The Storm Water Drainage Utility Fund is the only Enterprise Fund to also have a capital component in the non-operating funds section.

## NON-OPERATING FUNDS

Many of the Non-Operating Funds receive most of their revenue from other funds, such as the General Fund. The **Capital Improvement Projects Fund**, the **Street and Alley Capital Fund**, and the **Arbitrage Reserve Fund** all fall in this category. As such, the revenue projections for these funds are based on the level of transfer budgeted in the originating fund.

Several Funds have Fund Balance as their primary source of revenue and the projects they support are winding down or do not currently require major capital investment. They are the **MAPS Sales Tax Fund**, the **City and Schools Capital Use Tax**, the **Oklahoma City Sports Facilities Improvement Sales Tax**, the **Oklahoma City Sports Facilities Improvement Use Tax**, the **Police Sales Tax Capital Fund**, the **Police and Fire Capital Equipment Sales Tax Fund**, and the **Storm Water Drainage Utility Fund**. The revenue budgets for FY 2012 are based primarily on the level of projected Fund Balance remaining at the end of FY 2011.

Some of the Non-Operating Funds also have a stream of revenue from an outside source or another fund in addition to a significant Fund Balance. In these cases, the Non-Operating Fund is serving to accumulate revenue for a specific purpose. Funds that fall into this category include the **MAPS Operations Fund**, the **Asset Forfeiture Fund**, and the **Special Purpose Fund**.

There are three Non-Operating Funds that are supported directly by taxes that will be in effect during FY 2012: the **Hotel/Motel Tax Fund**, the **MAPS 3 Sales Tax Fund**, and the **Debt Service Fund**.

The **Hotel/Motel Tax Fund** supports three distinct purposes: convention and tourism development, promotions for specific events, and capital improvements at the Fairgrounds. It is this last capital portion of the Hotel/Motel Tax that is classified as Non-Operating. The

ballot approved by voters dedicated 6/11ths of the Hotel/Motel Tax for improvements at the Fairgrounds. Revenue in FY 2012 for the Non-Operating portion of the Hotel/Motel Tax matches the projection for the Operating portion, a 2.5% increase from projected FY 2011 revenues.

The **Debt Service Fund** is supported by property taxes. The tax rate or mill levy is based on assessed property values, projected debt service requirements and anticipated judgments. By State law, municipalities may only use property tax for General Obligation bond debt service and judgments. Property taxes cannot be used for operations. There is no legal limit on the level of debt service since voters must approve all debt. The City Council has adopted an informal policy that the City will attempt to keep the mill levy for property tax at 16 mills. Although the mill levy has varied over the years based on the timing of new bond issues and growth in assessed values, the City has not exceeded the 16 mill rate in many years.

The **MAPS 3 Sales Tax Fund** was created after voters passed the MAPS 3 initiative on December 8, 2009. The one percent Sales Tax went into effect on April 1, 2010 and will last through December 31, 2017. The tax will fund eight distinct capital projects. The forecast for Sales Tax growth is the same as the other Sales Tax supported funds at 0.8%.

Although not technically supported by a tax, the Oklahoma City Improvement and Special District Fund operates much like a tax. This fund is comprised of four districts, the Downtown Business Improvement District (BID), the Stockyards BID, the Western Ave. BID, the Capitol Hill BID, and the Special Improvement District for improvements on the underground Conncourse.

## NON-OPERATING FUNDS

Each of these districts has petitioned the City to enact assessments on property owners in the districts to support improvements and services above what is provided by the City. The City collects the assessments and contracts with an outside entity to provide the services or improvements. As such, the City acts as a conduit for these funds rather than actually managing their use. These funds are characterized as Non-Operating Funds. The anticipated revenue for the BIDS is based on the current assessment that will be reviewed in August and may be subject to amendment based on new assessment rates.

**Grant Funds** are included in the budget book to provide a more accurate picture of the City's financial situation and to comply with the requirements of the Municipal Budget Act. The amounts shown as revenue in these funds are, however, estimates of grant awards based on the best judgment of the departments that utilize grants funding. As the City continues to establish a more centralized grant coordination function in the coming years, it is expected that better information on grants will be available in future budgets. Grant Funds are classified as Non-Operating Funds because the activities supported by grants would typically not be provided without the grant funding.



## REVENUE DETAIL TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>General Operating Funds</b>			
<b>General Fund</b>			
<i>Taxes</i>			
Sales Tax	\$167,423,776	\$171,020,389	\$187,663,345
Use Tax	27,341,150	29,844,239	33,488,760
Excise Tax	4,505,683	4,560,000	4,992,000
Commercial Vehicle Tax	3,611,770	3,611,770	3,611,770
Motor Fuels Tax	1,042,679	1,031,933	1,042,679
Alcoholic Beverage Tax	742,404	721,881	809,168
<b>Total Taxes</b>	<b>\$204,667,462</b>	<b>\$210,790,212</b>	<b>\$231,607,722</b>
<i>Franchise/Utility Fees</i>			
Oklahoma Natural Gas	\$6,454,992	\$5,882,544	\$6,071,216
Oklahoma Gas & Electric	18,734,537	19,144,738	19,588,383
Caddo Electric Coop.	32,168	32,136	36,336
Oklahoma Electric Coop.	846,434	967,829	1,238,904
Tri-Gen	366,557	364,000	392,000
AT&T	949,285	818,101	774,056
AT&T Video	325,028	441,000	717,200
Cox Cable	6,094,259	6,321,000	6,640,200
Cox Fibernet	591,902	630,000	453,600
Other Telephone	107,794	64,800	71,400
Utility Fees - Water	1,537,654	1,604,337	1,829,534
Utility Fees - Wastewater	1,236,264	1,307,609	1,369,740
Utility Fee - Solid Waste	703,396	754,195	770,948
<b>Total Franchise Fees</b>	<b>\$37,980,269</b>	<b>\$38,332,289</b>	<b>\$39,953,517</b>
<i>Licenses, Permits, and Fees</i>			
Fire Prevention Permits	\$141,013	\$139,635	\$162,773
Alarm Permits	1,301,785	1,221,952	1,422,704
Oil & Gas Well Inspections	303,600	281,260	285,384
General Licenses	726,186	700,106	848,675
Building Permits	3,677,709	3,876,893	4,063,693
Electrical Wiring Permits	1,101,406	1,102,102	1,125,637
Plumbing Permits	979,938	1,109,724	1,194,340
Boiler & Elevator Permits	66,455	267,614	237,323
Offsite Wagering Fee	73,463	72,658	52,356
Pre-Qualification Application Fee	56,225	45,834	67,470
Refrig. & Forced Air Permits	647,554	874,006	886,071
Sidewalk & Paving Fees	306,824	281,867	369,714
Work Zone Permits	40,142	0	23,885
Other Fees	115,939	45,200	50,174
Hunting and Fishing Permits	130,643	141,059	133,256
Mixed Bev./Bottle Club License	498,350	522,593	537,143
Vending Stamps	214,252	212,369	166,163
Garage Sale Permits	121,747	105,307	146,097
<b>Total Licenses, Permits, &amp; Fees</b>	<b>\$10,503,230</b>	<b>\$11,000,179</b>	<b>\$11,772,858</b>



## REVENUE DETAIL TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Administrative Charges</b>			
Airport Administrative Payments	\$670,644	\$780,057	\$786,815
Airport Police Payments	2,639,516	2,691,321	2,801,537
Water/Wastewater Admin Payments	5,736,644	6,624,885	6,221,881
Drainage Utility Administrative Payment	815,773	941,576	950,087
Solid Waste Mgmt. Admin Payments	823,090	929,022	890,111
Convention & Tourism Admin Payments	225,966	215,611	214,244
Zoo Administrative Payments	110,000	110,000	110,000
Golf Administrative Payments	76,011	110,000	110,000
Other Administrative Payments	179,107	71,918	71,406
MAPS3 Administrative Payments	0	97,999	269,108
Risk Management Administrative Payments	384,417	537,115	535,032
Public Transportation Administrative Pmts.	653,473	773,875	726,771
Parking Administrative Payments	165,894	206,304	170,212
IT Administrative Payments	1,181,037	1,272,558	1,163,531
Print Shop Administrative Payments	114,551	120,576	116,416
Fleet Services Admin Payments	88,816	78,812	90,255
GOLT and TIF Admin Payments	520,433	0	0
Banking Fee Payments	546,181	525,000	525,000
<b>Total Administrative Charges</b>	<b>\$14,931,553</b>	<b>\$16,086,629</b>	<b>\$15,752,406</b>
<b>Other Service Charges</b>			
OCMAPS Chargeback	\$339,431	\$388,282	\$382,236
Water/Wastewater Engineering	0	0	0
Bond Fund Engineering, Legal, Other Services	4,333,804	4,033,661	5,506,742
Econ Dev, TIF Engineering, Legal, Other Svcs	0	577,502	367,433
Sports Facilities Sales Tax Eng. Chargeback	0	0	0
Event Coordination Payments	9,482	0	29,367
Other Charges for Service	4,517	0	0
Animal Shelter Fees	331,558	527,509	241,911
Engineering Fees	940,070	676,777	1,127,023
Planning Fees	513,873	402,802	718,149
Fire Service Recovery	28,000	28,000	28,000
Police Fees	3,119,149	3,273,428	2,353,854
Parking Meters	759,140	684,664	685,124
General Parking Revenue	84,200	80,000	85,000
Recreation Fees	994,446	908,297	1,059,886
Myriad Gardens Revenue	379,177	155,143	0
<b>Total Other Service Charges</b>	<b>\$11,836,846</b>	<b>\$11,736,065</b>	<b>\$12,584,725</b>
<b>Fines</b>			
Traffic Fines	\$7,425,873	\$7,168,448	\$8,438,033
Parking Fines	985,938	1,072,579	1,183,126
Court Fees	9,351,556	8,193,782	10,527,283
Court of Record, Jury Division	1,544,548	1,986,142	1,691,838
Criminal Court	223,272	307,274	235,000
Jail Cost Recovery Program	434,147	443,972	312,585
Other Fines	318,602	335,093	276,491
Juvenile Fines	175,964	257,984	263,946
<b>Total Fines</b>	<b>\$20,459,900</b>	<b>\$19,765,274</b>	<b>\$22,928,302</b>

## REVENUE DETAIL TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Other Revenue</b>			
Reimbursement - Federal Grants	\$45,640	\$100,000	\$369,388
Medicare Part D Reimbursement	972,025	947,792	972,025
Refunds and Reimbursements - Operating	206,485	251,046	206,485
Leases	1,549,154	2,167,400	2,385,290
Sale of City Property	0	50,000	50,000
Check Service Charge	4,170	13,951	3,753
Damage to City Property	51,238	45,000	50,000
Royalties	125,290	122,470	160,000
Miscellaneous	307,323	300,650	300,633
Wrecker Service Payments	49,005	54,144	44,227
Mowing Services - OCRRA	0	35,393	35,393
Operating Interest	\$1,448,405	\$1,070,050	\$1,000,000
<b>Total Other Revenue</b>	<b>\$4,758,737</b>	<b>\$5,157,896</b>	<b>\$5,577,194</b>
<b>Transfers</b>			
Transfers from Police Sales Tax Fund	\$8,641,261	\$6,700,167	\$8,090,754
Transfers from Fire Sales Tax Fund	10,188,738	8,259,771	10,219,900
Transfers from Civic Center and Stage Center	1,682,857	1,853,420	1,990,591
Transfers from Development Svcs. OCMFA	94,581	75,003	75,003
Transfers from Parks - OCMFA	0	418,829	418,829
Transfers - Miscellaneous	0	59,846	39,000
<b>Total Transfers</b>	<b>\$20,607,437</b>	<b>\$17,367,036</b>	<b>\$20,834,077</b>
<b>Fund Balance</b>	<b>\$0</b>	<b>\$10,818,762</b>	<b>\$3,000,000</b>
<b>Reserve for Outstanding Encumbrances</b>	<b>\$0</b>	<b>\$1,317,541</b>	<b>\$0</b>
<b>Total General Fund</b>	<b>\$325,745,433</b>	<b>\$342,371,883</b>	<b>\$364,010,801</b>
<b>Internal Service Funds</b>			
Information Technology	\$19,270,424	\$18,138,975	\$19,007,112
Risk Management	12,628,001	12,797,089	12,272,847
Print Shop	850,054	904,174	928,834
Fleet Services	7,917,963	7,896,783	8,896,807
Fund Balance	0	2,823,259	620,923
Reserve for Outstanding Encumbrances	0	229,102	0
<b>Total Internal Service Funds</b>	<b>\$40,666,442</b>	<b>\$42,789,382</b>	<b>\$41,726,523</b>
<b>Total General Operating Funds</b>	<b>\$366,411,876</b>	<b>\$385,161,265</b>	<b>\$405,737,324</b>

## REVENUE DETAIL TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Special Revenue Funds</b>			
<b>Court Administration &amp; Training Fund</b>			
Forensic Fee	\$433,217	\$485,506	\$475,000
CLEET Fund - State	638,541	829,985	740,000
Victim's Compensation Fee	14,214	16,293	15,000
AFIS Fingerprint Fee	448,850	583,354	523,000
Police Training Fee	171,899	150,181	204,587
Other	53,672	50,892	56,813
Interest	21,663	20,031	19,663
Fund Balance	0	136,006	272,645
Reserve for Outstanding Encumbrances	0	26,775	0
<b>Total Court Administration &amp; Training Fund</b>	<b>\$1,782,056</b>	<b>\$2,299,023</b>	<b>\$2,306,708</b>
<b>Emergency Management Fund</b>			
Tariff Revenue	\$4,932,238	\$4,815,333	\$4,614,066
Interest	30,152	29,081	24,500
Fund Balance	0	0	183,961
Subsidy Transfer from General Fund	2,303,685	2,582,875	2,858,908
<b>Total Emergency Management Fund</b>	<b>\$7,266,075</b>	<b>\$7,427,289</b>	<b>\$7,681,435</b>
<b>Fire Sales Tax Fund</b>			
Sales Tax	\$31,391,958	\$34,518,721	\$35,187,238
Interest	128,127	157,054	52,500
Other	99,422	10,890	10,890
Reserve for Outstanding Encumbrances	0	265,424	0
<b>Total Fire Sales Tax Fund</b>	<b>\$31,619,506</b>	<b>\$34,952,089</b>	<b>\$35,250,628</b>
<b>Hotel/Motel Tax Fund**</b>			
Hotel/Motel Tax	\$4,570,531	\$4,959,652	\$5,153,324
Transfers	3,656,425	3,567,721	4,122,659
Interest	74,521	74,273	61,850
Fund Balance	\$0	\$411,182	\$172,215
<b>Total Hotel/Motel Tax Fund</b>	<b>\$8,301,477</b>	<b>\$9,012,828</b>	<b>\$9,510,048</b>
<b>MAPS Operations Fund**</b>			
Interest	\$213,057	\$199,122	\$154,000
Civic Center Naming Rights	85,000	90,060	87,917
Other*	1,670,738	1,449,544	1,464,028
Fund Balance	0	614,942	439,427
Reserve for Outstanding Encumbrances	0	85,098	0
<b>Total MAPS Operations Fund</b>	<b>\$1,968,796</b>	<b>\$2,438,766</b>	<b>\$2,145,372</b>
<b>MAPS 3 Use Tax Fund</b>			
Use Tax	\$1,222,039	\$9,671,423	\$11,648,264
Interest	1,633	20,000	80,000
<b>Total MAPS 3 Use Tax Fund</b>	<b>\$1,223,672</b>	<b>\$9,691,423</b>	<b>\$11,728,264</b>

## REVENUE DETAIL TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Medical Service Program Fund</b>			
Medical Service Program Fee	\$5,065,965	\$7,200,000	\$7,008,000
Interest	14,720	24,000	10,000
Carryover	0	0	593,730
<b>Total Medical Service Program Fund</b>	<b>\$5,080,686</b>	<b>\$7,224,000</b>	<b>\$7,611,730</b>
<b>OCMAPS Sales Tax Fund**</b>			
OCMAPS Sales Tax	\$0	\$0	\$0
Interest	197,674	0	152,500
Other	199,797	0	375,000
Fund Balance	0	1,410,262	1,071,164
Reserve for Outstanding Encumbrances	0	6,750	0
<b>Total OCMAPS Sales Tax Fund</b>	<b>\$397,471</b>	<b>\$1,417,012</b>	<b>\$1,598,664</b>
<b>Police Sales Tax Fund**</b>			
Sales Tax	\$31,391,958	\$33,558,934	\$35,187,238
Interest	124,724	138,498	105,000
Other	356,075	591,291	591,291
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	40,651	0
<b>Total Police Sales Tax Fund</b>	<b>\$31,872,757</b>	<b>\$34,329,374</b>	<b>\$35,883,529</b>
<b>Police/Fire Capital Equipment Use Tax Fund</b>			
Interest	\$4,311	\$0	\$0
Fund Balance	0	85,000	0
<b>Total Police/Fire Cap. Equip. Use Tax Fund</b>	<b>\$4,311</b>	<b>\$85,000</b>	<b>\$0</b>
<b>Zoo Sales Tax Fund</b>			
Sales Tax	\$10,463,986	\$10,643,839	\$11,638,828
Interest	113,714	92,279	500
Fund Balance	0	2,846,916	0
<b>Total Zoo Sales Tax Fund</b>	<b>\$10,577,700</b>	<b>\$13,583,034</b>	<b>\$11,639,328</b>
<b>Total Special Revenue Funds</b>	<b>\$100,094,507</b>	<b>\$122,459,838</b>	<b>\$125,355,706</b>
<b>Enterprise Funds</b>			
<b>Airports Cash Fund</b>			
Transfer from Airport Trust (OCAT)	\$13,501,728	\$14,882,847	\$15,640,353
Interest	93,284	86,481	71,500
Other	21,170	0	0
Reserve for Outstanding Encumbrances	0	10,492	0
<b>Total Airports Cash Fund</b>	<b>\$13,616,182</b>	<b>\$14,979,820</b>	<b>\$15,711,853</b>

## REVENUE DETAIL TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Solid Waste Management Cash Fund</b>			
Transfer from OCEAT (Flow Fee)	\$8,700,000	\$10,257,693	\$10,865,149
Interest	31,370	31,182	25,000
Fund Balance	0	250,000	0
Reserve for Outstanding Encumbrances	0	19,472	0
<b>Total Solid Waste Management Cash Fund</b>	<b>\$8,731,370</b>	<b>\$10,558,347</b>	<b>\$10,890,149</b>
<b>Storm Water Drainage Utility Fund**</b>			
Drainage Fee	\$10,528,878	\$11,058,277	\$13,471,380
Interest	230,794	224,541	175,000
Other*	(1,239,566)	375,683	395,108
Fund Balance	0	2,604,249	1,074,029
Reserve for Outstanding Encumbrances	0	17,127	0
<b>Total Storm Water Drainage Utility Fund</b>	<b>\$9,520,105</b>	<b>\$14,279,877</b>	<b>\$15,115,517</b>
<b>Transit and Parking Enterprise Fund</b>			
Transfer from COTPA Trust	\$1,847,403	\$1,703,422	\$1,734,502
Transfer from General Fund	190,269	196,777	241,338
Interest	9,644	8,925	8,500
<b>Total Transit/Parking Cash Fund</b>	<b>\$2,047,316</b>	<b>\$1,909,124</b>	<b>\$1,984,340</b>
<b>Water/Wastewater Cash Fund</b>			
Transfer from OCWUT	\$63,800,000	\$75,094,959	\$76,520,053
Interest	252,012	259,476	146,000
Fund Balance	0	600,000	0
Reserve for Outstanding Encumbrances	0	236,952	0
<b>Total Water/Wastewater Cash Fund</b>	<b>\$64,052,012</b>	<b>\$76,191,387</b>	<b>\$76,666,053</b>
<b>Total Enterprise Funds</b>	<b>\$97,966,985</b>	<b>\$117,918,555</b>	<b>\$120,367,912</b>
<b>Subtotal Operating Funds</b>	<b>\$564,473,368</b>	<b>\$625,539,658</b>	<b>\$651,460,942</b>
Less Operating Interfund Transfers (1)	(79,142,404)	(75,371,854)	(78,748,625)
<b>Total Operating Funds</b>	<b>\$485,330,964</b>	<b>\$550,167,804</b>	<b>\$572,712,317</b>
<b>Non-Operating Funds</b>			
<b>Non-Operating Capital Improvements</b>			
<b>Capital Improvement Projects Fund</b>			
Operating Transfers	\$6,558,063	\$5,506,000	\$5,000,000
Interest	353,330	300,000	100,000
Other	1,828,703	300,000	300,000
Fund Balance	0	10,654,539	11,881,655
Reserve for Outstanding Encumbrances	0	1,397,402	2,272,016
<b>Total Capital Improvement Projects Fund</b>	<b>\$8,740,096</b>	<b>\$18,157,941</b>	<b>\$19,553,671</b>

## REVENUE DETAIL TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>City and Schools Capital Projects Use Tax Fund</b>			
Use Tax	(\$196,025)	\$0	\$0
Interest	1,029,646	886,969	500,000
Other	0	0	566,385
Fund Balance	0	10,886,357	13,200,634
Reserve for Outstanding Encumbrances	0	2,020,293	3,789,331
<b>Total City &amp; Schools Cap. Projects Use Tax</b>	<b>\$833,621</b>	<b>\$13,793,619</b>	<b>\$18,056,350</b>
<b>Hotel/Motel Tax Fund**</b>			
Hotel/Motel Tax	\$5,484,637	\$6,251,582	\$6,183,989
Transfers	460,434	313,006	968,110
Interest	243,994	224,240	178,750
Fund Balance	0	4,489,942	0
Reserve for Outstanding Encumbrances	0	0	0
<b>Total Hotel/Motel Tax Fund</b>	<b>\$6,189,065</b>	<b>\$11,278,770</b>	<b>\$7,330,849</b>
<b>MAPS Operations Fund**</b>			
Refunds and Reimbursements	\$100,000	\$0	\$0
Other	649,348	649,030	668,500
Fund Balance	0	2,774,085	3,199,356
Reserve for Outstanding Encumbrances	0	5,944	107,440
<b>Total MAPS Operations Fund (Capital)</b>	<b>\$749,348</b>	<b>\$3,429,059</b>	<b>\$3,975,296</b>
<b>MAPS Sales Tax Fund**</b>			
Interest	\$593	\$0	\$0
Other	10,481	0	0
Fund Balance	0	64,449	201,396
Reserve for Outstanding Encumbrances	0	409,452	281,117
<b>Total MAPS Sales Tax Fund</b>	<b>\$11,074</b>	<b>\$473,901</b>	<b>\$482,513</b>
<b>MAPS 3 Sales Tax Fund</b>			
Sales Tax	\$9,902,526	\$85,150,715	\$93,831,673
Interest	13,360	175,000	737,110
Fund Balance	0	9,663,198	0
<b>Total MAPS 3 Sales Tax Fund</b>	<b>\$9,915,886</b>	<b>\$94,988,913</b>	<b>\$94,568,783</b>
<b>OCMAPS Sales Tax Fund**</b>			
OCMAPS Sales Tax	\$0	\$0	\$0
Other	0	0	0
<b>Total OCMAPS Sales Tax Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## REVENUE DETAIL TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Oklahoma City Sports Facilities Sales Tax Fund</b>			
Sales Tax	\$73,485,467	\$0	\$0
Interest	195,120	175,284	175,608
Fund Balance	0	53,714,618	7,631,347
Reserve for Outstanding Encumbrances	0	178,130	31,336,909
<b>Total OKC Sports Facilities Sales Tax Fund</b>	<b>\$73,680,587</b>	<b>\$54,068,032</b>	<b>\$39,143,864</b>
<b>Oklahoma City Sports Facilities Use Tax Fund</b>			
Use Tax	\$8,467,534	\$0	\$0
Interest	216,586	20,000	50,000
Reserve for Outstanding Encumbrances	0	0	5,071,804
Fund Balance	0	9,996,130	4,029,776
<b>Total OKC Sports Facilities Use Tax Fund</b>	<b>\$8,684,120</b>	<b>\$10,016,130</b>	<b>\$9,151,580</b>
<b>Police Sales Tax Fund**</b>			
Other	\$2,511	\$0	\$0
Interest	50,191	0	0
Fund Balance	0	1,345,711	1,345,711
Reserve for Outstanding Encumbrances	0	98,673	98,673
<b>Total Police Special Tax</b>	<b>\$52,702</b>	<b>\$1,444,384</b>	<b>\$1,444,384</b>
<b>Police/Fire Capital Equipment Sales Tax Fund</b>			
Sales Tax	\$0	\$0	\$0
Interest	289,321	234,932	187,500
Other	202,364	0	0
Fund Balance	0	3,670,804	3,491,246
Reserve for Outstanding Encumbrances	0	1,700,349	2,053,029
<b>Total Police/Fire Equipment Sales Tax Fund</b>	<b>\$491,684</b>	<b>\$5,606,085</b>	<b>\$5,731,775</b>
<b>Storm Water Drainage Fund**</b>			
Other*	\$2,184,318	\$1,082,000	\$0
Fund Balance	0	207,100	560,990
Reserve for Outstanding Encumbrances	0	1,939,788	841,626
<b>Total Storm Water Drainage Fund</b>	<b>\$2,184,318</b>	<b>\$3,228,888</b>	<b>\$1,402,616</b>
<b>Street &amp; Alley Capital</b>			
Interest	\$239,305	\$150,000	\$50,000
Other	745,421	0	0
Fund Balance	0	4,072,461	2,357,396
Reserve for Outstanding Encumbrances	0	2,981,557	2,206,956
<b>Total Street &amp; Alley Capital</b>	<b>\$984,726</b>	<b>\$7,204,018</b>	<b>\$4,614,352</b>
<b>Total Capital Improvements</b>	<b>\$112,517,227</b>	<b>\$223,689,740</b>	<b>\$205,456,033</b>



## REVENUE DETAIL TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Non-Operating Other</b>			
<b>Arbitrage Reserve</b>			
Transfer from General Fund	\$0	\$0	\$0
Interest	19,522	0	0
Fund Balance	0	0	683,443
<b>Total Arbitrage Reserve</b>	<b>\$19,522</b>	<b>\$0</b>	<b>\$683,443</b>
<b>Asset Forfeiture</b>			
Asset Seizure Revenues	\$1,790,369	\$1,367,495	\$1,886,010
Rental Revenues	2,857	2,000	2,857
Other	38,963	26,325	5,120
Interest	183,942	285,492	146,241
Fund Balance	0	2,477,000	2,133,084
Reserve for Outstanding Encumbrances	0	2,045,952	0
<b>Total Asset Forfeiture</b>	<b>\$2,016,132</b>	<b>\$6,204,264</b>	<b>\$4,173,312</b>
<b>Debt Service Fund</b>			
Ad Valorem (Property)	\$63,872,987	\$71,850,520	\$68,907,484
Interest	1,632,472	1,000,000	1,500,000
Other	3,254,668	1,500,000	2,287,000
Fund Balance	0	9,094,660	10,523,165
<b>Total Debt Service Fund</b>	<b>\$68,760,127</b>	<b>\$83,445,180</b>	<b>\$83,217,649</b>
<b>Grants Management Fund</b>			
Grant Awards	\$29,740,429	\$51,926,230	\$53,638,833
<b>Total Grants Management Fund</b>	<b>\$29,740,429</b>	<b>\$51,926,230</b>	<b>\$53,638,833</b>
<b>OKC Improvement &amp; Special Assessment Dist.</b>			
Assessments	\$1,359,523	\$2,273,012	\$1,990,405
Interest	22,535	850	7,850
Collection Fees	15,941	18,375	8,741
Other	0	0	171,340
<b>Total OKC Improvement Districts Fund</b>	<b>\$1,398,000</b>	<b>\$2,292,237</b>	<b>\$2,178,336</b>

## REVENUE DETAIL TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Special Purpose Fund</b>			
Donations	\$956,079	\$1,348,000	\$354,303
Other	249,987	0	1,404,595
Interest	151,463	50,000	285,163
Fund Balance	0	2,125,906	2,082,330
Reserve for Outstanding Encumbrances	0	541,174	402,544
<b>Total Special Purpose Funds</b>	<b>\$1,357,528</b>	<b>\$4,065,080</b>	<b>\$4,528,935</b>
<b>Total Other</b>	<b>\$103,291,738</b>	<b>\$147,932,991</b>	<b>\$148,420,508</b>
<b>Total Non-Operating Funds</b>	<b>\$215,808,965</b>	<b>\$371,622,731</b>	<b>\$353,876,541</b>
<b>Subtotal All Funds</b>	<b>\$701,139,929</b>	<b>\$921,790,535</b>	<b>\$926,588,858</b>
Less Interfund Transfers (2)	(4,046,372)	(5,884,587)	(6,984,297)
<b>Total All Funds</b>	<b>\$697,093,557</b>	<b>\$915,905,948</b>	<b>\$919,604,561</b>
<i>*Includes transfers between the operating and non-operating portions of a fund.</i>			
<i>** Fund contains both Operating and Non-Operating activities</i>			
<b>(1) Transfers between Operating Funds</b>			
Gen Fund Transfer to Emerg Mgmt	\$2,303,685	\$2,537,644	\$2,858,908
Gen Fund Transfer to MAPS Oper	1,664,423	1,697,711	1,731,605
Gen Fund to Transit Fund via COTPA	2,028,811	1,756,294	1,830,200
Gen Fund to City and Schools Use Tax Fund	149,223	0	150,000
Various Funds to Internal Service Fund	40,666,442	39,737,021	41,105,600
Federal ARRA Funds to Police Sales Tax Fund	10,188,738	7,893,926	10,219,900
Fire Sales Tax to General Fund	8,641,261	6,577,546	8,090,754
Various Funds Admin Pmts to Gen Fund	13,499,821	15,171,712	12,761,658
<b>Total</b>	<b>\$79,142,404</b>	<b>\$75,371,854</b>	<b>\$78,748,625</b>
<b>(2) Transfers from Operating to Non-Operating Funds</b>			
Transfer to C.I.P. Fund	\$3,655,598	\$5,586,164	\$6,406,774
Gen Fund Transfer to Fed. Grants Fund	0	0	0
Gen Fund Transfer to Streets Capital	35,334	0	0
Gen Fund Transfer to Arbitrage Resv	0	0	0
Fed Grants Reimb Transfer to Gen Fund	45,640	100,000	369,388
Fed ARRA Fund Trsf to Police Sales Tax	237,468	148,423	148,423
Various Funds to Grant Funds	25,000	0	9,712
Asset Forfeiture Transfer to Fed. Grants	47,333	50,000	50,000
<b>Total</b>	<b>\$4,046,372</b>	<b>\$5,884,587</b>	<b>\$6,984,297</b>

## EXPENDITURE SUMMARY

The Oklahoma Municipal Budget Act guides municipalities in the preparation of their budgets and mandates certain requirements in presenting the budget.

The City of Oklahoma City diligently follows these requirements. Some of the requirements seem commonplace because we have been following these guidelines for years. For example, the budget contains actual revenues and expenses for the prior fiscal year, the revenue and expenditure budget for the current year, and estimated revenue and expenditures for the coming year. Another requirement is that all expenditures be “departmentalized” within each fund.

The budget is also divided between Operating and Non-Operating expenditures. This division helps take out the significant fluctuations in capital and non-operating expenses that occur as a result of projects such as the MAPS 3 and MAPS for Kids programs. Most of the discussions about the budget focus on the operating portion of the budget because it allows for better year-to-year comparisons. The Operating Budget totals \$572,712,317.

### EXPENDITURE CATEGORIES

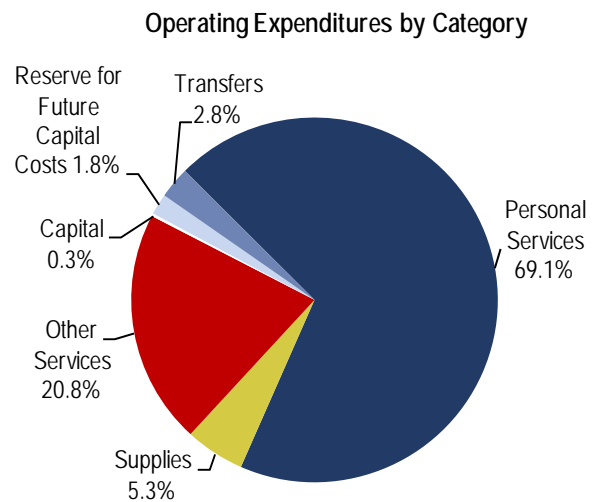
One requirement of the Municipal Budget Act that drives the organization of the budget is that expenditures be classified into the following categories: Personal Services, Supplies, Other Services, Capital, Debt Service, and Transfers. The proposed budget includes an additional category, Reserve for Future Capital Costs. This is the amount set aside to fund future expenses associated with managing the completion of the MAPS 3 projects and to fund other capital needs within the City.

As shown in the chart to the right, Personal Services is the largest portion of the City’s operating expenditures accounting for 69% of the total operating budget. Expenses like salaries, taxes, retirement benefits, and insurance make up the majority of operating costs because City services are labor-intensive and closely tied to the

employees who carry out the various functions of the City.

The second largest area of operating expenditures is Other Services at 21% of the operating budget. These expenses include contracts for service and chargebacks for internal services (Information Technology, Fleet Services, Print Shop, and Risk Management). Other Services is also the category where contingency is budgeted in each fund, as well as payments from City funds to City trusts such as the General Fund payment to the Central Oklahoma Transportation and Parking Authority. Supplies make up a relatively small percentage of the total and include items as varied as paper and pencils to asphalt and ammunition.

Capital outlay makes up an even smaller percentage of the Operating Budget at only 0.3% of the total. Most of the capital expenses of the City are reflected in the Non-Operating portion of the budget. For purposes of the graph, debt service expenses related to G.O. bond issue costs are included in the capital category. Within the Operating Expenditure Budget, the only debt service expenses are the fees paid related to the issuance of General Obligation bonds.



## EXPENDITURE SUMMARY

The Transfers category includes transfers from operating funds to non-operating funds and City Trusts. One significant transfer is from the General Fund to the Capital Improvement Fund. Although the Municipal Budget Act classifies this expenditure as a transfer, the end result is capital investment.

The Reserve for Future Capital Costs category represents the amount set aside to fund future operational expenses associated with managing the completion of the MAPS 3 projects other capital needs within the City. On December 31, 2017 the temporary tax earmarked for MAPS 3 projects will expire. This reserve will ensure operational resources are in place to oversee the completion of all projects and that the City will have resources for additional capital needs such as Police and Fire fleet replacement.

### EXPENDITURES BY FUNCTION

Another way of looking at the City’s budget is to consider the service or function being provided. There are four broad areas of service provided by the City. The first are the General Government functions. These include the City Manager’s Office, the Office of Mayor and Council, the Municipal Counselor’s Office, the City Auditor’s Office, the City Clerk’s Office, Finance, Personnel, and General Services and make up approximately 6% of the City’s operating expenditures.

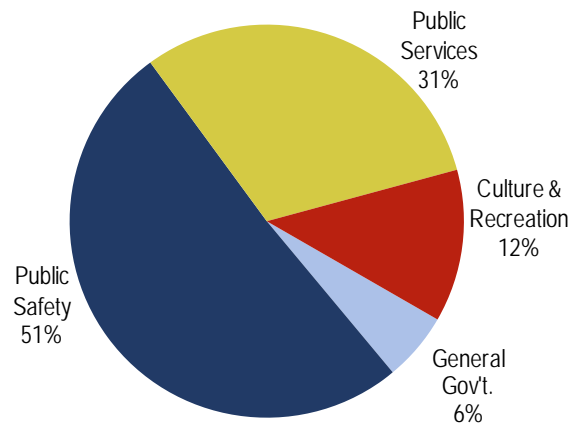
The next function of city government is Public Safety which includes Police, Fire, Animal Welfare and Municipal Courts. This function comprises 51% of the operating expenditure budget.

Public Services include Airports, Public Works, Development Services, Planning, Public Transportation and Parking, and Utilities. These departments total 31% of the operating expenditure budget.

The Culture and Recreation function includes Parks and Recreation, the Zoo Sales Tax Fund, OCMAPS, MAPS 3 and the Hotel/Motel Tax Special Revenue Fund and makes up 12% of the operating expenditure budget.

The General Fund contains the Non-Departmental function, which organizes various citywide expenses and certain transfers that do not fit with another City department. These expenses were included in each of the four categories where the expense could easily be categorized. For example, the funding for audits of the City’s finances was classified as a General Government expense, while the subsidy for the Oklahoma City Arena and Cox Center operations was classified as Cultural expense. The expenses in Non-Departmental that could not be directly attributed to a single category, such as the retiree health insurance subsidy, were allocated to each category proportionally so the full Operating Budget of \$572,712,317 is allocated to specific functions.

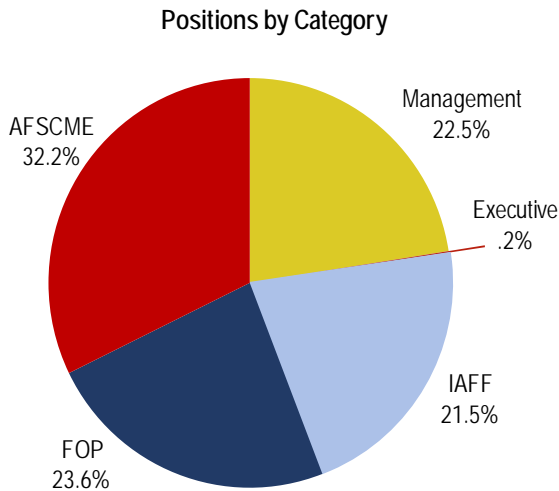
Operating Expenditures by Function



## EXPENDITURE SUMMARY

### BUDGETED POSITIONS

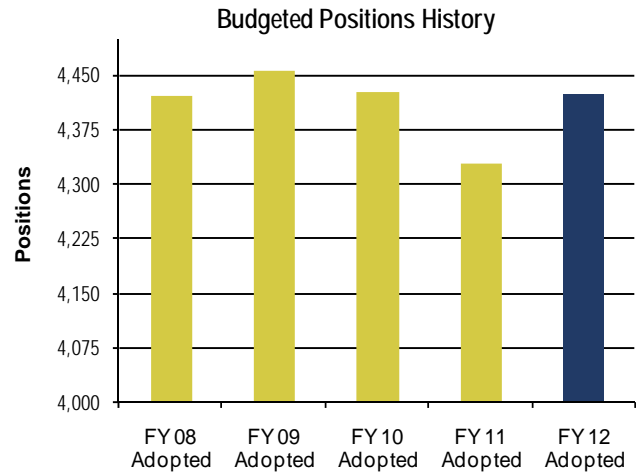
The FY11-12 Proposed Budget contains authorization for 4,426 positions throughout the City. This is an increase of 100 positions from the FY10-11 adopted budget. The table on the following page shows the changes on a department-by-department basis.



The City’s workforce is comprised of five basic groups. The American Federation of State, County, and Municipal Employees (AFSCME) represent the general pay plan or non-management employees of the City. This is the largest group at 1,429 positions.

The Fraternal Order of Police (FOP) represents all sworn positions within the Police Department. The proposed budget includes 1,043 FOP positions. The International Association of Firefighters (IAFF) represents all of the uniformed positions within the Fire Department. The proposed budget contains 951 uniformed fire positions. Management includes employees on the Management, Auditors, and Legal pay plans. Each pay plan includes administrative support, professional, and managerial positions. In addition, those employees who report directly to the City Manager are included as Management. This group totals 996 positions in the proposed budget.

The executive category includes only positions that report directly to City Council: the City Manager, City Attorney, City Auditor and four Municipal Judges.



## EXPENDITURE SUMMARY

### BUDGETED POSITIONS BY DEPARTMENT

Department	FY 09-10 Adopted	FY 10-11 Adopted	FY 11-12 Adopted	Change	%
Airports	105.00	105.00	108.00	3	2.9%
City Auditor	10.00	9.00	9.00	0	0.0%
City Clerk	8.00	7.00	9.00	2	28.6%
City Manager	37.00	38.00	41.00	3	7.9%
Office of Sustainability <sup>1</sup>	3.00	2	2.00	0	0.0%
Development Services	181.00	178.00	182.00	4	2.2%
Finance	87.00	84.00	85.00	1	1.2%
Fire	977.00	948.00	950.00	2	0.2%
Fire Grants <sup>1</sup>	0.00	0.00	29.00	29	N/A
General Services	74.00	69.00	72.00	3	4.3%
Information Technology	97.00	85.00	92.00	7	8.2%
Mayor and Council	6.00	6.00	6.00	0	0.0%
Municipal Counselor	52.00	52.00	54.00	2	3.8%
Municipal Court	77.00	77.00	80.00	3	3.9%
Parks and Recreation	196.00	185.00	193.00	8	4.3%
Personnel	26.00	24.00	25.00	1	4.2%
Planning	19.81	18.22	21.30	3	16.9%
Planning Grants <sup>1</sup>	24.19	24.78	21.70	-3	-12.4%
Police	1,303.00	1,284.00	1,304.00	20	1.6%
Police Grants <sup>1</sup>	13.00	6	6.00	0	0.0%
Public Transportation and Parking	25.00	24.00	24.00	0	0.0%
Public Works	378.00	374.00	379.00	5	1.3%
Utilities	727.00	726.00	733.00	7	1.0%
<b>Total</b>	<b>4,426</b>	<b>4,326</b>	<b>4,426</b>	<b>100</b>	<b>2.3%</b>

<sup>1</sup>Grant-funded positions

## EXPENDITURE SUMMARY

### THE GENERAL FUND

The General Fund is the largest fund within the City budget and makes up \$364,010,801 of the City’s total operating budget. The General Fund serves as the mechanism from which many of the core services of the City are primarily funded. The General Fund also has the most flexibility on how funds can be spent. The special revenue and enterprise funds, also mostly operating funds, have specific purposes required for the expenditure of those funds. Within the General Fund, however, there is more latitude to direct the spending priorities of the City. Using the same functions that were defined before, the focus on Public Safety is even more pronounced in the General Fund as approximately 64% of the total budget is expended in this area.

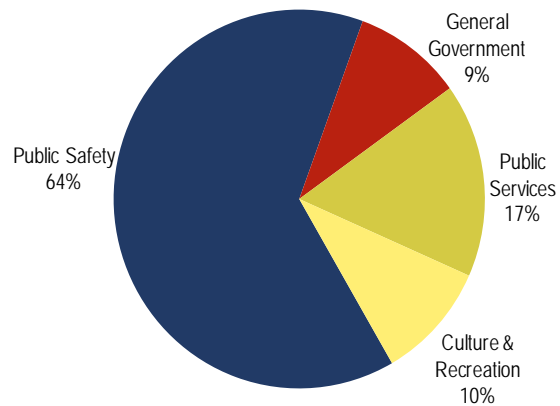
Public Services is the second largest area of spending at 17%. However, its share of the General Fund is significantly smaller than in the operating budget because a large portion of Public Service funding comes from Enterprise Funds (such as Airports and the Water Utilities Trust).

General Government makes up 9% of the General Fund because general government functions, such as Finance and Personnel, do not have a funding source outside the General Fund.

Culture and Recreation at 10% is a smaller portion of the General Fund than of the operating budget, as a whole, because major revenue sources for Culture and Recreation, such as MAPS 3, the Zoo Sales Tax and the Hotel/Motel Tax, are outside the General Fund.

A comparison of the General Fund Budget at the department level provides a useful comparison of how priorities are allocated and how the costs for providing services are changing relative to the other departments. The next page provides a breakdown of the General Fund budget by department.

General Fund Expenditures by Function





# EXPENDITURE SUMMARY

## GENERAL FUND EXPENDITURE SUMMARY

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12	Percentage Change
<b>General Fund Expenses</b>				
City Auditor	\$992,414	\$1,035,726	\$1,060,596	2.40%
City Clerk	728,320	692,871	838,283	20.99%
City Manager	2,805,447	2,498,405	2,637,716	5.58%
Development Services	13,919,725	14,186,486	14,899,163	5.02%
Finance	6,972,284	7,270,394	7,628,128	4.92%
Fire	82,339,885	82,322,441	83,462,213	1.38%
General Services	4,392,294	4,100,621	4,373,297	6.65%
Mayor & Council	798,081	878,008	897,706	2.24%
Municipal Counselor	5,590,339	5,684,342	5,943,882	4.57%
Municipal Court	6,645,157	7,484,595	8,214,830	9.76%
Non-Departmental Operating	40,787,044	47,557,035	56,914,540	19.68%
Parks & Recreation	19,989,867	20,794,090	23,142,479	11.29%
Personnel	2,567,563	2,435,920	2,512,036	3.12%
Planning	2,359,995	2,223,148	2,497,805	12.35%
Police	107,976,476	108,290,663	110,542,123	2.08%
Public Transportation and Parking	11,269,838	9,903,094	12,248,707	23.69%
Public Works	25,362,315	25,014,044	26,197,297	4.73%
<b>Total Expenses</b>	<b>\$335,497,044</b>	<b>\$342,371,883</b>	<b>\$364,010,801</b>	<b>6.32%</b>

## EXPENDITURE SUMMARY TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12	Percentage Change
<b>Operating Funds</b>				
<b>General Operating Funds</b>				
General Fund	\$335,497,044	\$342,371,883	\$364,010,801	6.32%
Internal Service Fund	39,210,284	42,789,382	41,726,523	-2.48%
<b>Total General Operating Funds</b>	<b>\$374,707,328</b>	<b>\$385,161,265</b>	<b>\$405,737,324</b>	<b>5.34%</b>
<b>Special Revenue Funds</b>				
Court Admin. and Training Fund	\$1,617,329	\$2,299,023	\$2,306,708	0.33%
Emergency Management Fund	7,089,105	7,427,289	7,681,435	3.42%
Fire Sales Tax Fund	35,960,493	34,952,089	35,250,628	0.85%
Hotel/Motel Tax Fund*	8,499,816	9,012,828	9,510,048	5.52%
MAPS Operations Fund*	1,453,651	2,438,766	2,145,372	-12.03%
MAPS 3 Use Tax Fund	114,238	9,691,423	11,728,264	21.02%
Medical Service Program Fund	3,515,064	7,224,000	7,611,730	5.37%
OCMAPS Sales Tax Fund*	1,228,336	1,417,012	1,598,664	12.82%
Police Sales Tax Fund*	34,937,651	34,329,374	35,883,529	4.53%
Police/Fire Cap. Equip. Use Tax Fund	72,000	85,000	0	-100.00%
Zoo Sales Tax Fund	11,426,674	13,583,034	11,639,328	-14.31%
<b>Total Special Revenue Funds</b>	<b>\$105,914,357</b>	<b>\$122,459,838</b>	<b>\$125,355,706</b>	<b>2.36%</b>
<b>Enterprise Funds</b>				
Airports Cash Fund	\$13,555,842	\$14,979,820	\$15,711,853	4.89%
Solid Waste Management Cash Fund	8,660,120	10,558,347	10,890,149	3.14%
Storm Water Drainage Utility Fund*	9,939,182	14,279,877	15,115,517	5.85%
Public Transp. & Parking Cash Fund	2,154,152	1,909,124	1,984,340	3.94%
Water/Wastewater Cash Fund	63,919,495	76,191,387	76,666,053	0.62%
<b>Total Enterprise Funds</b>	<b>\$98,228,791</b>	<b>\$117,918,555</b>	<b>\$120,367,912</b>	<b>2.08%</b>
<b>Subtotal Operating Funds</b>	<b>\$578,850,476</b>	<b>\$625,539,658</b>	<b>\$651,460,942</b>	<b>4.14%</b>
<i>Less</i> Interfund Transfers (1)	(79,142,404)	(75,371,854)	(78,748,625)	4.48%
<b>Total Operating Funds</b>	<b>\$499,708,072</b>	<b>\$550,167,804</b>	<b>\$572,712,317</b>	<b>4.10%</b>

## EXPENDITURE SUMMARY TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12	Percentage Change
<b>Non-Operating Funds</b>				
<b>Capital Improvements</b>				
Capital Improvement Projects Fund	\$7,394,080	\$18,157,941	\$19,553,671	7.69%
City & Sch Cap Proj Use Tax Fund	11,555,491	13,793,619	18,056,350	30.90%
Hotel/Motel Tax Fund*	5,837,503	11,278,770	7,330,849	-35.00%
MAPS Operations Fund*	256,256	3,429,059	3,975,296	15.93%
MAPS Sales Tax Fund*	7,465	473,901	482,513	1.82%
MAPS 3 Sales Tax Fund	0	94,988,913	94,568,783	-0.44%
OCMAPS Sales Tax Fund*	87,019	0	0	0.00%
OKC Sports Facilities Sales Tax Fund	32,679,946	54,068,032	39,143,864	-27.60%
OKC Sports Facilities Use Tax Fund	1,373,195	10,016,130	9,151,580	-8.63%
Police Sales Tax Fund*	13,014	1,444,384	1,444,384	0.00%
Police/Fire Cap Equip Sales Tax Fund	593,354	5,606,085	5,731,775	2.24%
Storm Water Drainage Utility Fund*	1,846,863	3,228,888	1,402,616	-56.56%
Street & Alley Fund	3,050,576	7,204,018	4,614,352	-35.95%
<b>Total Capital Improvements</b>	<b>\$64,694,761</b>	<b>\$223,689,740</b>	<b>\$205,456,033</b>	<b>-8.15%</b>
<b>Other</b>				
Arbitrage Reserve Fund	\$0	\$0	\$683,443	0.00%
Asset Forfeiture Fund	2,013,852	6,204,264	4,173,312	-32.73%
Debt Service Fund	63,466,062	83,445,180	83,217,649	-0.27%
Grants Management Fund	24,033,559	51,926,230	53,638,833	3.30%
OKC Improv. & Special Assess Dist.	1,586,227	2,292,237	2,178,336	-4.97%
Special Purpose Fund	1,737,219	4,065,080	4,528,935	11.41%
<b>Total Other</b>	<b>\$92,836,919</b>	<b>\$147,932,991</b>	<b>\$148,420,508</b>	<b>0.33%</b>
<b>Total Non-Operating</b>	<b>\$157,531,680</b>	<b>\$371,622,731</b>	<b>\$353,876,541</b>	<b>-4.78%</b>
<b>Subtotal All Funds</b>	<b>\$657,239,752</b>	<b>\$921,790,535</b>	<b>\$926,588,858</b>	<b>0.52%</b>
Less Interfund Transfers (2)	(4,046,372)	(5,884,587)	(6,984,297)	18.69%
<b>Grand Total All Funds</b>	<b>\$653,193,380</b>	<b>\$915,905,948</b>	<b>\$919,604,561</b>	<b>0.40%</b>

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

## EXPENDITURE SUMMARY TABLE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b><i>(1) Transfers between Operating Funds</i></b>			
Gen Fund Transfer to Emerg Mgmt	\$2,303,685	\$2,537,644	\$2,858,908
Gen Fund Transfer to MAPS Oper	1,664,423	1,697,711	1,731,605
Gen Fund to Transit Fund via COTPA	2,028,811	1,756,294	1,830,200
Gen Fund to City & Schools Use Tax Fund	149,223	0	150,000
Various Funds to Internal Service Fund	40,666,442	39,737,021	41,105,600
Fire Sales Tax to General Fund	10,188,738	7,893,926	10,219,900
Police Sales Tax to General Fund	8,641,261	6,577,546	8,090,754
Various Funds Admin Pmts to Gen Fund	13,499,821	15,171,712	12,761,658
<b>Total</b>	<b>\$79,142,404</b>	<b>\$75,371,854</b>	<b>\$78,748,625</b>
<b><i>(2) Transfers from Operating to Non-Operating Funds</i></b>			
Transfer to C.I.P. Fund	\$3,655,598	\$5,586,164	\$6,406,774
Gen Fund Transfer to Fed. Grants Fund	35,334	0	0
Fed Grants Reimb Transfer to Gen Fund	45,640	100,000	369,388
Fed ARRA Fund Trsf to Police Sales Tax	237,468	148,423	148,423
Various Funds to Grant Funds	25,000	0	9,712
Asset Forfeiture Transfer to Fed. Grants	47,333	50,000	50,000
<b>Total</b>	<b>\$4,046,372</b>	<b>\$5,884,587</b>	<b>\$6,984,297</b>



The City of  
**OKLAHOMA CITY**

# DEPARTMENTAL BUDGETS FY 2011-2012

Leading for Results and Reader's Guide

Airports

City Auditor's Office

City Clerk's Office

City Manager's Office

Development Services

Finance

Fire

General Services

Information Technology

Mayor and City Council

Municipal Counselor's Office

Municipal Court

Non-Departmental

Parks and Recreation

Personnel

Planning

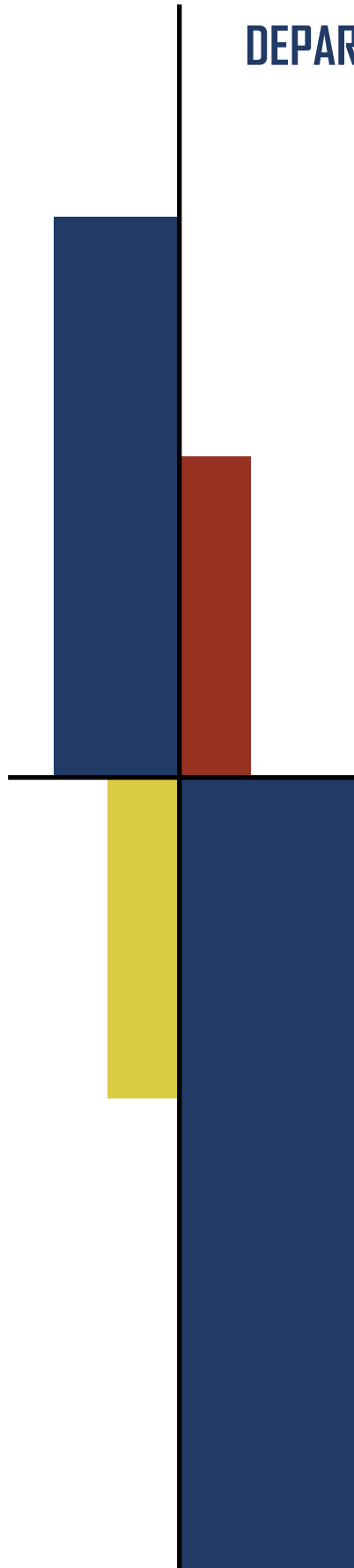
Police

Public Transportation and Parking

Public Works

Utilities

Zoo



# LEADING FOR RESULTS AND THE BUDGET PROCESS

The budget addresses Step 3 of the **LEADING FOR RESULTS** process, which organizes departments into Lines of Business and Programs and identifies the services provided to customers. Lines of Business are a set of Programs that have a common purpose or result while a Program is comprised of a set of similar services.

The **LEADING FOR RESULTS** process includes developing **PERFORMANCE MEASURES** for each program. Measures are structured so that each program has a full family of measures to report not only the customer experience or satisfaction, but also the workload of the program, the demand on the program and the efficiency or cost to the program of providing certain services.

**PROGRAMS AND PERFORMANCE MEASURES** are presented in the departmental summaries section of the budget book and provide historical results, current year estimates and targets, as well as proposed targets. The budget document is finalized before departments report year end performance data; therefore, current year estimates rather than year end performance data are included in the performance measure tables in each

department's section. Actual year end performance data will be provided in the Year End Performance Report to City Council in August 2011 and posted for review on [okc.gov](http://okc.gov).

All Result and Output **PERFORMANCE MEASURES** for every **PROGRAM** have been included to better illustrate what each program delivers to customers (Result measures) and to provide an idea of the workload of each program (Output measures). In addition, **PROGRAM POSITIONS AND BUDGETS** are shown identifying the staff positions and the total budget for each Line of Business.

In the Administrative Line of Business for each department, the FY 09-10 actuals and FY 10-11 estimates for measures relating to the percentage of Strategic Results achieved and the percent of department expenditures spent on programs achieving Key Result Measures are based on all Strategic Results and Key Measures, therefore, if a Strategic Result or Key Measure has not been reported on, it is still included in the calculation.

The **READER'S GUIDE TO DEPARTMENT BUDGETS** on the following pages offers a step-by-step outline of the **BUDGET PRESENTATION**.





# READER'S GUIDE TO DEPARTMENT BUDGETS

All departments follow the Leading For Results budget model. The graphics and text in this section are designed to assist the reader in understanding the department budget format.

**1 DEPARTMENT NAME.**

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

Each department has an Administrative Line of Business represented by the box containing the department's name. The Executive Leadership and Business Services programs within the Administrative Line of Business are standard for each department. The departments have the option of adding additional programs to the Administrative Line of Business from the list below:

- Personnel
- Public Information
- Safety and Risk Management
- Technology Systems

Occasionally, a department dropped a program from the Administrative Line of Business because it was not applicable or a program, unique to their department, was added.

**3 DEPARTMENT MISSION.** Each department has developed a mission statement to clearly communicate the purpose of the department including the results the department will achieve for its customers, the direction of the department, and its commitment to public service.

**4 ISSUES, STRATEGIES, AND RESULTS.** The strategies outlined in the department sections are what the department intends on doing operationally to ensure that strategic results are achieved. Strategic results are goals that go beyond current practice and status quo, will be evident in 2-5 years, and are critical to the department's success. Results that have a direct tie to achieving one of the seven Council Priorities will have a Council Priority logo next to it. Achieving these results for customers demonstrates that the department has been able to successfully respond to the challenges brought forth in their issue statements.

**5 MAJOR BUDGET CHANGES.** This is a summary of the department's major budget changes and usually includes such things as position changes, equipment purchases, or significant increases in fuel or utilities.

**PARKS AND RECREATION**

1 City Manager  
2 Parks and Recreation

- Administrative Services
  - Safety Officer - Security
  - Safety Officer - Operations
  - Safety Officer - Maintenance
  - Safety Officer - Maintenance
  - Safety Officer - Maintenance
  - Safety Officer - Maintenance
- City Center
  - Recreation
  - Recreation
  - Recreation
  - Recreation
  - Recreation
- Branches
  - Aquatics
  - Aquatics
  - Aquatics
  - Aquatics
  - Aquatics
- Recreation
  - Aquatics
  - Aquatics
  - Aquatics
  - Aquatics
  - Aquatics

**DEPARTMENT MISSION**  
The mission of the Parks and Recreation Department is to provide parks, recreational, and cultural services to Oklahoma City residents and visitors so they can enjoy enhanced quality of life.

**ISSUES, STRATEGIES, AND RESULTS**

**Issue 1**  
Significant change in demographic and economic growth patterns combined with increased leisure alternatives and change in recreational preferences will continue to place pressure on the current Parks and Recreation Department and programs.

**Strategic Result 1**  
By 2012, changing current activities and programs and adding existing resources such that citizens' satisfaction with the Parks and Recreation Department will increase 10% over 2010 survey results (City Council Priority).

FY 08-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
62%	62%	62%	62%

**Issue 2**  
Increasing public expectations for improved facilities and quality programs without a corresponding increase in revenues will result in a decrease in necessary participation and support.

**Strategic Result 2**  
Citizens choosing paid and public space will experience an effective leisure experience as evidenced by increasing participation with maintenance of City parks to 10% or less by 2012.

FY 08-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
10%	10%	10%	10%

**Issue 3**  
The Department will provide improved facilities and quality programs to meet changing public expectations for recreational amenities, meeting facilities and programs to increase their ability to attract and retain participants or customers and to increase departmental revenue by improving the quality of facilities and programs which are critical to have provided the high participation and public health.

**MAJOR BUDGET CHANGES**

Item	2010-11	2011-12	Change
1. Increase in personnel costs due to merit increases and required benefit increases.	\$1,184,733	\$1,212,750	\$28,017
2. Add budget for new opening costs for National Recreation Center as a result of increased maintenance and operating the national center and other related costs. (City Council Priority)	\$233,000	\$233,000	\$0
3. Add budget for new opening costs for new bike and walking paths. (City Council Priority)	\$233,000	\$233,000	\$0
4. Add budget for new opening costs for new bike and walking paths. (City Council Priority)	\$233,000	\$233,000	\$0
5. Add budget for new opening costs for new bike and walking paths. (City Council Priority)	\$233,000	\$233,000	\$0
6. Add an Engineering Assistant II to manage Special Operations Branch. (City Council Priority)	\$94,275	\$94,275	\$0
7. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
8. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
9. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
10. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
11. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
12. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
13. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
14. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
15. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
16. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
17. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
18. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
19. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
20. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
21. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
22. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
23. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
24. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
25. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
26. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
27. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
28. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
29. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
30. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
31. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
32. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
33. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
34. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
35. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
36. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
37. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
38. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
39. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
40. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
41. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
42. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
43. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
44. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
45. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
46. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
47. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
48. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
49. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0
50. Add a Training and Development Specialist to the Department. (City Council Priority)	\$80,000	\$80,000	\$0

# READER'S GUIDE TO DEPARTMENT BUDGETS

**6 DEPARTMENT EXPENDITURES**

Department Line of Business	FY 10-11 Actual	FY 10-11 Budget	FY 11-12 Requested Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$3,874,331	\$3,882,307	\$3,878,054	-0.39%
Division of Services	1,756,441	1,674,740	2,176,277	61.67%
City Center - Public Arts	\$2,958,853	\$2,777,768	\$2,760,884	-11.94%
Community Improvement	\$4,463,848	\$3,693,238	\$4,882,286	11.12%
Recreation	1,010,000	1,000,000	1,010,000	0.00%
<b>Total Operating Expenditures</b>	<b>\$13,063,473</b>	<b>\$12,338,053</b>	<b>\$14,757,501</b>	<b>19.26%</b>
Capital Expenditures	1,050,007	406,000	49,007	-97.89%
Other Non-Operating Expenditures	82,271	1,473,252	2,891,242	89.82%
<b>Department Total</b>	<b>\$14,195,751</b>	<b>\$14,217,305</b>	<b>\$17,697,750</b>	<b>24.67%</b>

**6 DEPARTMENT EXPENDITURES.** The first table lists the department's expenditures by Line of Business and the second table lists the expenditures by funding source.

**7 DEPARTMENT POSITIONS.** The first table lists the department's positions by Line of Business and the second table lists the positions by funding source.

**8 LINE OF BUSINESS NAME AND PURPOSE.** The detail for each Line of Business is included in the department's budget with the purpose statement for that particular business line. The purpose statement follows the same guideline as the department's mission statement and is designed to clearly communicate the purpose of the Line of Business including the results that will be achieved for customers.

**9 PROGRAMS.** The programs that make up each particular Line of Business are identified and a clearly stated program purpose is given that describes the services delivered and the intended benefit of the program to the customer.

**10 PROGRAMS AND PERFORMANCE MEASURES.** For each LINE OF BUSINESS a performance narrative and accompanying chart are included for one key performance measure. Additional performance measures tied to operations and developed at the program level are identified in the tables following the Program purpose. In some cases, performance data has been updated since printing of the last budget book and performance reports. PROGRAM POSITIONS AND BUDGET shown in the last table provides the number of positions and budget by program for each department's Line of Business section.

**7 Positions**

Department Line of Business	FY 10-11 Actual	FY 10-11 Budget	FY 11-12 Requested Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	22.00	22.00	22.00	-0.17%
Division of Services	18.00	18.00	20.00	22.44%
City Center - Public Arts	22.00	22.00	20.00	-11.94%
Community Improvement	88.00	107.00	107.00	0.00%
Recreation	0.00	0.00	0.00	0.00%
<b>Department Total</b>	<b>150.00</b>	<b>169.00</b>	<b>169.00</b>	<b>13.33%</b>

**8 Lines of Business**

**RECREATION** - The purpose of the RECREATION Line of Business is to provide recreational opportunities to citizens and visitors so they can relax, develop skills, and participate in activities that reflect community needs and interests.

**PROGRAMS AND PERFORMANCE MEASURES**

"% of senior participants who rate the overall quality of classes and events as good"

**What's Our Mission Statement?**  
 The Recreation Division is committed to providing high quality and safe recreational opportunities to citizens and visitors so they can relax, develop skills, and participate in activities that reflect community needs and interests. The program provides recreational opportunities to citizens and visitors so they can relax, develop skills, and participate in activities that reflect community needs and interests. The program provides recreational opportunities to citizens and visitors so they can relax, develop skills, and participate in activities that reflect community needs and interests.

Measure	FY 10-11 Actual	FY 10-11 Target	FY 11-12 Target	Change
Number of senior participants who rate the overall quality of classes and events as good	1,425	1,450	1,450	0.00%

**10 LINES OF BUSINESS**

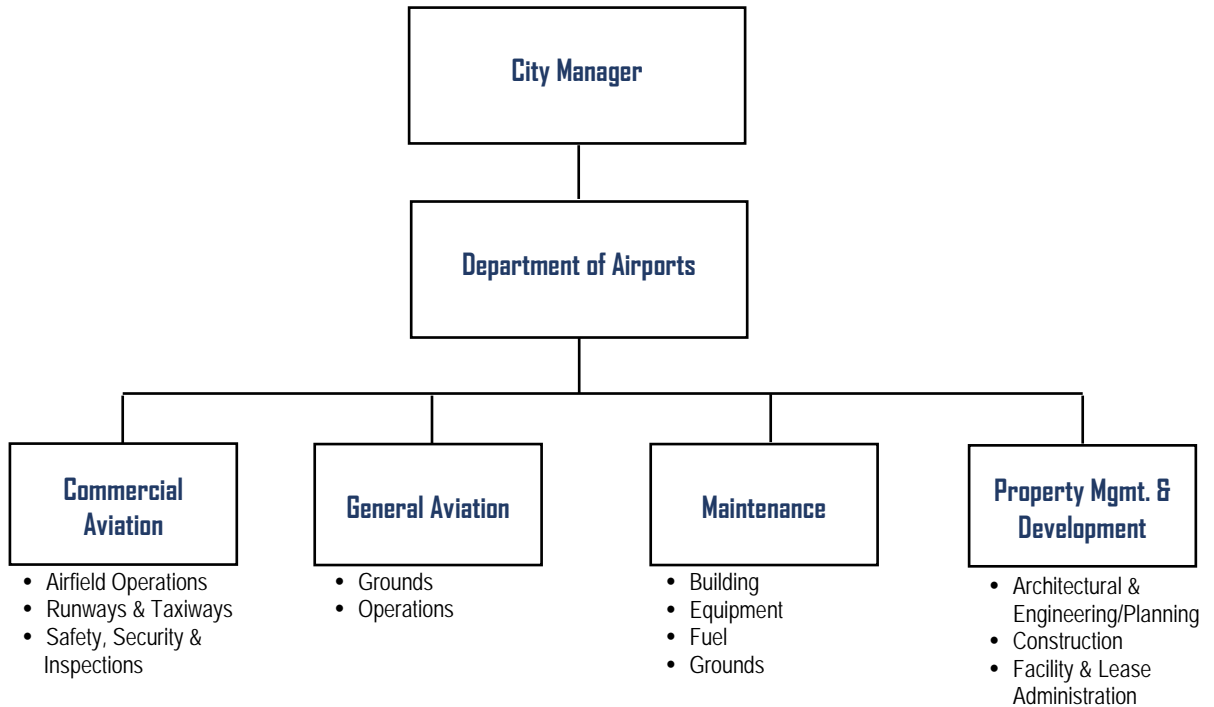
**Recreation** provides recreational opportunities to citizens and visitors so they can relax, develop skills, and participate in activities that reflect community needs and interests. The program provides recreational opportunities to citizens and visitors so they can relax, develop skills, and participate in activities that reflect community needs and interests.

Measure	FY 10-11 Actual	FY 10-11 Target	FY 11-12 Target	Change
% of senior participants who rate the overall quality of classes and events as good	100%	100%	100%	0.00%
% of youth participants who rate the overall quality of classes and events as good	100%	100%	100%	0.00%
% of adult participants who rate the overall quality of classes and events as good	100%	100%	100%	0.00%



The City of  
**OKLAHOMA CITY**

# AIRPORTS



**Mark Kranenburg**  
 Director  
 mark.kranenburg@okc.gov

## DEPARTMENT MISSION

The mission of the Airports Department is to provide management, operations, and development of the City's three airports to tenants, users and the general public so they can have a safe and efficient air transportation system.

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

The unstable nature of some revenue sources, long-term property leases that lag current market rates, cost recovery policies that are outdated and continued increases in the cost of providing services, if not adequately addressed, will result in:

- A decrease in the quality of service
- Deferred maintenance
- A lack of funding for capital improvement projects



## Strategic Result

Increase and stabilize airport revenue in order to finance operations and capital needs, as evidenced by:

- By 2016, all new/renewed leases will be at market rate.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
96%	98%	100%	100%

- By 2016, all new/renewed leases will include cost recovery rates sufficient to fund airport provided infrastructure.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
99%	100%	100%	100%

- By 2015, food, beverage, and retail concession revenues will increase by 10% compared to FY 10.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
5%	2%	2%	2%

## Strategy

- To ensure all new or renewed leases reflect market rates, staff will utilize appraisals, benchmarking, and surveys to establish lease rates for airport facilities.
- To ensure leases have cost recovery components, staff will develop a business policy for setting rates to fund maintenance and replacement of infrastructure.
- To ensure concession revenues increase an average of 2% per year, the airport will perform periodic reviews of concessionaires' operations, gross revenues of concessionaires, surveys and customer comments, and, then, make recommendations to concessionaires for improving operations.

# ISSUES, STRATEGIES, AND RESULTS

## 2 Issue

The changing number of aircraft takeoffs and landings, passenger boardings, aviation business activity, and increasing federal safety, security, and environmental requirements, if not adequately addressed, will have an impact on:

- Staffing, workload and performance
- Funding requirements for future capital improvements
- Long-term airport planning
- Customer satisfaction

### Strategic Result

Improve the airport environment utilized by the traveling public and tenants through long-term planning and infrastructure improvement, as evidenced by:

- By 2013, the airport will develop an implementation plan to address the recommendations identified in the airport parking study.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	50%

- By 2014, a facility to meet rental car demand will be constructed.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	25%

- By 2015, a design for the terminal expansion and improvements will be complete.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	10%

### Strategy

- To improve satisfaction of airport tenants, staff will invite tenants to participate in the master planning and land development planning initiatives, when applicable.
- To improve the satisfaction of the traveling public, the airport will 1) review parking study recommendations and initiate a plan to implement recommendations and, 2) improve directional signage at the airport.
- To improve satisfaction of airport customers, the airport will survey airport tenants and traveling public, identify weaknesses, and implement steps to eliminate/reduce weaknesses.

# ISSUES, STRATEGIES, AND RESULTS

## 3 Issue

The growth in Oklahoma City’s population and business activity has resulted in an increased demand for additional air service that, if not addressed, could result in:

- Missed revenues
- Missed economic development, tourism, and convention business opportunities
- Decreased customer satisfaction

### Strategic Result

Continue efforts to attract air service in Oklahoma City, as evidenced by:

- By 2016, the airport cost to the airline per boarding passenger will increase no more than 5% per year.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
1%	5%	5%	5%

- Staff will accomplish a minimum of three marketing presentations to airlines per year.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
4	5	3	3

- By 2015, boarding passengers will increase by 10% compared to FY10.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
-2%	3%	2%	2%

### Strategy

- To reduce airport costs to airlines, airport staff will 1) acquire security reimbursement grants to reduce operating costs and, 2) utilize capital grants and passenger facility charge revenues for funding capital projects.
- Staff will market air service opportunities in Oklahoma City at the annual Network and Jumpstart Air Service conferences, as well as, market air service to at least one targeted airline.
- Staff will review and analyze actual statistical information related to passenger destinations, flight schedules and individual airline market shares on a quarterly basis.



# ISSUES, STRATEGIES, AND RESULTS

## 4 Issue

The amount of land available for development and vacant facilities available for use, if not utilized, will:

- Prevent the Airport Trust from generating sustainable revenue sources to fund airport operations and capital expenditures
- Incur additional costs to maintain vacant facilities
- Prevent the City from receiving the benefits from economic development opportunities



### Strategic Result

Implement a land use development plan and business policies for leasing land and commercial facilities, as evidenced by:

- By 2015, Portland Avenue will be relocated, as identified in Phase 1 of the land use development plan.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	25%

- By 2015, the number of public parking spaces available will increase by 5% or 400 spaces.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	25%

- By 2013, 30% of developable acres will be leased.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	26%	26%	30%

### Strategy

- Staff will 1) develop business policies to identify goals, objectives and parameters for land use development, 2) classify land use types, business opportunities, and constraints, and 3) analyze the cost/benefit to fund infrastructure.
- Develop a land use plan to identify the location of utilities, roadway alignments, site development phasing, regional access, development constraints, aviation and non-aviation land uses, and select parcels for lease.
- Implement a marketing plan that will address alternative marketing approaches, community open meetings, and feedback groups.

## MAJOR BUDGET CHANGES

Airports Cash Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$128,897	-
2. Increases vehicle budget for the Equipment Maintenance Program.	\$100,000	-
3. Adds one Civil Engineer I position and one Engineering Assistant II position in the Construction Program for work at the Mike Monroney Aeronautical Center.	\$134,673	2
4. Adds one Property Technician position in the Facility and Lease Administration Program to work on the Eastside Development at Will Rogers World Airport.	\$57,349	1

## EXPENDITURES AND POSITIONS

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$2,893,259	\$3,505,962	\$3,667,499	4.61%
Commercial Aviation	4,317,008	4,637,134	4,680,498	0.94%
General Aviation	620,857	680,851	694,793	2.05%
Maintenance	4,545,464	4,855,776	5,038,866	3.77%
Property Mgmt. and Development	1,179,254	1,300,097	1,630,197	25.39%
<b>Total Operating Expenditures</b>	<b><u>\$13,555,842</u></b>	<b><u>\$14,979,820</u></b>	<b><u>\$15,711,853</u></b>	<b><u>4.89%</u></b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Airport Cash Fund	<u>\$13,555,842</u>	<u>\$14,979,820</u>	<u>\$15,711,853</u>	4.89%
<b>Total All Funds</b>	<b><u>\$13,555,842</u></b>	<b><u>\$14,979,820</u></b>	<b><u>\$15,711,853</u></b>	<b><u>4.89%</u></b>

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	13.00	13.00	13.00	0.00%
Commercial Aviation	24.00	24.00	22.00	-8.33%
General Aviation	9.00	9.00	9.00	0.00%
Maintenance	43.00	43.00	43.00	0.00%
Property Mgmt. and Development	16.00	16.00	21.00	31.25%
<b>Department Total</b>	<b><u>105.00</u></b>	<b><u>105.00</u></b>	<b><u>108.00</u></b>	<b><u>2.86%</u></b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Airport Cash Fund	<u>105.00</u>	<u>105.00</u>	<u>108.00</u>	2.86%
<b>Department Total</b>	<b><u>105.00</u></b>	<b><u>105.00</u></b>	<b><u>108.00</u></b>	<b><u>2.86%</u></b>

## LINES OF BUSINESS

**ADMINISTRATION** - 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to Executive Leaders and Program Managers so they can effectively manage operations.

<b>Business Services</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of actual to budgeted expenditures	92%	94%	97%	97%
Result	% of Department-owned applications for which the department has met the departmental responsibilities outlined in the IT Service Level Agreement	100%	75%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	98%	98%	100%	100%
Result	% of capital projects in the 5-year capital plan that have a funding source	100%	100%	100%	100%
Result	% increase in the airport cost to the airline per boarding passenger	1%	5%	5%	5%
Result	% of terminations submitted to Personnel Department by termination date	89%	50%	75%	75%
Result	% of departmental expenditures spent on programs that achieve result performance targets	85%	69%	77%	77%
Output	Dollar amount of operating expenditures (actual) managed	\$13,433,377	\$14,087,442	\$14,979,820	\$15,711,853
Output	# of FTE's supported	99	103	105	108

## LINES OF BUSINESS

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of key measures achieved	77%	73%	75%	75%
Result	% of strategic results (or interim targets) achieved	73%	33%	75%	75%
Result	% of performance evaluations completed by the review date	95%	97%	95%	95%

Public Information and Marketing provides the users, tenants and employees of the airport effective communication, promotions, advertising, and air service development so they can have the best overall airport experience.

Public Information and Marketing		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of citizen complaints responded to within 24 hours	N/A	96%	91%	93%
Result	% of airlines that have increased or improved air service	N/A	83%	33%	40%
Output	# of airports served by non-stop flights from Will Rogers World Airport	N/A	19	19	19
Output	# of parking surveys conducted	N/A	1	1	1
Output	# of citizen complaints	N/A	69	75	150
Output	# of marketing presentations to air carriers each year	N/A	7	12	12

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	9.00	\$2,320,074	9.00	\$2,553,352	8.00	\$2,599,427
Executive Leadership	4.00	573,184	4.00	952,610	3.95	956,627
Public Information and Marketing	0.00	\$0	0.00	\$0	1.05	\$111,445
<b>Line of Business Total</b>	<b>13.00</b>	<b>\$2,893,259</b>	<b>13.00</b>	<b>\$3,505,962</b>	<b>13.00</b>	<b>\$3,667,499</b>

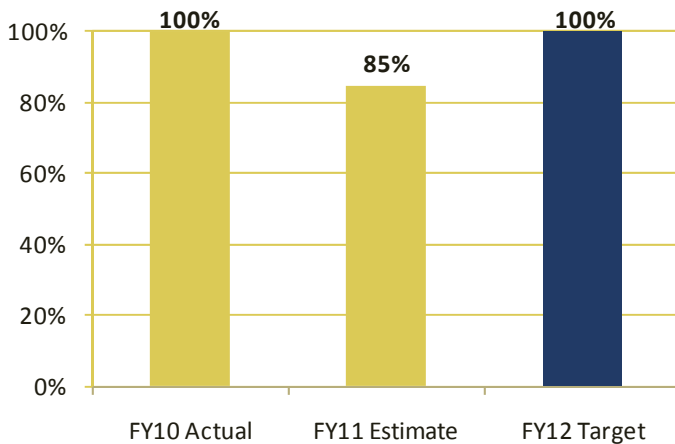
# LINES OF BUSINESS

**COMMERCIAL AVIATION** - The purpose of the Commercial Aviation Line of Business at Will Rogers World Airport is to provide airfield operations, safety, and security services to airport users, tenants and the general public so they can have a safe and secure airport environment that meets or exceeds federal requirements.



## PROGRAMS AND PERFORMANCE MEASURES

“% of airport certification (Federal Aviation Regulation 139) categories requiring no corrective actions”



### Why Is This Measure Important?

The airport is inspected annually by the FAA to confirm compliance with federal standards for commercial service airports. Reporting this data demonstrates the airport’s commitment and success in ensuring safety in air transportation. The items inspected include notices to airmen (NOTAMS) which communicate information as to conditions of the airfield to pilots; daily lighting and daily inspection forms which identify areas in the airfield requiring maintenance and how quickly those items are repaired; daily logs that track the communication and disposition of airfield items which require maintenance; airfield signage, lights and paint markings; and training records which document that airport staff assigned to inspection and monitoring of airfield activity have been properly trained to perform their duties.

### What Do These Numbers Tell Us?

In February 2011, the FAA conducted an annual inspection and the Will Rogers World Airport was in compliance in 11 of 13 areas of inspection. Of the two discrepancies, one was related to training of operations personnel due to the misinterpretation of regulations by staff. The other discrepancy was related to paint markings on pavement. The department expects to regain its 100% compliance rating in FY12.

## LINES OF BUSINESS

Airfield Operations provides airfield inspections and emergency response services to the flying public, airport users and tenants so they can have a safe and secure airfield environment that meets or exceeds federal requirements.

Airfield Operations		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of daily inspection items resolved within 30 days	85%	91%	90%	90%
Result	% of airport certification (Federal Aviation Regulation 139) categories requiring no corrective actions	100%	85%	100%	100%
Output	# of routine airfield inspections conducted	1,115	1,104	1,095	1,095
Output	# of corrective actions addressed within the specified time frame on the FAA annual inspection	N/A	N/A	4	4
Output	# of runway and taxiway access violations	N/A	0	6	6
Output	# of special airfield inspections conducted	N/A	126	20	40

Runways and Taxiways provides runway and taxiway maintenance services to aircraft operators so they can have safe ground movement.

Runways and Taxiways		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of airport certification (Federal Aviation Regulation 139) work orders completed within 3 business days of identifying deficiency	94%	90%	91%	91%
Result	% of aircraft takeoffs and landings that have safe ground movement	100%	100%	99%	99%
Result	% of days per year that the airport has a runway closed	N/A	27%	17%	10%
Output	# of work orders completed	1,926	1,086	2,100	2,100





## LINES OF BUSINESS

Safety, Security, and Inspections provides secured area management, security oversight and information dissemination services to airport employees, tenants, contractors, vendors, and the traveling public so they can have access to a secure airport environment.



Safety, Security and Inspection		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of days with zero security incidents	N/A	97%	97%	97%
Result	% of recurrent training completed on time	N/A	60%	90%	90%
Result	% of airport identification badges renewed on time	N/A	73%	90%	90%
Output	# of security badges issued	1,842	1,772	1,600	1,600
Output	# of training courses administered	1,081	1,170	2,000	2,000

## PROGRAM POSITIONS AND BUDGET

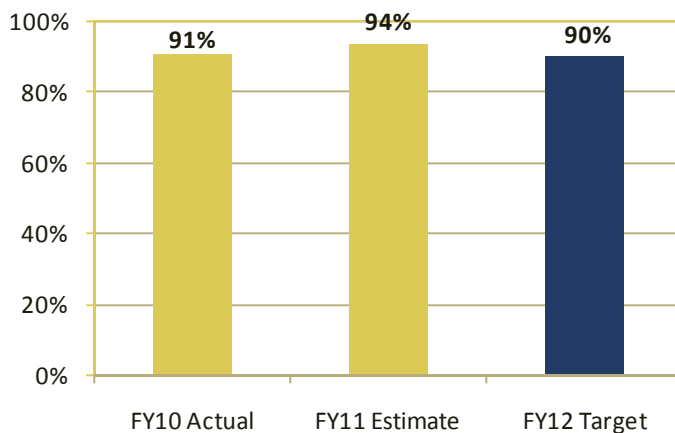
Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Airfield Operations	7.00	\$439,628	7.00	\$481,932	7.00	\$496,740
Runways and Taxiways	14.00	1,044,556	14.00	1,258,229	13.00	1,225,022
Safety, Security, and Inspections	3.00	2,832,824	3.00	2,896,973	2.00	2,958,736
<b>Line of Business Total</b>	<b>24.00</b>	<b>\$4,317,008</b>	<b>24.00</b>	<b>\$4,637,134</b>	<b>22.00</b>	<b>\$4,680,498</b>

## LINES OF BUSINESS

**GENERAL AVIATION** - The purpose of the General Aviation Line of Business at Wiley Post Airport and Clarence E. Page Airport is to provide airfield, facility maintenance and safety services to general aviation airport users so they can have safe, clean airports.

### PROGRAMS AND PERFORMANCE MEASURES

“% OK Aeronautics Commission inspection items with zero findings at both General Aviation airports”



**Why Is This Measure Important?**

The Oklahoma Aeronautics Commission conducts a biennial safety inspection of the Clarence E. Page and Wiley Post Airports. Performance in this area ensures that the general aviation airports are complying with safety standards that meet requirements of the Oklahoma Aeronautics Commission and the Federal Aviation Administration.

**What Do These Numbers Tell Us?**

In FY11, 60 of 64 inspected items were found to be in compliance. Of the four noncompliant items, all were identified at

Wiley Post. Maintenance items related to lighting have been corrected to bring the airport into compliance with inspection items. The paint rehabilitation is being addressed under the Capital Improvement Plan and the Security Plan is being updated.

Grounds provide maintenance of airport grounds for tenants and the public so they can enjoy a safe, clean, and attractive environment.

		FY 09-10	FY 10-11		FY 11-12
<b>General Aviation - Grounds</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of airport tenants who are satisfied or very satisfied with the cleanliness, safety, and appearance of the airport grounds	100%	78%	90%	90%
Result	% of work orders dedicated to mowing	N/A	49%	49%	49%
Output	# of mowing work orders	N/A	50	50	50

# LINES OF BUSINESS

Operations provide maintenance, safety inspections, and reporting services to tenants, users and the general public so they can have a safe airport operating environment.

General Aviation - Operations		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of days the airport has a runway closed	N/A	78%	8%	8%
Result	% OK Aeronautics Commission inspection items with zero findings at both General Aviation airports	91%	94%	90%	90%
Output	# of takeoffs and landings at Wiley Post Airport	N/A	41,303	45,062	45,062
Output	# of airfield safety inspections performed	498	516	520	520
Output	# of special inspections and after hours responses provided	N/A	70	126	126
Output	# of gallons of fuel sold at Wiley Post Airport	N/A	1,394,470	1,223,985	1,223,985
Output	# of runway and taxiway access violations	N/A	0	0	0

# PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Grounds	3.00	\$179,695	3.00	\$208,181	3.00	\$212,504
Operations	2.00	152,535	2.00	155,973	6.00	482,289
Runways and Taxiways	4.00	288,627	4.00	316,697	0.00	0
<b>Line of Business Total</b>	<b>9.00</b>	<b>\$620,857</b>	<b>9.00</b>	<b>\$680,851</b>	<b>9.00</b>	<b>\$694,793</b>



*AAR and the Department of Airports collaborated on the new Fixed Base Operation corporate and general aviation facility at Will Rogers World Airport designed to provide corporate and general aviation customers with a modern business terminal.*

## LINES OF BUSINESS

**MAINTENANCE** – The purpose of the Maintenance Line of Business is to provide equipment and facility maintenance services to airport operators and users so they can have a safe, clean, comfortable, and operational environment.

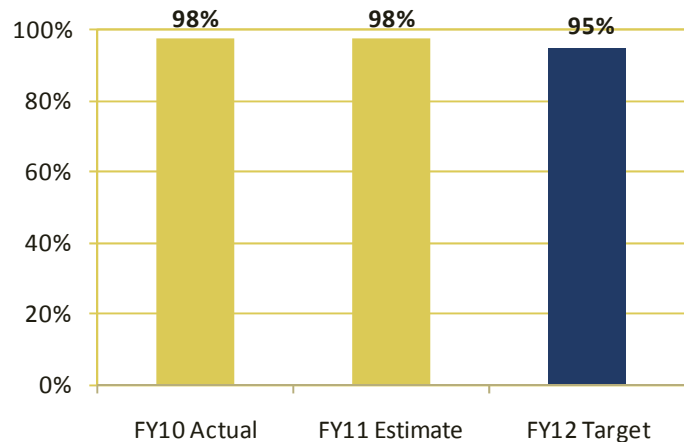


### PROGRAMS AND PERFORMANCE MEASURES

“% of airport operating hours where major mechanical systems (e.g., air conditioning and heating) are functioning”

#### Why Is This Measure Important?

The measure indicates the percent of time the Airport is fully operational for tenants and travelers. Major mechanical systems include power, heating, ventilation, air conditioning, baggage systems, passenger loading bridges, and security. Evaluating this data is important because any downtime for these systems can create difficulty for the traveling public and can affect the airlines’ ability to process boarding passengers and acquire fuel.



#### What Do These Numbers Tell Us?

The Building Maintenance program continues to perform well in this area, exceeding the target of 95% in FY10 and FY11. Program staff is on pace to finish the year with 98% uptime for these systems which is higher than the target due, in part, to staff’s increasing familiarity with some of the newer systems and minimal downtime with baggage systems.



## LINES OF BUSINESS

**Building Maintenance** provides maintenance on airport buildings and facility maintenance on leased facilities to airport tenants and users so they can experience a clean, safe, comfortable and operational work and travel environment.

<b>Building Maintenance</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of airport operating hours where major mechanical systems (e.g., air conditioning and heating) are functioning	98%	98%	95%	95%
Result	Utility cost of Will Roger's terminal; ONG is reported a month behind	N/A	510,671	506,595	506,595
Result	% of airport operating days where walk-ways, elevators, and escalators are functioning	N/A	66%	93%	90%
Output	# of dekatherms of natural gas used; ONG is reported a month behind	N/A	14,103	14,585	14,585
Output	# of kilowatts of electricity used	N/A	6,081,769	6,136,069	6,136,069
Output	# of square feet of buildings maintained	537,600	537,600	537,600	537,600
Output	# of critical building maintenance calls resolved	301	516	360	360

**Equipment Maintenance** provides vehicle and equipment preventive maintenance and repair services to airport contractors, airlines and airport employees so they can have operable equipment needed to perform their duties in a timely manner.

<b>Equipment Maintenance</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of maintenance work orders completed on time	95%	94%	96%	96%
Result	% of vehicles and equipment available for use	95%	94%	97%	97%
Output	# of equipment maintenance work orders completed	1,565	1,508	1,500	1,500

**Fuel** provides fuel storage services to aircraft refueling tenants and City and contractor personnel so they can have quality fuel and fuel services.

<b>Fuel</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of time fuel is available within 30 minutes of customer request	100%	100%	100%	100%
Result	% of fuel dispensed that complies with Federal quality assurance guidelines	100%	100%	100%	100%
Output	# of gallons of fuel received	26,002,129	28,633,880	30,000,000	3,000,000
Output	# of gallons of fuel dispensed	25,804,230	27,717,202	30,000,000	3,000,000

## LINES OF BUSINESS

Grounds at Will Rogers World Airport provides maintenance of grounds, landscaping, streets and parking lots to tenants and the public so they can enjoy a safe, clean, and attractive environment.

Maintenance - Grounds		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of critical work orders completed within 3 days	N/A	89%	100%	100%
Result	% of non-critical work orders completed within 5 days	95%	93%	95%	95%
Output	# of critical work orders completed within 3 days	N/A	1	1	1
Output	# of non-critical work orders completed within 5 days	N/A	15	1	1

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Building Maintenance	17.00	\$2,274,704	17.00	\$2,532,984	17.00	\$2,576,851
Equipment Maintenance	8.00	1,239,709	8.00	1,160,735	8.00	1,299,355
Fuel	6.00	436,200	6.00	438,258	6.00	445,291
Grounds	12.00	594,850	12.00	723,799	12.00	717,369
<b>Line of Business Total</b>	<b>43.00</b>	<b>\$4,545,464</b>	<b>43.00</b>	<b>\$4,855,776</b>	<b>43.00</b>	<b>\$5,038,866</b>





# LINES OF BUSINESS

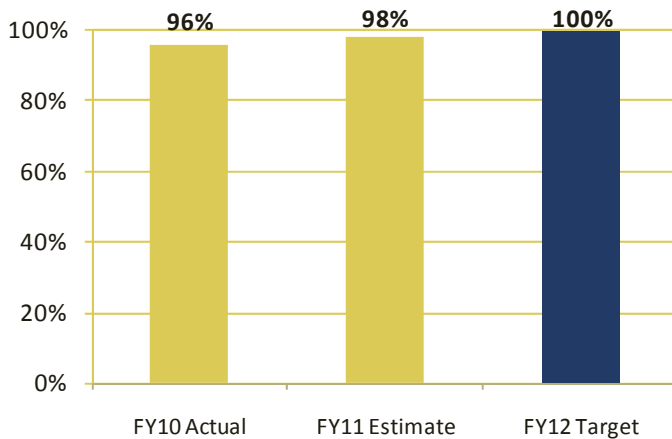
## PROPERTY MANAGEMENT AND DEVELOPMENT

The purpose of the Property Management and Development Line of Business is to provide property development and leasing services to tenants and other airport users so they can have the facilities and infrastructure necessary to meet their needs.



## PROGRAMS AND PERFORMANCE MEASURES

“% of new/renewed leases at market rate”



### Why Is This Measure Important?

In order to receive Federal grants for capital improvement projects, the airport maintains a fee and rental structure to make it as self-sustaining as possible. This performance measure helps evaluate the airport’s sustainability by calculating the percentage of the total square footage of leased space that is leased at the market rate.

### What Do These Numbers Tell Us?

The department currently maintains nearly 400 leases for hangars, agricultural lands, terminal space, cargo buildings and office space. The

data presented represents only those contracts that are renewed within the respective reporting period. Through December 2010, the Department renewed 115 leases. During FY 12, they expect 158 contracts will be renewed, all at the market rate.



## LINES OF BUSINESS

Architectural and Engineering/Planning provides grant procurement, technical analysis, space planning, long-term capital planning and administration services to tenants and other airport divisions so they can have the engineering and planning resources that they need within the specified time frame.

Architectural and Engineering/Planning		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of total consultant fee as a result of amendments	N/A	2%	10%	10%
Result	% of consultant contract design services completed within established timelines for each project	100%	50%	67%	80%
Output	\$ of Architectural and Engineering contract cash disbursements	\$1,320,367	\$1,813,427	\$3,800,000	\$9,000,000
Output	# of contracts executed	5	4	3	2

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

Construction		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of construction projects completed within contract days	N/A	50%	75%	76%
Result	% of capital improvement projects that do not exceed 5% of original contract amount	N/A	100%	80%	80%
Result	% of total project construction cost as a result of change orders and amendments	N/A	2%	5%	5%
Output	\$ of capital improvement projects cash disbursements	\$20,230,446	\$11,586,864	\$50,800,000	\$120,000,000
Output	# of capital improvement projects completed	12	12	12	25

## LINES OF BUSINESS

Facility and Lease Administration provides facility accommodations, leasing and permitting services to tenants and other users so the airport can generate revenue for operations and users can have the facilities necessary to meet their needs.

Facility and Lease Administration		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of parking customers surveyed that are satisfied with parking services	N/A	Survey In Process	80%	80%
Result	% of days public parking exceeds 85% of capacity	N/A	10%	15%	15%
Result	Food, beverage, and retail concession revenues per boarding passenger	N/A	7	6	7
Result	% of developable acres leased	N/A	26%	30%	30%
Result	% of new/renewed leases that include cost recovery rates sufficient to fund airport provided infrastructure	99%	100%	100%	100%
Result	% of new/renewed leases at market rate	96%	98%	100%	100%
Output	# of parking spaces occupied	4,334	5,259	5,081	5,100
Output	# of developable acres leased	N/A	25	46	25
Output	# of new agreements executed	200	248	190	190
Output	# of agreements administered	415	418	410	410

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Architectural & Engineering/Planning	6.00	\$463,710	6.00	\$491,343	6.00	\$499,321
Construction	4.00	337,260	4.00	367,211	6.00	513,655
Facility and Lease Administration	6.00	378,285	6.00	441,543	9.00	617,221
<b>Line of Business Total</b>	<b>16.00</b>	<b>\$1,179,254</b>	<b>16.00</b>	<b>\$1,300,097</b>	<b>21.00</b>	<b>\$1,630,197</b>

# CITY AUDITOR



Jim Williamson  
City Auditor  
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## DEPARTMENT MISSION

The mission of the Office of the City Auditor is to provide independent audit, investigative and advisory services to City Council, appointed officials and executive managers so they can make better-informed policy and operational decisions.

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

The increasing expectations for government accountability as evidenced by more extensive accounting and auditing regulations, Council Strategic Priorities and City’s LFR Program, if not addressed, will result in:

- Loss of public trust and confidence
- Diminished ability to provide new revenue sources for infrastructure and public services



### Strategic Result

Through 2015, City Council and other City decision makers will continue to benefit from objective, timely and useful audit information as evidenced each year by:

- At least 90% of City Council and other City decision makers will rate audit services as good or excellent.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
100%	100%	90%	90%

- At least 80% of audit services completed within deadlines as agreed upon with clients.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
40%	80%	80%	80%

- At least 95% of audit recommendations will be accepted by management.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
100%	91%	95%	95%

### Strategy

- Identify important programs and operations for inclusion in the Audit Plan through a triennial citywide risk assessment.
- Plan and deliver audit services using a risk-based approach to ensure audit scope and objectives are clearly defined and focused on important issues or concerns.
- Respond to requests for advisory services and investigate potentially unethical or fraudulent acts using a risk-based approach.
- Undergo a triennial peer review to ensure audit services are provided in accordance with generally accepted government auditing standards.
- Communicate with audit clients throughout service delivery to ensure a complete and accurate understanding of conditions, facts, and circumstances.

# ISSUES, STRATEGIES, AND RESULTS

## Strategic Result

Through 2015, management and employees will benefit from the availability of an anonymous, secure avenue of reporting fraud, waste, and abuse, as evidenced by:

- 100% of employees are aware of the Hotline.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
80%	90%	100%	100%

- At least 95% of total allegations will be appropriately directed to the Hotline.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
90%	91%	95%	95%

## Strategy

- Provide materials and presentations to new employees during orientation training.
- Remind employees about the Hotline through posters, brochures, newsletters and surveys.
- Respond to allegations in a professional, sensitive manner.

## 2 Issue

The increasing knowledge and expertise required to assess and utilize the growing number of complex information systems, if not addressed, will result in an increased risk of decision makers relying on inaccurate data and a diminished ability to identify:

- Programs failing to meet objectives
- Violations of laws, regulations, policies and procedures

## Strategy

Contract for information technology expertise, as needed, in providing audit services.

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$25,068	-

## EXPENDITURES AND POSITIONS

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$195,595	\$192,977	\$195,039	1.07%
Audit Services	754,862	802,607	824,852	2.77%
Ethics Assurance	41,957	40,142	40,705	1.40%
<b>Total Operating Expenditures</b>	<b><u>\$992,414</u></b>	<b><u>\$1,035,726</u></b>	<b><u>\$1,060,596</u></b>	<b><u>2.40%</u></b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	<u>\$992,414</u>	<u>\$1,035,726</u>	<u>\$1,060,596</u>	2.40%
<b>Total All Funds</b>	<b><u>\$992,414</u></b>	<b><u>\$1,035,726</u></b>	<b><u>\$1,060,596</u></b>	<b><u>2.40%</u></b>

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	1.50	1.50	1.50	0.00%
Audit Services	8.10	7.10	7.10	0.00%
Ethics Assurance	0.40	0.40	0.40	0.00%
<b>Department Total</b>	<b><u>10.00</u></b>	<b><u>9.00</u></b>	<b><u>9.00</u></b>	<b><u>0.00%</u></b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	<u>10.00</u>	<u>9.00</u>	<u>9.00</u>	0.00%
<b>Department Total</b>	<b><u>10.00</u></b>	<b><u>9.00</u></b>	<b><u>9.00</u></b>	<b><u>0.00%</u></b>



## LINES OF BUSINESS

**ADMINISTRATION** – 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to Executive Leaders and Program Managers so they can effectively manage operations.

<b>Business Services</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of actual to budgeted expenditures	87%	96%	97%	97%
Result	% of terminations submitted to Personnel Department by termination date	N/A	100%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	100%	100%	100%	100%
Result	% of departmental expenditures spent on programs that achieve result performance targets	63%	80%	77%	77%
Output	Dollar amount of operating expenditures (actual) managed	\$992,414	\$992,554	\$1,035,726	\$1,060,596
Output	# of FTE's supported	9	9	9	9

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

<b>Executive Leadership</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of performance evaluations completed by the review date	88%	100%	95%	95%
Result	% of strategic results (or interim targets) achieved	60%	80%	85%	85%
Result	% of key measures achieved	69%	86%	75%	75%

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

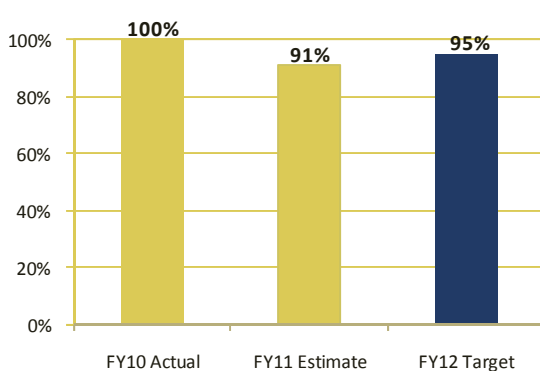
Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	1.10	\$145,073	1.10	\$144,600	1.10	\$146,110
Executive Leadership	0.40	50,522	0.40	48,377	0.40	48,929
<b>Line of Business Total</b>	<b>1.50</b>	<b>\$195,595</b>	<b>1.50</b>	<b>\$192,977</b>	<b>1.50</b>	<b>\$195,039</b>

**AUDIT SERVICES** – The purpose of the Audit Services Line of Business is to provide independent audit, investigative, and advisory services to the City Council and other City decision makers so they can have timely and useful information to better address policy and operational opportunities and/or deficiencies.



## PROGRAMS AND PERFORMANCE MEASURES

“% of audit recommendations accepted by management”



### Why Is This Measure Important?

Management acceptance and implementation of audit recommendations significantly contributes to improved services offered to the citizens and other City departments. Therefore, tracking the percentage of distinct audit recommendations that are accepted by management is an indicator of whether the audit services provided are objective, timely and useful.

### What Do These Numbers Tell Us?

In the current year, management has accepted and provided estimated implementation dates for 10 of 11 recommendations made by the City Auditor’s Office. This

acceptance rate has the department on pace to finish the year at 91% of recommendations being accepted just slightly below the department’s internal target and the industry benchmark of 93%, as published by the Association of Local Government Auditors. These recommendations stemmed from five audits completed within the City and its related trusts.

## LINES OF BUSINESS

Audit Services provides scheduled (proactive) and unscheduled (responsive) audit, investigative, and advisory services to City Council and other City decision makers so they can have timely and useful information to address policy and operational opportunities and/or deficiencies.

Audit Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of City Council and other City decision makers rating audit services as good or excellent	100%	100%	90%	90%
Result	% of audit recommendations accepted by management	100%	91%	95%	95%
Result	% of direct time on unscheduled audit services	27%	23%	26%	26%
Result	% of audit services completed within deadlines as agreed upon by clients	40%	80%	80%	80%
Output	# of scheduled audit hours provided	9,303	9,450	8,830	8,820
Output	# of unscheduled audit hours provided	3,384	2,876	3,102	3,099

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Audit Services	8.10	\$754,862	7.10	\$802,607	7.10	\$824,852
<b>Line of Business Total</b>	<b>8.10</b>	<b>\$754,862</b>	<b>7.10</b>	<b>\$802,607</b>	<b>7.10</b>	<b>\$824,852</b>

## LINES OF BUSINESS

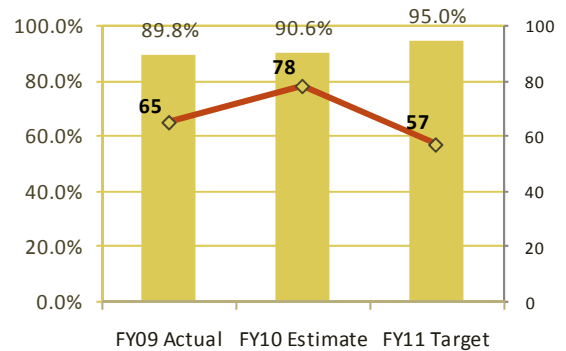
**ETHICS ASSURANCE** – The purpose of the Ethics Assurance line of business is to provide ethics reporting and advisory services to City decision makers so they can quickly detect and address all reported cases of fraud, waste, and abuse.

### PROGRAMS AND PERFORMANCE MEASURES

“% of total allegations appropriately directed to the Hotline”

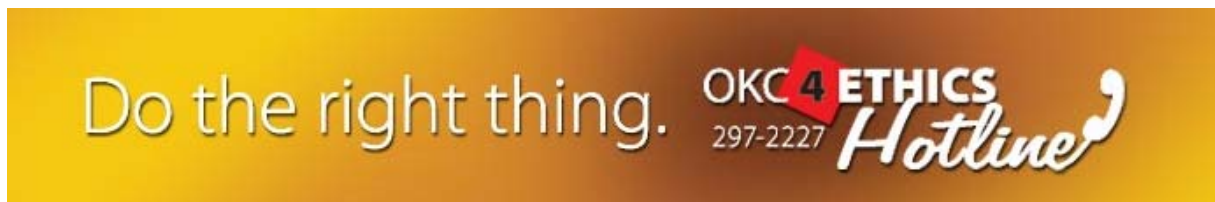
#### Why Is This Measure Important?

The OKC 4Ethics Hotline was established to provide employees with an anonymous, secure avenue of reporting suspected fraud, waste and abuse. The word ‘appropriate’, as it relates to this performance measure, signifies allegations relating to fraud, waste, abuse, significant policy violations and/or meaningful operational deficiencies. Performance in this area demonstrates the department’s ability to help management detect and address these allegations and is an indicator of whether employees have been adequately educated regarding use of the Hotline.



#### What Do These Numbers Tell Us?

Appropriate use of the Hotline is influenced by the department through professional, sensitive responses to calls and by presenting the Hotline to new employees during orientation training. In FY10, a total of 49 allegations were reported, of which 44 were deemed to have been appropriately directed to the Hotline. In FY11, 27 of 30 allegations received to date via the Hotline have been deemed appropriate.



## LINES OF BUSINESS

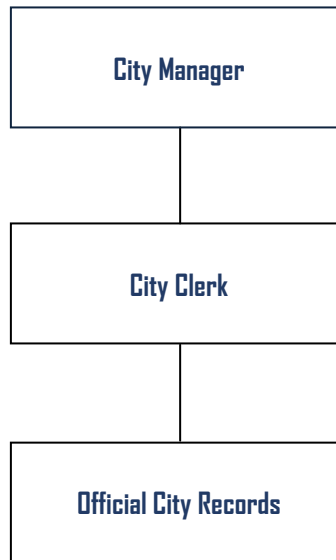
Ethics Assurance provides ethics reporting and advisory services to City decision makers so they can quickly detect and address all reported cases of fraud, waste, and abuse.

Ethics Assurance		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of employees that are aware of the Hotline	80%	90%	100%	100%
Result	% of total allegations appropriately directed to the Hotline	90%	91%	95%	95%
Result	% of actionable allegations assessed and assigned for investigation within 7 days of reporting	100%	100%	90%	90%
Output	# of allegation dispositions provided	65	78	57	57

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Ethics Assurance	0.40	\$41,957	0.40	\$40,142	0.40	\$40,705
<b>Line of Business Total</b>	<b>0.40</b>	<b>\$41,957</b>	<b>0.40</b>	<b>\$40,142</b>	<b>0.40</b>	<b>\$40,705</b>

# CITY CLERK



- Bid Management
- City Clerk's Information
- Council Agenda Management
- Records Management

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## DEPARTMENT MISSION



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The mission of the Office of the City Clerk is to provide management of Council and Trust agendas, official records, and coordination of bidding and election services to City officials, departments and the public so they can receive information to successfully accomplish their goals.

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

There is an increasing demand for City Clerk services due to the continuing emphasis on economic development and growth in City services which, if not addressed, will result in:

- Delays in posting meeting notices and agendas, receiving bidding documents, open records request responses, and in the return of Council agenda items
- Construction project delays due to easements not being filed in a timely manner
- Increased operating cost to the City



### Strategic Result

By the year 2014, the City and public customers will benefit from improved customer services, as evidenced by:

- 60% of the requests for records and information maintained in other City departments will be provided within seven working days of the request.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
70%	59%	60%	60%

- 73% of legal documents filed at county offices within seven working days of Council approval.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
71%	61%	73%	73%

- 90% of City Clerk customers rating service as satisfied.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	90%	90%

### Strategy

Add personnel to meet the increasing demand for City Clerk services.

## 2 Issue

There is an increased demand for the automation of information services which, if not addressed, will result in:

- Delays in responding to open record requests
- Fewer records available on-line
- Limited public access to Council meeting information

# ISSUES, STRATEGIES, AND RESULTS



## Strategic Result

By 2014, the City and public will benefit from enhanced availability/accessibility of official City records and information as evidenced by:

- 70% of land documents will be available in the City Clerk online locator.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
132%	23%	70%	70%

- 100% of election information will be available for public viewing online.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
100%	100%	100%	100%

- 100% of council meeting minutes will be linked to live video file online.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
100%	100%	95%	100%

## Strategy

Ensure City Clerk information is posted online in a timely manner and explore website enhancements to encourage public use.

### 3 Issue

The increasing cost to protect and access public records citywide, if not addressed, will result in:

- Deterioration and loss of public records
- Loss of public trust
- Inability to retrieve public records timely
- Inefficient use of space and resources

## Strategic Result

By 2016, the City and related trusts will benefit from a centralized records program, as evidenced by:

- 80% of records received from departments determined to be in compliance with government regulations (Federal, State, Local) concerning record retention.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
86%	100%	70%	80%

- 80% of the requests for records and information maintained in the City Clerk's office will be provided within two working days of the request.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
89%	94%	80%	80%

## Strategy

Ensure official records are maintained and recorded according to government regulations.



## ISSUES, STRATEGIES, AND RESULTS

### **4 Issue**

There is an increasing demand for Government to demonstrate accountability and ethical practices which, if not addressed, will result in:

- Increased complaints from citizens
- Loss of public trust
- Loss of City revenues

#### **Strategy**

Add personnel to conduct regular record reviews for compliance with government regulations.

### **5 Issue**

Continuing changes in legislative requirements regarding elections, open records, and legal publications, which if not addressed, will result in:

- Release of confidential information – violation of citizens rights to privacy
- Increased costs to customer
- Increased risk of litigation

#### **Strategy**

Ensure legislative changes are monitored.

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$18,164	0
2. Adds a Records Control Technician position to address increases in demand for service and improve turnaround time for records requests.	\$49,098	1
3. Adds a Records Archivist position to preserve, process, and store official City documents.	\$62,034	1

## EXPENDITURES AND POSITIONS

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$152,085	\$130,099	\$141,826	9.01%
Official City Records	576,235	562,772	696,457	23.75%
<b>Total Operating Expenditures</b>	<b>\$728,320</b>	<b>\$692,871</b>	<b>\$838,283</b>	<b>20.99%</b>
Capital Expenditures	\$19,612	\$22,723	\$22,723	0.00%
<b>Department Total</b>	<b>\$747,931</b>	<b>\$715,594</b>	<b>\$861,006</b>	<b>20.32%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$728,320	\$692,871	\$838,283	20.99%
Capital Improvement Projects Fund	19,612	22,723	22,723	0.00%
<b>Total All Funding Sources</b>	<b>\$747,931</b>	<b>\$715,594</b>	<b>\$861,006</b>	<b>20.32%</b>

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	0.73	0.73	0.73	0.00%
Official City Records	7.27	6.27	8.27	31.90%
<b>Department Total</b>	<b>8.00</b>	<b>7.00</b>	<b>9.00</b>	<b>28.57%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	8.00	7.00	9.00	28.57%
<b>Department Total</b>	<b>8.00</b>	<b>7.00</b>	<b>9.00</b>	<b>28.57%</b>

# LINES OF BUSINESS

**ADMINISTRATION** - 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

Business Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of actual to budgeted expenditures	96%	91%	97%	97%
Result	% of terminations submitted to Personnel Department by termination date	100%	N/A	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	100%	100%	100%
Result	% of departmental expenditures spent on programs that achieve result performance targets	76%	77%	75%	75%
Output	Dollar amount of operating expenditures (actual) managed	\$574,396	\$632,600	\$692,871	\$838,283
Output	# of FTEs supported	8	7	7	9

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of strategic results (or interim targets) achieved	91%	63%	75%	75%
Result	% of key measures achieved	80%	82%	75%	75%
Result	% of performance evaluations completed by the review date	100%	100%	95%	95%

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGETS

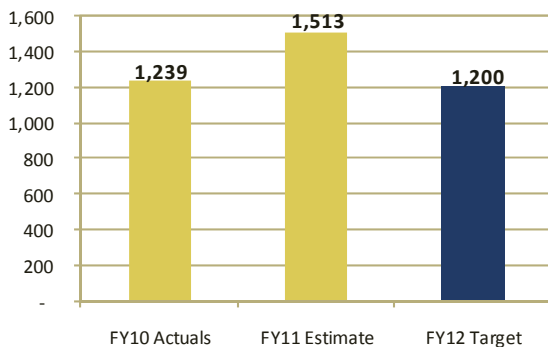
Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	0.04	\$4,357	0.04	\$4,490	0.04	\$4,610
Business Services	0.69	147,728	0.69	125,609	0.69	137,216
<b>Line of Business Total</b>	<b>0.73</b>	<b>\$152,085</b>	<b>0.73</b>	<b>\$130,099</b>	<b>0.73</b>	<b>\$141,826</b>

**OFFICIAL RECORDS** - The purpose of the Official Records Line of Business is to provide record, agenda, bidding, and election coordination services to City officials, departments, and the public so they can receive and access official information in a central location.



## PROGRAMS AND PERFORMANCE MEASURES

“# of construction plans and specifications provided”



### Why Is This Measure Important?

This measure demonstrates the workload of the Bid Management program within the Official Records line of business and is an indicator of the amount of construction activity initiated by the City. Tracking the number of plans and specifications provided allows this line of business manager to evaluate the demand on staff in the Bid Management Program, in the Information Program where notices to bidders are published, and in the Agenda Management Program where each step of a construction project, i.e., contract awards, change orders and final acceptances must be approved by City Council.

### What Do These Numbers Tell Us?

In the current year, the Bid Management Program is on pace to provide about 600 or 61% more plans and specifications than two years ago. This means City-initiated construction activity has increased substantially showing that the City is following through with such citizen approved capital initiatives as the 2007 G.O. Bond Authorization, the Sports Facilities Sales Tax, and the recently approved MAPS 3 Program which will add trails, senior aquatic centers, a new convention center, a 70-acre downtown park and other capital improvements.

## LINES OF BUSINESS

Bid Management provides bid notification, distribution, receipt, and verification services to the City and its trusts so they can receive qualified bids to award contracts for City programs and projects.

		FY 09-10	FY 10-11		FY 11-12
<b>Bid Management</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of bids received that are qualified bids	98%	97%	98%	98%
Output	# of construction plans and specifications provided	1,239	1,513	1,200	1,200
Output	# of bid receipts processed for goods and services	461	294	365	365
Output	# of bid receipts processed for construction projects	720	523	750	750

City Clerk's Information provides open record request responses, publication and notification services to the City of Oklahoma City and the public so they can receive and access official information requested in a timely manner.

		FY 09-10	FY 10-11		FY 11-12
<b>City Clerk's Information</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of legal publications published timely and correctly	98%	99%	98%	98%
Result	% of City Clerk records requests completed within 2 working days of request	N/A	94%	80%	80%
Result	% of requests for records and information maintained in other City departments completed within 7 working days	N/A	59%	60%	67%
Output	# of external record and information request responses provided	530	594	538	538
Output	# of Trust legal publications	152	140	146	146
Output	# of City Clerk on-line locator postings	8,869	1,660	6,900	2,000
Output	# of internal record and information request responses provided	455	324	640	462
Output	# of record and information request responses provided	996	918	1,200	1,200

Council Agenda Management provides agenda oversight and coordination services to the City Council and its trusts so they can conduct official business and provide disclosure to the citizens of Oklahoma City in a timely manner.

		FY 09-10	FY 10-11		FY 11-12
<b>Council Agenda Management</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of agenda items submitted correctly	73%	73%	74%	74%
Output	# of agenda items corrected	836	1,018	962	1,000
Output	# of agenda items reviewed	3,126	3,764	3,700	3,800

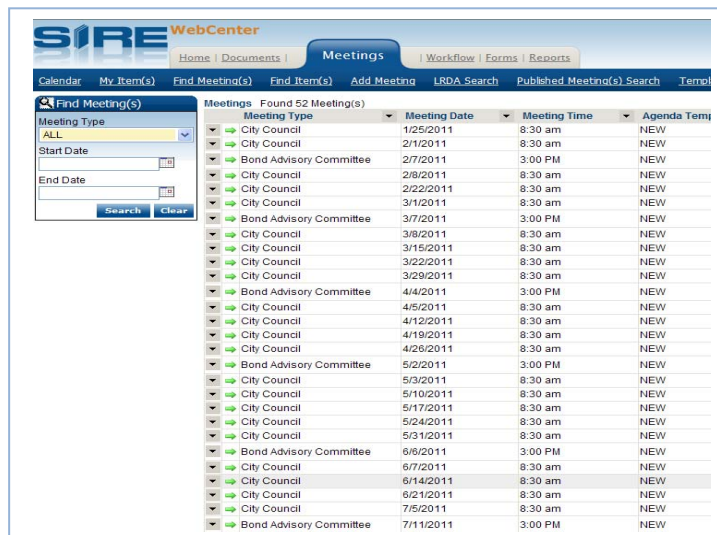
# LINES OF BUSINESS

Records Management provides public record preservation and advisory services to the City and its trusts so they can access and retain records in compliance with government regulations.

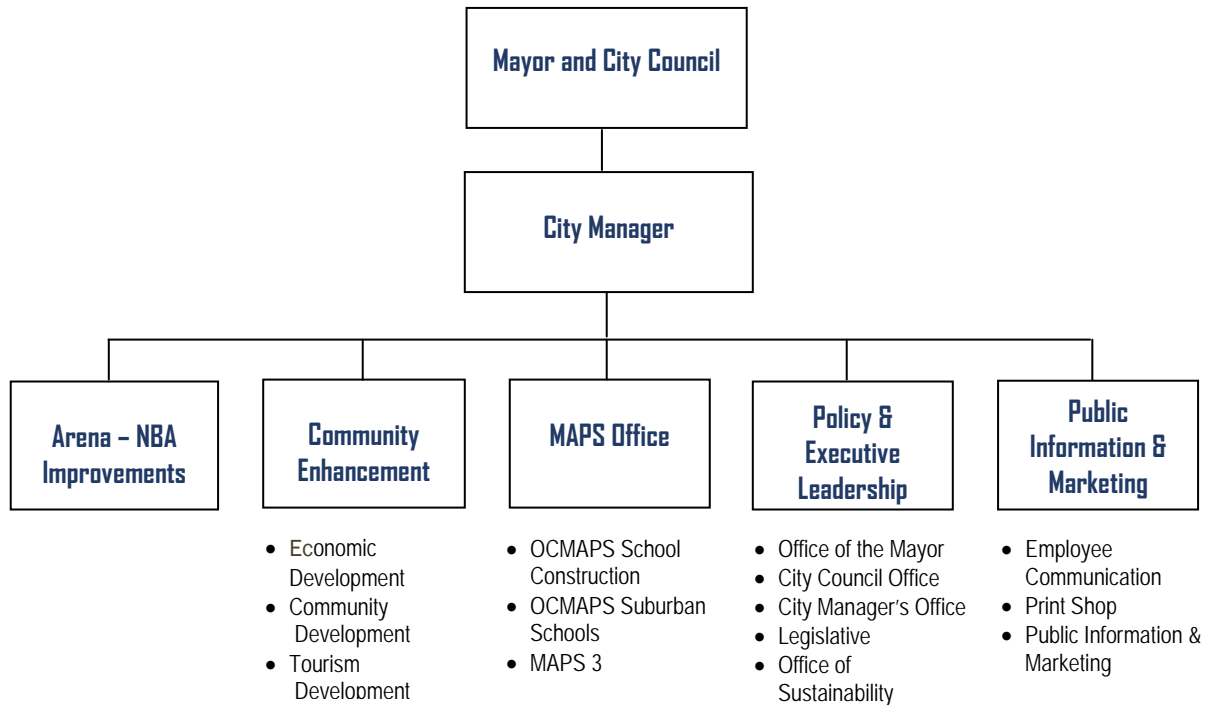
		FY 09-10	FY 10-11		FY 11-12
Records Management		Actual	Estimate	Target	Target
Result	% of departments surveyed to determine centralized records management needs	0%	0%	45%	45%
Result	% of records received from departments determined to be in compliance with government regulations (Federal, State, Local) concerning record retention.	83%	100%	70%	70%
Output	# of records added to the City Clerk's record storage	10,892	13,826	13,000	13,000
Output	# of records maintained in the City Clerk's record storage	415,088	425,980	404,000	417,000

# PROGRAM POSITIONS AND BUDGETS

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bid Management	1.29	\$79,893	1.19	\$75,474	1.69	\$112,466
City Clerk's Information	3.15	259,251	2.45	256,632	2.85	278,852
Council Agenda Management	1.40	116,394	1.40	124,949	1.40	130,670
Records Management	1.43	120,697	1.23	105,717	2.33	174,469
<b>Line of Business Total</b>	<b>7.27</b>	<b>\$576,235</b>	<b>6.27</b>	<b>\$562,772</b>	<b>8.27</b>	<b>\$696,457</b>



# CITY MANAGER



## DEPARTMENT MISSION

The mission of the City Manager's Office\* is to provide leadership, management, information, and policy implementation to:



James D. Couch  
City Manager  
james.couch@okc.gov

- elected officials so they can make informed decisions;
- City departments so they can efficiently and effectively deliver services; and
- citizens so they can live, work, and play in a community known for its high quality of life.

\*For functional purposes, the Mayor, City Council, and City Manager's offices share a strategic plan. For budget purposes, they will remain separate entities.



# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

If not addressed, the over reliance on sales tax as the City’s primary revenue source, combined with its erosion and inherent volatility, will continue to result in diminished capacity to provide core services and challenges in meeting new, increased, or changing citizen expectations.



### Strategic Result

By 2015, 1,000 additional residential units will be built and occupied in downtown.

- # of additional residential units built and occupied in downtown

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
29	8	129	129

By 2015, 100,000 additional square feet of retail space will be built and occupied in downtown.

- # of additional square feet of retail space built and occupied in downtown.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
139,542	28,530	20,000	20,000

### Strategy

Although the City wishes to diversify its revenue base, the choices for revenue sources are limited by state statute and the willingness of citizens to approve different types of taxes. Within the current revenue structure, we are working to grow the City’s revenue base through economic development. Working with the Greater Oklahoma City Chamber of Commerce and other economic development partners in the community help the City’s job base and revenue keep pace with citizen expectations.

# ISSUES, STRATEGIES, AND RESULTS

## 2 Issue

The continuing need to create high-paying, quality jobs in the local economy, if not addressed, will result in the departure of our educated workforce, stagnant growth in City resources, a negative impact on quality of life, and an underemployed workforce.



### Strategic Result

By 2015, 8,000 new jobs will be created that pay the Oklahoma City Metropolitan Statistical Area (MSA) average wage (compared to a baseline in 2010).

- # of new jobs created that pay the Oklahoma City MSA average wage.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
1,716	2,100	1,000	1,000

### Strategy

In December 2007, Oklahoma City voters approved the state’s first General Obligation Limited Tax (GOLT) bond program. These bonds can be used to help businesses locate or expand operations in Oklahoma City. As part of this program, companies receiving GOLT bond funds must meet specific criteria which includes paying employees the Oklahoma City MSA average wage or higher.

## 3 Issue

The increasing demand for new and improved infrastructure, without continued public support and timely implementation, will result in a reduction in the quality of publicly owned assets such as streets, utilities, parks, mass transit, schools, technology and cultural venues.

### Strategic Result

By 2015, 50% of citizens will rate the condition of City streets as satisfactory or above.

- % of citizens satisfied with the condition of City streets.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
34%	34%	50%	50%

### Strategy

Continue the multi-pronged strategy that combines routine maintenance, rural road resurfacing, micro resurfacing, overlay resurfacing, and new construction (widening) to improve the overall condition of city streets. Work to complete large-scale public improvement projects such as Project 180 as quickly as possible while maintaining access to downtown establishments.

# ISSUES, STRATEGIES, AND RESULTS

## 4 Issue

The increasing diversity within the community and evolving technology challenges the City’s ability to effectively communicate with citizens and deliver services.

### Strategic Result

City government will provide communication services to the public and City employees so they can access, understand and use City services and programs and be informed about City issues.

- 51% of citizens will be satisfied with the availability of information about City services and programs.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
59%	59%	51%	52%

### Strategy

The City’s Public Information and Marketing Department is partnering with Information Technology to hire a web company that will help us redesign and improve the functionality of okc.gov. The new website will be better organized, provide more information, integrate social media platforms, increase transparency and allow people to conduct more business and access more City services from their personal computer or mobile device.

## 5 Issue

The continuing need for a high level of credibility with Oklahoma City residents through delivering what we promise, if not maintained and effectively communicated to citizens, will result in the City’s inability to pass future funding proposals.



### Strategic Result

City government will maintain the confidence of its citizens, as demonstrated by:

- 85% of citizens who are satisfied the City is heading in the right direction.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
83%	83%	85%	85%

- 80% of citizens will be satisfied with the overall quality of life in Oklahoma City.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
79%	79%	85%	85%

### Strategy

Continuing to deliver what we promise through high-profile tangible projects such as Maps for Kids, 2007 Bond Issue projects, Oklahoma City Arena renovations, Project 180 and MAPS 3 that garner media attention and demonstrate the City’s credibility.

# ISSUES, STRATEGIES, AND RESULTS

## 6 Issue

Continued inability to influence development patterns will result in increased inefficient delivery of core services, negative environmental impacts, inefficient use of energy and resources, demand for infrastructure and inability to meet that demand, traffic congestion, delayed public safety response, and disinvestment in the center City leading to neighborhood deterioration.

### Strategic Result

By 2013, the City of Oklahoma City will realize a 10% savings in energy attributed to energy upgrades.

- % of savings in energy attributed to energy upgrades.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	10%	5%	5%

### Strategy

Develop and promote incentives that encourage inner-city development and redevelopment through coordinated efforts with City departments and the development community. The Office of Sustainability was created last fiscal year to address sustainability issues. Through the Energy Efficiency and Conservation Block Grant program, several initiatives within the City organization and throughout the community are underway. These include a public information/education campaign, construction of a CNG fast-fill station for city vehicles powered by CNG and a green home loan program for homeowners to make their homes more energy efficient.

## 7 Issue

The lack of a quality public transportation system, if not addressed, will result in the inability to promote and develop the center City, negative environmental impacts, limitations in the growth of the economy, and decreased mobility of citizens.



### Strategic Result

By 2015, the City will improve its public transportation system.

- The number of passengers per bus service hour will be increasing at a rate of 4% per year.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
9%	3%	4%	4%

- 80% of customers surveyed who are satisfied with the public transportation system.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
67%	N/A	75%	75%

### Strategy

Continue to pursue funding opportunities through state and federal agencies in order to leverage local investment in the City's transportation system.

# ISSUES, STRATEGIES, AND RESULTS

## 8 Issue

Demand for additional personnel, combined with rising personnel and benefit cost, without adequate revenue growth, will result in service level reductions and/or a lack of resources for community needs.

### Strategic Result

In order to better manage the potential gap between annual revenues and expenses, the City will:



- Limit payroll expenses to 67% or less of total operating expenses.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
70%	69%	67%	67%

### Strategy

The City Manager’s Office will work with the Finance Department to monitor personnel costs.

## 9 Issue

Lack of academic improvement in public schools located within the City’s core will result in the inability to revitalize neighborhoods, redevelop the inner city and improve the quality of life for our citizens.

### Strategic Result

By 2015, public education will improve, as demonstrated by:

- 50% of citizens will be satisfied with the performance of Oklahoma City Public Schools.\*

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	50%

### Strategy

Continue the momentum gained through the MAPS for Kids initiative by finding new ways to partner with public schools, businesses and community groups to improve education for our children.

\*This is a new measure developed when the Department updated their Strategic Business Plan during FY11. The Department will begin collecting and reporting data in FY12.

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$132,930	-

Print Shop Internal Service Fund	Amount	Positions
1. Changes in personnel costs due to merit increases and employee health insurance.	\$2,804	-
2. Allocates a portion of the costs of an Administrative Coordinator II position to the Print Shop to better align expenses with where the work is performed and reduces the transfer to the Capital Improvement Fund to offset the cost.	\$0	0.20

Grant Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$1,880	-
2. Increases the Office of Sustainability Grant Program budget.	\$2,325,635	-

OCMAPS Sales Tax Fund - Operating	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$86,929	-
2. Reallocates funding for a portion of several positions from MAPS for Kids to the MAPS 3 program to better align expenses with where the work is performed.	(\$130,672)	(1.55)
3. Adds one position to supervise the implementation of the I-89 School District 2007 School Bond program.	\$103,284	1
4. Adds a portion of two additional financial support positions that will provide procurement, reporting, and claim processing services.	\$21,216	0.70

MAPS 3 Use Tax Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$31,191	-
2. Reduces contingency while still maintaining adequate budgeted reserves.	(\$768,892)	-
3. Reduces the transfer to the Capital Improvement Fund in light of new office renovations being nearly completed.	(\$325,000)	-
4. Reallocates funding for a portion of several positions from MAPS for Kids to the MAPS 3 program to better align expenses with where the work is performed.	\$130,672	1.55
5. Adds a portion of two additional financial support positions that will provide procurement, reporting, claim processing services and committee support services.	\$90,966	1.30

## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administrative	\$158,081	\$160,507	\$171,968	7.14%
Community Enhancement	491,878	461,916	479,033	3.71%
MAPS Office	1,231,667	3,289,673	2,684,957	-18.38%
Policy and Executive Leadership	1,244,976	1,023,797	1,033,186	0.92%
Public Information and Marketing	1,700,328	1,801,359	1,905,507	5.78%
Public Safety Capital Office	72,000	85,000	0	-100.00%
<b>Total Operating Expenditures</b>	<b>\$4,898,930</b>	<b>\$6,822,252</b>	<b>\$6,274,651</b>	<b>-8.03%</b>
<b>Non-Operating Expenditures</b>				
Policy and Executive Leadership - Grants	\$178,528	\$1,594,797	\$3,922,312	145.94%
Special Purpose	988,941	0	0	N/A
Capital Expenditures	37,186,943	162,109,289	146,980,023	-9.33%
<b>Total Non-Operating Expenditures</b>	<b>\$38,354,412</b>	<b>\$163,704,086</b>	<b>\$150,902,335</b>	<b>-7.82%</b>
<b>Department Total</b>	<b>\$43,253,341</b>	<b>\$170,526,338</b>	<b>\$157,176,986</b>	<b>-7.83%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$2,805,447	\$2,498,405	\$2,637,716	5.58%
Print Shop Internal Service Fund	789,815	949,174	951,978	0.30%
Grant Fund	178,528	1,594,797	3,922,312	145.94%
MAPS Sales Tax Fund	7,465	473,901	482,513	1.82%
OCMAPS Sales Tax Fund - Operating	1,228,336	1,417,012	1,598,664	12.82%
OCMAPS Sales Tax Fund - Capital	87,019	0	0	N/A
OCMAPS Use Tax Fund	465,297	0	0	N/A
Police & Fire Capital Sales Tax Fund	538,754	2,116,330	3,255,915	53.85%
Police & Fire Capital Equip Use Tax Fund	72,000	85,000	0	-100.00%
Sports Facilities Sales Tax Fund	32,679,946	54,068,032	39,143,864	-27.60%
Sports Facilities Use Tax Fund	1,373,195	9,426,688	9,151,580	-2.92%
Special Purpose Fund	988,941	0	0	N/A
Capital Improvement Projects Fund	2,035,269	1,035,425	377,368	-63.55%
MAPS 3 Sales Tax Fund	0	94,988,913	94,568,783	-0.44%
MAPS 3 Use Tax Fund	3,331	1,872,661	1,086,293	-41.99%
<b>Department Total</b>	<b>\$43,253,341</b>	<b>\$170,526,338</b>	<b>\$157,176,986</b>	<b>-7.83%</b>

# POSITIONS

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administrative	0.40	0.40	0.40	0.00%
Community Enhancement	3.90	3.70	3.70	0.00%
MAPS Office	9.00	13.00	16.00	23.08%
Policy and Executive Leadership	10.70	8.90	8.90	0.00%
Public Information and Marketing	16.00	14.00	14.00	0.00%
<b>Department Total</b>	<b>40.00</b>	<b>40.00</b>	<b>43.00</b>	<b>7.50%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	23.50	20.75	20.55	-0.96%
Print Shop Internal Service Fund	4.50	4.25	4.45	4.71%
Grant Fund	3.00	2.00	2.00	0.00%
OCMAPS Sales Tax Fund - Operating	9.00	8.90	8.95	0.56%
MAPS 3 Use Tax Fund	0.00	4.10	7.05	71.95%
<b>Department Total</b>	<b>40.00</b>	<b>40.00</b>	<b>43.00</b>	<b>7.50%</b>



## LINES OF BUSINESS

**ADMINISTRATION** – 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

Business Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of departmental expenditures spent on programs that achieve result performance targets	94%	78%	75%	75%
Result	% of terminations submitted to Personnel Department by termination date	100%	67%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	98%	100%	100%	100%
Result	% of actual to budgeted expenditures	82%	71%	97%	97%
Output	Dollar amount of operating expenditures (actual) managed	\$78,365,344 *	\$5,409,754	\$7,700,260	\$7,172,357
Output	# of FTEs supported	43	44	46	49

\*FY09-10 Actual includes capital expenditures for Oklahoma City Arena Improvements and other capital projects. For FY10-11 and FY11-12 this measure includes operating budget and expenditures only.

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of key measures achieved	60%	62%	75%	75%
Result	% of strategic results (or interim targets) achieved	82%	45%	75%	75%
Result	% of performance evaluations completed by the review date	58%	46%	95%	95%

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	0.40	\$157,359	0.40	\$154,707	0.40	\$166,168
Executive Leadership	0	723	0	5,800	0	5,800
<b>Line of Business Total</b>	<b>0.40</b>	<b>\$158,081</b>	<b>0.40</b>	<b>\$160,507</b>	<b>0.40</b>	<b>\$171,968</b>

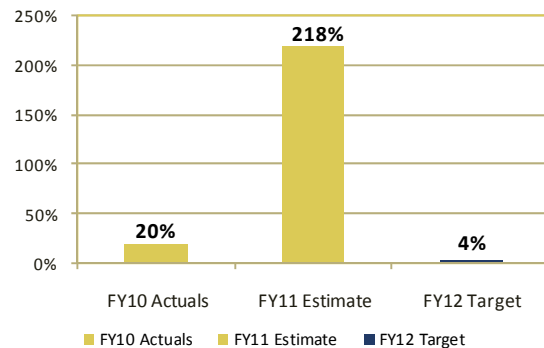
**COMMUNITY ENHANCEMENT** – The purpose of the Community Enhancement Line of Business is to provide economic, community, and tourism development services to businesses and individuals so the citizens can prosper and experience an improved quality of life.

## PROGRAMS AND PERFORMANCE MEASURES

“% above the OKC MSA average wage for all new jobs created through incentives”

### WHY IS THIS MEASURE IMPORTANT?

Measuring the average wage of new jobs created through economic development incentives demonstrates the City’s ability to leverage the voter approved General Obligation Limited Tax (GOLT) bonds to attract quality employers. Attracting employers that bring new jobs to the City that pay better than average, conveys the City’s commitment to economic development that can truly impact citizens’ quality of life. This measure shows by what percentage the average pay of all new jobs created using incentives is above or below the Oklahoma City MSA average.



### WHAT DO THESE NUMBERS TELL US?

In FY11, the new jobs created through economic development incentives paid 218% above the Oklahoma City MSA average wage of \$35,864. This data is higher than target due to the announcement by the Boeing Company to create 550 jobs in the Oklahoma City area that will pay an average wage of at least \$100,000. A Metropolitan Statistical Area (MSA) is a geographic region with a relatively high population density at its core and close economic ties throughout the area. MSA data is published by the U.S. Office of Management and Budget.

## LINES OF BUSINESS

Community Development encourages public and private development and provides management and financial services to qualified entities so that the citizens prosper and experience an improved quality of life.

Community Development		FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
Result	\$ value of private investment per \$ value of TIF investment	\$0	\$5	\$5	\$5
Output	# of TIF investments	2	2	8	5
Output	# of additional square feet of retail space built and occupied in downtown	139,542	28,530	20,000	20,000
Output	# of additional residential units built and occupied in downtown	29	8	129	129
Output	\$ of TIF investments	\$18,844,603	\$9,624,776	\$11,500,000	\$11,500,000

Economic Development provides business attraction, expansion, and retention services to the business community so the citizens can benefit from the creation and retention of jobs paying the Oklahoma County average wage or greater.

Economic Development		FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
Result	% above the Oklahoma City MSA average wage for all new jobs created through incentives	20%	218%	4%	4%
Result	% of new jobs paying above the Oklahoma City MSA average wage	61%	36%	36%	36%
Result	\$ of private investment leveraged per dollar of public investment	\$23,471,518	\$115,361,500	\$50	\$50
Output	# of jobs created through incentives	N/A	1,640	900	900
Output	# of companies receiving incentives	1	2	3	3
Output	# of jobs created	3,036	4,818	1,100	1,100

Tourism Development provides conventions, sports, tourism, and entertainment opportunities in City owned facilities to citizens and visitors so they can prosper and experience an improved quality of life.

Tourism Development		FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
Result	\$ combined economic impact generated per square foot of privately operated City event facilities	\$413	\$240	\$382	\$431
Result	% of NBA Practice Facility complete	27%	60%	60%	100%
Result	% of Oklahoma City Arena renovations complete	45%	52%	45%	100%
Output	# of tourism contracts negotiated/administered	10	10	12	12

# LINES OF BUSINESS

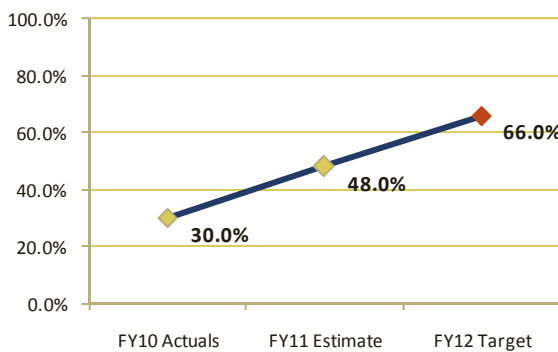
## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Development	1.50	\$161,938	1.30	\$135,134	1.30	\$138,296
Economic Development	1.60	226,513	1.60	225,463	1.60	238,821
Tourism Development	0.80	103,427	0.80	101,319	0.80	101,916
<b>Line of Business Total</b>	<b>3.90</b>	<b>\$491,878</b>	<b>3.70</b>	<b>\$461,916</b>	<b>3.70</b>	<b>\$479,033</b>

**MAPS OFFICE** – The purpose of the MAPS Office Line of Business is to provide new and renovated schools, school buses, and education technology to school districts serving Oklahoma City resident students so they can have learning environments that are safe, modern, and efficient.

## PROGRAMS AND PERFORMANCE MEASURES

“% of Oklahoma City public school students in a new or renovated school”



### WHY IS THIS MEASURE IMPORTANT?

This measure reflects the progress that has been made in satisfying the voters’ desire for improvements to Oklahoma City school facilities funded through the temporary OCMAPS sales tax. The chart shows student enrollment in completed schools as a percentage of total enrollment for all Oklahoma City schools included in the MAPS for Kids program. The School District I-89 portion of this program includes the construction and remodeling of 70 schools and is scheduled for completion in FY 12-13.

### WHAT DO THESE NUMBERS TELL US?

In the current year, another 6,600 students moved into new or renovated facilities, bringing the total to 17,000 students, or approximately 48%, of all Oklahoma City Public School students attending classes in a new or improved facility. Upon completion of several construction projects in FY 12, approximately 6,100 more students will also move to a new or renovated school for a grand total of 23,100 students in modern facilities by the end of next year.

# LINES OF BUSINESS

OCMAPS School Construction provides new and renovated school facilities to Oklahoma City Public School students and teachers so they can receive modern, safe, and code-compliant learning environments in a timely manner.

OCMAPS School Construction		FY 09-10 Actual	FY 10-11 Estimate	FY 11-12 Target	FY 11-12 Target
Result	% of school projects completed by the time agreed with the Oklahoma City Public School District	100%	100%	100%	100%
Result	% of school projects completed within budget	100%	81%	100%	100%
Result	% of Oklahoma City students in a new or renovated school	30%	48%	51%	66%
Output	# of classrooms receiving improved network access	N/A	531	586	N/A
Output	# of school projects completed	5	12	15	11
Output	\$ expended on school projects	\$52,742,458	\$94,660,645	\$61,975,000	\$66,000,000
Output	# of school projects administered	49	47	43	30

MAPS for Kids Suburban School District program provides project application review, recommendation, and reporting services to Oklahoma City's 23 suburban school districts so they can receive timely disbursements of sales tax funds.

MAPS for Kids Suburban School Program		FY 09-10 Actual	FY 10-11 Estimate	FY 11-12 Target	FY 11-12 Target
Result	% of project applications recommended and scheduled for Trust consideration within 60 days of receipt	100%	100%	100%	100%
Output	# project applications processed	21	42	25	24
Output	\$ disbursed to suburban school districts	\$7,364,275	\$8,292,631	\$8,000,000	\$6,100,000



The Edwards Elementary School entrance and library are pictured above.

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Budget	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
MAPS 3 *	0	\$3,331	4.10	\$1,872,661	7.05	\$1,086,293
OCMAPS School Construction	6.15	732,107	6.72	931,935	8.73	1,517,676
OCMAPS Suburban School District	1.10	136,152	0.82	103,107	0.22	80,988
OCMAPS Technology	0.05	7,742	0.03	4,643	0.00	0
OCMAPS Trust Support	1.70	352,335	1.33	377,327	0.00	0
<b>Line of Business Total</b>	<b>9.00</b>	<b>\$1,231,667</b>	<b>13.00</b>	<b>\$3,289,673</b>	<b>16.00</b>	<b>\$2,684,957</b>

\*Because this is a new program, performance measures have not yet been established.

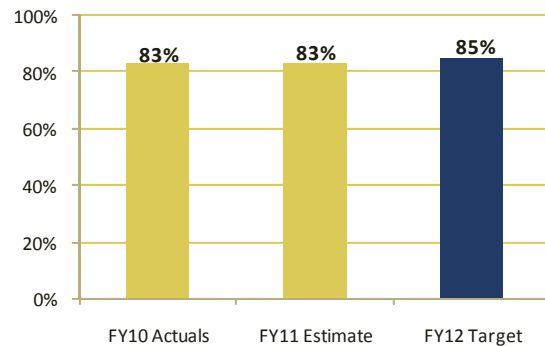
**POLICY AND EXECUTIVE LEADERSHIP** – The purpose of the Policy and Executive Leadership Line of Business is to provide leadership for policy development and implementation to the community so they can experience a high degree of satisfaction with City services; to the policy makers so they can establish policies, priorities and strategic goals; and, to the organization so it can provide quality services.

## PROGRAMS AND PERFORMANCE MEASURES

“% of citizens who feel the City is heading in the right direction”

### WHY IS THIS MEASURE IMPORTANT?

Obtaining direct feedback from citizens is important in preserving a high level of satisfaction with City projects and services. To determine satisfaction ratings, the City has conducted a Citizen Survey in four of the last five years. The results from this randomly selected group of citizens are used to evaluate how well the City’s priorities align with the needs of citizens.



### WHAT DO THESE NUMBERS TELL US?

Most residents continue to think the City is moving in the right direction with an 83% satisfaction rate achieved, as reported in the most recent Citizen Survey (FY10). This is up from 77% in the last survey. The next annual Citizen Survey will be received in FY 2012 and performance data will be updated accordingly.

# LINES OF BUSINESS

City Manager's Office provides leadership, management, and information services:

- To the community so they can experience a high degree of satisfaction with City services.
- To the Mayor and Council so they can make informed decisions, and to City staff so they can achieve strategic results.

City Manager's Office		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of Strategic Results, identified in LFR Strategic Business Plans, achieved	77%	52%	75%	75%
Result	% of citizens surveyed who report they are satisfied or very satisfied with City services	71%	71%	68%	71%
Result	% of City Council who report they are satisfied or very satisfied with the quality of information they are provided to establish policies, priorities and strategic goals	86%	89%	89%	89%
Result	% of Citizens who feel the City is heading in the right direction	83%	83%	85%	85%
Output	# Council Agenda Items approved	3,912	3,764	3,751	3,751
Output	# City Manager Reports provided	110	126	112	112

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

Legislative Program		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of Council reporting that they are satisfied or very satisfied with the information they receive to make an effective legislative agenda	100%	89%	89%	89%
Result	% of legislative agenda items accomplished resulting in favorable changes in legislative rules and regulations	78%	80%	70%	70%
Output	# of legislative issues accomplished	7	4	5	5
Output	# of legislative status reports and briefings provided	23	30	30	30

## LINES OF BUSINESS

The Office of Sustainability is leading City efforts to reduce energy usage, promote a long-term perspective in City decision-making; leading City efforts to obtain grant funding and partnerships for City energy efficiency and alternative fuels projects; and working with City departments, businesses and non-profits to promote sustainability efforts in Oklahoma City.

Office of Sustainability Program		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% reduction in energy consumption attributed to energy upgrades	N/A	10%	5%	5%
Result	% of departments surveyed indicating they use sustainability information in decision making	N/A	10%	5%	5%
Result	% of citizens surveyed indicating they are informed about sustainability programs, campaigns and outreach events	N/A	20%	10%	10%
Output	# of energy audits completed	N/A	33	6	6
Output	\$ of residential energy efficiency loans granted	N/A	\$50,000	\$100,000	\$100,000
Output	# of outreach event participations	N/A	6	6	6
Output	# of energy efficiency upgrades completed	N/A	6	6	6

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
City Manager's Office	6.70	\$1,100,962	6.30	\$937,973	6.30	\$946,845
Legislative Program	1.00	143,820	0.60	85,824	0.60	86,341
Economic Development	0	194	0	0	0	0
Office of Sustainability	3.00	178,528	2.00	1,594,797	2.00	3,922,312
<b>Line of Business Total</b>	<b>10.70</b>	<b>\$1,423,503</b>	<b>8.90</b>	<b>\$2,618,594</b>	<b>8.90</b>	<b>\$4,955,498</b>



# LINES OF BUSINESS

**PUBLIC INFORMATION AND MARKETING** – The purpose of the Public Information and Marketing Line of Business is to provide communication services to the public and City employees so they can access, understand, and use City services and programs and be informed about City issues.

## PROGRAMS AND PERFORMANCE MEASURES

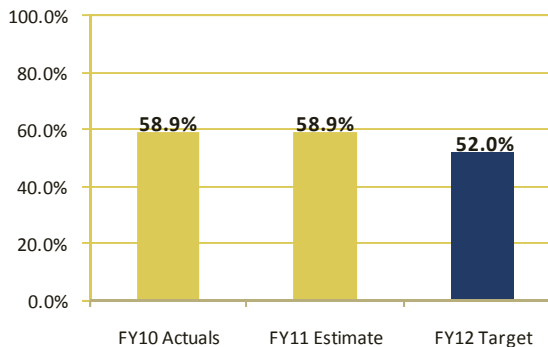
“% of citizens who are satisfied with the availability of information about City programs and services”

### WHY IS THIS MEASURE IMPORTANT?

Tracking citizen satisfaction with available City information helps Public Information get an idea of how informed citizens are about City government. Informed citizens are engaged citizens, so making information easily accessible helps them know and better understand City government and how it works. The more knowledgeable citizens are about city government, the more likely they are to use City services and programs, as well as, support City government initiatives.

### WHAT DO THESE NUMBERS TELL US?

The level of citizen satisfaction has increased over the past several years from 51% in FY 09 to 59% in the last survey (FY 10). During that period, Public Information and Marketing expanded its communication mediums to include Facebook, Twitter, YouTube and Video on Demand on okc.gov. In addition, a significant increase was also seen in the number of media contacts, new program segments on the City’s local cable, Channel 20, and the number of updated web pages.



Employee Communication provides information and recognition services to employees so they can be informed, understand expected performance, and feel valued by the organization.

Employee Communication		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of employees surveyed that say they feel valued by the organization	38%	38%	39%	39%
Result	% of employees surveyed who say they feel informed about City services and programs	46%	46%	45%	55%
Output	# of internal communication pieces completed	34	66	30	45
Output	# of employees recognized	212	104	250	250

## LINES OF BUSINESS

Print Shop provides printing and mail distribution services to City departments so they can distribute documents in a cost effective manner that meet expectations for accuracy, quality, and timeliness.

Print Shop		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of print jobs delivered within the agreed upon deadline	100%	98%	96%	97%
Result	% of employees that report being satisfied or very satisfied with print shop services	92%	92%	95%	95%
Output	# of U.S. mail pieces stamped	531,596	493,972	600,000	520,000
Output	# of impressions produced	7,522,425	7,216,928	9,000,000	7,000,000

Public Information provides information services in partnership with City departments to the public so they can access, understand, and use City services.

Public Information		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of citizens who are satisfied with the availability of information about City services and programs	59%	59%	51%	52%
Result	% of citizen service requests responded to within 10 days	96%	96%	96%	96%
Output	# of Maps for Kids mailing coordinated	N/A	42	3	30
Output	# of new segments broadcast monthly on Channel 20	N/A	N/A	50	60
Output	# of Web pages updated	N/A	315	25	210
Output	# of media contacts provided	1,051	666	700	800

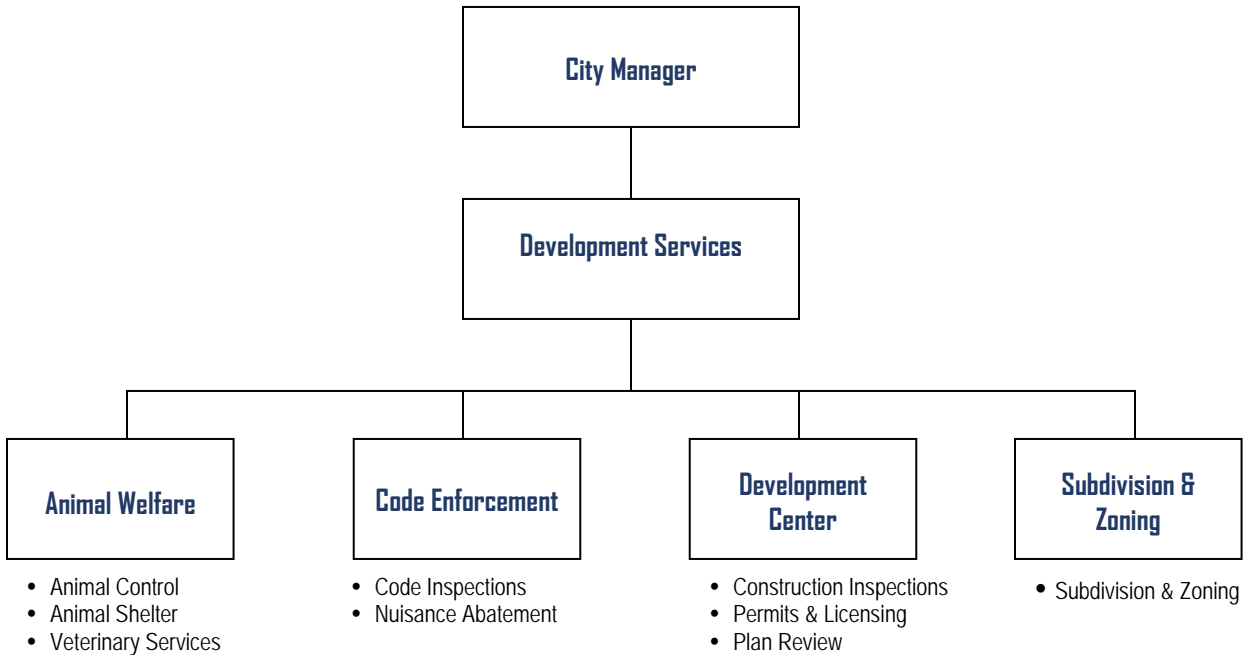
## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Employee Communication	1.05	\$102,315	1.10	\$107,261	1.05	\$104,042
Print Shop	4.50	789,815	4.25	949,174	4.45	951,978
Public Information	10.45	808,198	8.65	744,924	8.50	849,487
<b>Line of Business Total</b>	<b>16.00</b>	<b>\$1,700,328</b>	<b>14.00</b>	<b>\$1,801,359</b>	<b>14.00</b>	<b>\$1,905,507</b>



The City of  
**OKLAHOMA CITY**

# DEVELOPMENT SERVICES



## DEPARTMENT MISSION

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



**Bob Tener**  
 Director  
 bob.tener@okc.gov

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

Increasing growth and development combined with the inability to implement new technology in a timely manner will continue to frustrate citizen expectations for timely, responsive, and effective services.

### Strategic Result

By 2012, in order to provide quality services to our customers:

- Animal Welfare will respond to service requests within 2 hours for Priority 1 calls 90% of the time.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	75%

- Animal Welfare will respond to service requests within 12 hours for Priority 2 calls 80% of the time.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	85%

- Animal Welfare will respond to service requests within 24 hours for Priority 3 calls 50% of the time.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	40%

### Strategy

The Animal Welfare Line of Business began using a centralized Computer Aided Dispatch (CAD) function in 2011 to actively track response times for service calls. The Animal Control Officer work schedule has also been adjusted to place more Officers on duty during periods of higher call volume.

# ISSUES, STRATEGIES, AND RESULTS

## 2 Issue

The growing demand and continued expansion of code enforcement programs, if not addressed, will have a negative impact on citizen satisfaction with code enforcement.



### Strategic Result

By 2015, the Development Services Department will improve neighborhood appearance and conditions, as evidenced by:

- At least 50% citizen satisfaction with code enforcement.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
42%	52%	50%	50%

### Strategy

The Code Enforcement Line of Business will monitor its inspector assignment priorities to ensure that its proactive service delivery meets its target.

## 3 Issue

The demand for an improved animal live exit rate, without an increased commitment of community resources and community participation, will result in higher euthanasia rates and lower citizen satisfaction.

### Strategic Result

By 2012, Development Services will achieve its goal of live exit rate at the shelter, as evidenced by:

- Achieving a 75% live exit rate at the shelter.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
49%	46%	35%	59%

### Strategy

The Animal Welfare Line of Business will coordinate with community partners to promote programs that improve live exit rates of shelter pets and to increase pet adoptions and placements. Opportunities include continuing cooperation with the Central Oklahoma Humane Society as an ASPCA® Partner Community and increasing placements through rescue groups. The City's 2009 designation as an ASPCA Partner Community has resulted in increased adoptions and transfers to rescues and no-kill shelters, targeted spay/neuter in low-income areas, an improved public image and slight increases in foster homes and volunteers, all of which are crucial to maintaining momentum in 2012. The Fiscal Year 11-12 target is an intermediate goal toward reaching the 75% live release rate by December 31<sup>st</sup>, 2012.

# ISSUES, STRATEGIES, AND RESULTS

## 4 Issue

The increasing complexity of development, if not adequately addressed, will cause increased costs and time delays in the development review process and reduced customer satisfaction.

### Strategic Result

By 2015, Development Services customers will experience a more timely and efficient development review process, as evidenced by:

- At least 80% of applicants proposing a new subdivision will receive a development application decision within 60 days of submission of a preliminary plat application.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
93%	67%	80%	85%

- At least 80% of applicants will receive a rezoning development application decision within 120 days of application submission.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
82%	86%	80%	85%

### Strategy

The Subdivision and Zoning Line of Business will utilize the Accela automated development process tracking system to decrease processing and review time for development applications and implement the recommendations of the Management Partner’s review of the private development process of the Planning Department in conjunction with recommendations for the Development Center.

## ISSUES, STRATEGIES, AND RESULTS

### 5 Issue

Lack of inter and intradepartmental coordination in the development process impacted by the inability to implement new technology in a timely manner will continue to cause delays in the issuance of building permits.

#### Strategic Result

By 2012, the Development Services Department will improve the timeliness of reviews and inspections, as follows:

- Complete 100% of initial review of commercial new construction plans within 20 working days of submission.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
100%	100%	100%	100%

- Complete 100% of initial review of commercial remodel plans within 15 working days of submission.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
100%	89%	100%	100%

- Complete 70% of building and building related inspections within 2 working days of request.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
70%	52%	70%	70%

#### Strategy

The Development Services Department will prioritize and implement recommendations from the Private Development Process Review Study to increase the efficiency of reviewing entities and reduce overall cycle time from application to issuance of the building permit.



## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$284,523	0
2. Adds an Electrical Inspector and Plumbing Inspector to improve response times to requests for building related inspections.	\$114,476	2
3. Adds a Code Inspector to improve response times and allow for field inspections that identify businesses operating without a license.	\$52,076	1
4. Adds an Animal Welfare Representative to improve customer service at the Animal Shelter.	\$41,013	1
5. Adds funding to contract for graffiti and debris removal services which were previously performed through a partnership with Oklahoma County.	\$100,000	0

## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,177,757	\$1,393,074	\$1,565,462	12.37%
Animal Welfare	3,550,391	3,499,982	3,659,366	4.55%
Code Enforcement	2,627,595	2,693,295	2,896,058	7.53%
Development Center	5,704,525	5,780,516	5,933,322	2.64%
Subdivision and Zoning	859,459	819,619	844,955	3.09%
<b>Total Operating Expenditures</b>	<b>\$13,919,725</b>	<b>\$14,186,486</b>	<b>\$14,899,163</b>	<b>5.02%</b>
Capital Expenditures	\$21,942	\$22,872	\$22,872	0.00%
Other Non-Operating Expenditures	65,273	199,273	392,695	97.06%
<b>Department Total</b>	<b>\$14,006,940</b>	<b>\$14,408,631</b>	<b>\$15,314,730</b>	<b>6.29%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$13,919,725	\$14,186,486	\$14,899,163	5.02%
Capital Improvement Projects Fund	21,942	22,872	22,872	0.00%
Grants Management Fund	22,195	128,000	169,962	32.78%
Special Purpose Fund	43,078	71,273	222,733	212.51%
<b>Total All Funding Sources</b>	<b>\$14,006,940</b>	<b>\$14,408,631</b>	<b>\$15,314,730</b>	<b>6.29%</b>

# POSITIONS

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	5.00	5.00	5.00	0.00%
Animal Welfare	51.00	49.00	50.00	2.04%
Code Enforcement	37.00	36.00	37.00	2.78%
Development Center	79.00	79.00	81.00	2.53%
Subdivision and Zoning	9.00	9.00	9.00	0.00%
<b>Department Total</b>	<b>181.00</b>	<b>178.00</b>	<b>182.00</b>	<b>2.25%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	181.00	178.00	182.00	2.25%
<b>Total All Funding Sources</b>	<b>181.00</b>	<b>178.00</b>	<b>182.00</b>	<b>2.25%</b>

## LINES OF BUSINESS

**ADMINISTRATION** - 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

Business Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of departmental expenditures spent on programs that achieve result performance targets	93%	39%	77%	77%
Result	% of full-time equivalent (FTE) employees without an on the job (OJI) in the current fiscal year	97%	96%	99%	99%
Result	% of Department owned applications where the department has met the departmental responsibilities outlined in the IT Service Level Agreement	N/A	N/A	75%	75%
Result	% of actual to budgeted expenditures	99%	93%	97%	97%
Result	% of terminations submitted to Personnel Department by termination date	33%	50%	75%	75%
Output	# of FTEs supported	175	170	178	182
Output	Dollar amount of operating expenditures (actual) managed	\$13,975,565	\$13,127,738	\$14,186,486	\$14,799,163

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of performance evaluations completed by the review date	75%	77%	95%	95%
Result	% of key measures achieved	89%	41%	75%	75%
Result	% of strategic results (or interim targets) achieved	100%	30%	75%	75%

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	3.00	\$843,351	3.00	\$1,050,737	3.00	\$1,154,142
Executive Leadership	2.00	334,406	2.00	342,337	2.00	411,320
<b>Line of Business Total</b>	<b>5.00</b>	<b>\$1,177,757</b>	<b>5.00</b>	<b>\$1,393,074</b>	<b>5.00</b>	<b>\$1,565,462</b>

**ANIMAL WELFARE** – The purpose of the Animal Welfare Line of Business is to provide animal protection, control, and placement services to pet owners, non-owners, and animals alike so they can live in a safe community of responsible pet ownership, free of animal abuse and neglect.

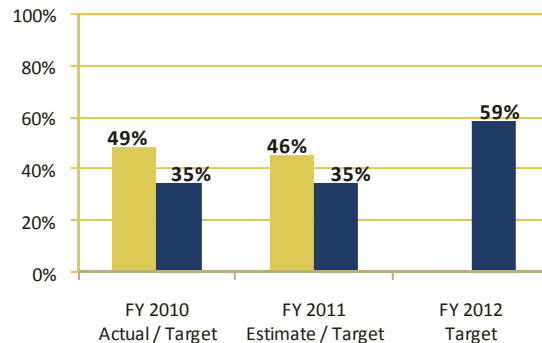


## PROGRAMS AND PERFORMANCE MEASURES

“% of live exits”

### WHY IS THIS MEASURE IMPORTANT?

Evaluating the percent of live exits indicates the progress the Animal Shelter program has made toward ending the euthanasia of placeable pets at the animal shelter. Performance in this area also reflects the gains made in programs and services resulting from the partnership of the City, the Central Oklahoma Humane Society, the ASCPA, and community organizations in reaching the long-term goal to achieve a 75% live exit rate at the shelter.



### WHAT DO THESE NUMBERS TELL US?

For the current fiscal year, the Department estimates that 47% of the placeable animals entering the shelter will be reclaimed, rescued or adopted. This live exit rate is consistent with last year’s performance despite nearly 1,700 more animals entering the shelter than during the previous year. This data can be used to evaluate trends, focus on areas of special concern as identified by variances from target, and determine when special adoption events should be held.

## LINES OF BUSINESS



Animal Control provides public health and safety, animal protection, and informational services to the general public within the City limits so they can comply with humane standards of animal care and experience an environment free of dangerous, stray or dead animals.

Animal Control		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of Animal Welfare Priority 3 calls responded to within 24 hours	N/A	N/A	N/A	40%
Result	% of Animal Welfare Priority 2 calls responded to within 12 hours	N/A	N/A	N/A	85%
Result	% of Animal Welfare Priority 1 calls responded to within 2 hours	N/A	N/A	N/A	75%
Output	# of Animal Welfare Priority 3 call responses provided	10,280	8,056	12,000	8,000
Output	# of Animal Welfare Priority 2 call responses provided	11,156	11,852	11,000	12,000
Output	# of Animal Welfare Priority 1 call responses provided	7,151	8,284	10,000	8,500
Output	# of animal impoundments made	8,108	7,888	11,000	8,000

The Animal Shelter provides stray and unwanted animals with temporary care, provides customers with animal adoption opportunities, works with community groups to facilitate animal transfers, and provides animal reclaim services to owners who have lost their pets, with an emphasis on increasing the number of sheltered animals saved.

Animal Shelter		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of live exits	49%	46%	35%	59%
Output	# of live animals sheltered	26,550	30,144	29,000	29,000
Output	# of live exits	14,448	13,770	8,710	17,140

Veterinary Services provides health care services to sheltered animals so they can be free from suffering and healthy when adopted.

Veterinary Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of live animals logged treated for illness or injury	8%	8%	5%	8%
Result	% of animals euthanized	40%	46%	61%	40%
Output	# of animals sterilized	6,086	7,270	4,000	4,000
Output	# of animals treated for illness or injury	2,143	2,278	1,035	2,320
Output	# of euthanasias performed	14,458	16,184	15,000	15,000

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Animal Control	19.66	\$1,348,362	18.66	\$1,266,702	18.66	\$1,303,230
Animal Shelter	19.66	1,296,045	19.66	1,312,150	24.66	1,604,212
Veterinary Services	11.68	905,984	10.68	921,130	6.68	751,924
<b>Line of Business Total</b>	<b>51.00</b>	<b>\$3,550,391</b>	<b>49.00</b>	<b>\$3,499,982</b>	<b>50.00</b>	<b>\$3,659,366</b>

**CODE ENFORCEMENT** – The purpose of the Code Enforcement Line of Business is to provide code inspections and abatement services to community residents and property owners so they can realize cleaner and safer neighborhoods.

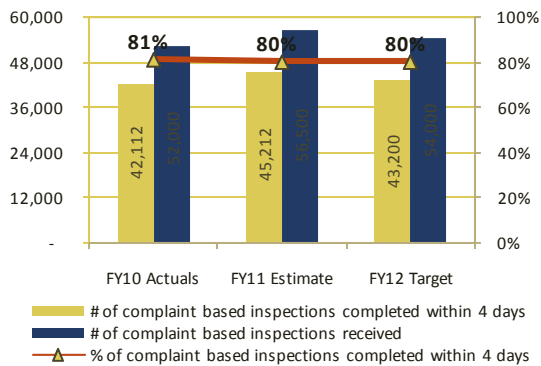


## PROGRAMS AND PERFORMANCE MEASURES

“% of total complaint based inspections completed within 4 days”

### WHY IS THIS MEASURE IMPORTANT?

This measure helps determine if Code Enforcement is responding to citizen complaints relating to tall grass and weeds, junk and debris, and inoperable vehicles within neighborhoods in a timely manner. Providing high levels of service as it relates to this performance measure is important in maintaining citizen satisfaction with code enforcement which is measured in the Citizen Survey.



### WHAT DO THESE NUMBERS TELL US?

Through the reporting period, Code Enforcement has responded to 80% of the complaints received from citizens within four days. This data reflects a level of performance that is consistent with the previous year but below the annual target of 90%. During the current year, Code Enforcement has seen an increase in the number of complaints and is on track to finish the year receiving 1,000 more complaints than in the previous year. Additionally, they have expanded the proactive code enforcement areas. The target for FY12 has been reduced to 80% to reflect the increased demand in services.

## LINES OF BUSINESS

Code Inspections provides inspection services (pro-active and complaint response) to citizens and business community so they can be aware of municipal code requirements and resolve code violations.

Code Inspections		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of total complaint based inspections completed within 4 days	81%	80%	90%	80%
Result	% of inner city proactive area properties inspected at least once per month	82%	81%	80%	80%
Output	# of complaint-based inspections completed within 4 days	42,112	45,212	43,200	43,200
Output	# of proactive properties inspected monthly	27,509	30,396	20,500	48,000

Nuisance Abatement provides nuisance abatement services to the community and property owners so they can live in cleaner and safer neighborhoods.

Nuisance Abatement		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of citizens satisfied with code enforcement	42%	52%	50%	50%
Result	% of code violations resolved voluntarily	69%	77%	65%	68%
Result	% of total properties with abatement action	0%	0%	0%	0%
Output	# of abatement notices issued	10,577	11,196	11,500	10,000
Output	# of abatement actions completed	9,552	9,760	11,000	9,200

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Code Inspections	28.50	\$2,048,979	27.50	\$2,085,465	28.50	\$2,171,071
Nuisance Abatement	8.50	578,616	8.50	607,830	8.50	724,987
<b>Line of Business Total</b>	<b>37.00</b>	<b>\$2,627,595</b>	<b>36.00</b>	<b>\$2,693,295</b>	<b>37.00</b>	<b>\$2,896,058</b>



# LINES OF BUSINESS

**DEVELOPMENT CENTER** – The purpose of the Development Center Line of Business is to provide plan review, permit, inspection and licensing services to the development community and the public so they can expeditiously develop and build commercial and residential structures that comply with building codes.



## PROGRAMS AND PERFORMANCE MEASURES

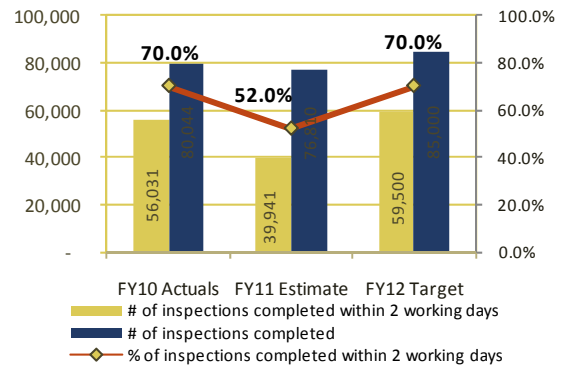
“% of building and building related inspections completed within 2 working days of request”

### WHY IS THIS MEASURE IMPORTANT?

Tracking service and response time to inspection requests from builders and contractors helps the Development Center determine whether or not they are meeting their customers’ expectations of turnaround time. High levels of performance in this area help minimize delays in the construction process which, in turn, meets the needs of the building and development community.

### WHAT DO THESE NUMBERS TELL US?

The data indicates that 55% of inspections requested from builders and developers were completed within two days. This is down 15% from the previous year. Large construction projects such as the 50-story Devon Tower and Project 180, a 180-acre redesign of downtown streets, sidewalks, parks and plazas, coupled with vacancies resulting from retirement and illnesses, have contributed to the decline from the previous year’s turnaround time. The Development Center has kept the target at 70% for next year because they still believe it is a reasonable “stretch” goal.



## LINES OF BUSINESS

Construction Inspections provides inspection services to the development community and the public so they can expeditiously develop and build commercial and residential structures that comply with building codes.

<b>Construction Inspections</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of building and building related inspections completed within 2 working days of request	70%	52%	70%	70%
Result	% of quality control inspections that do not require correction	90%	90%	90%	90%
Output	# of building and building related inspections completed	80,044	76,810	80,000	85,000
Output	# of quality control inspections completed	2,706	1,476	2,500	3,000

Permits and Licensing provides construction permits, inspection processing, and licenses to the development community, the public, and inspectors so they can begin residential and commercial building construction, initiate inspections and track inspection results.

<b>Permits and Licensing</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of building and building related permits issued within 1 working day of request	100%	100%	100%	100%
Output	# of bldg and bldg related insp.requests	68,426	101,650	90,000	90,000
Output	# of construction permits issued	42,283	42,528	42,500	42,500
Output	# of licenses and residential sale permits issued	28,516	27,242	25,000	25,000



## LINES OF BUSINESS

Plan Review provides construction plan review to the development community and the public so they can expeditiously develop and build structures that are in compliance with building codes.

Plan Review		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of commercial remodel construction plans initial code review completed within 15 working days	100%	89%	100%	100%
Result	% of commercial new construction plans initial code review completed within 20 working days	100%	100%	100%	100%
Result	% of single family residential new construction plans reviewed within 1 working day of submission	100%	100%	100%	100%
Result	Average # of workings days in permit process for City permit review	7	7	15	10
Result	Average # of working days in permit process for developer response	38	71	45	45
Result	% of development community surveyed responding as satisfied with the plan review process	N/A	N/A	76%	76%
Result	% of commercial permits issued within 3 months	73%	70%	65%	65%
Output	# of commercial remodel construction plans reviewed	772	850	900	900
Output	# of single family residential new construction plans reviewed	2,607	2,164	2,500	2,600
Output	# of commercial new construction plans reviewed	884	892	950	950

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspections	42.60	\$2,974,634	42.60	\$3,079,197	44.90	\$3,180,301
Permits and Licensing	16.60	1,165,305	16.60	1,086,818	15.90	1,092,765
Plan Review	19.80	1,564,586	19.80	1,614,501	20.20	1,660,256
<b>Line of Business Total</b>	<b>79.00</b>	<b>\$5,704,525</b>	<b>79.00</b>	<b>\$5,780,516</b>	<b>81.00</b>	<b>\$5,933,322</b>

## LINES OF BUSINESS

**SUBDIVISION AND ZONING** – The purpose of the Subdivision and Zoning Line of Business is to provide development and policy formulation, and code administration services to policy makers, residents, development interests, and community groups so they can make informed decisions to manage growth and development and receive timely development code decisions and enforcement.

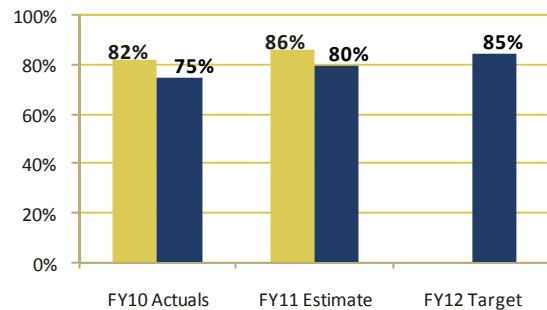


### PROGRAMS AND PERFORMANCE MEASURES

“% of applicants that receive a rezoning development application decision within 120 days of application submission”

#### WHY IS THIS MEASURE IMPORTANT?

This measure illustrates the division’s effectiveness at coordinating inter-departmental review of development applications, negotiating with applicants and obtaining a development decision for the applicant. Subdivision and Zoning also coordinates the action taken by the Planning Commission and City Council to approve or reject applications. Providing applicants with a rezoning decision in as timely manner as possible demonstrates the City’s responsiveness to the development community.



#### WHAT DO THESE NUMBERS TELL US?

In the current year, 86% of applicants received a development decision within 120 days. This means customer service has improved over what was delivered to customers in the previous year. A higher percentage of applicants received a rezoning decision within the time standards targeted by the program. In light of the increased performance, the target for this measure in FY12 has been increased by 5%.

## LINES OF BUSINESS

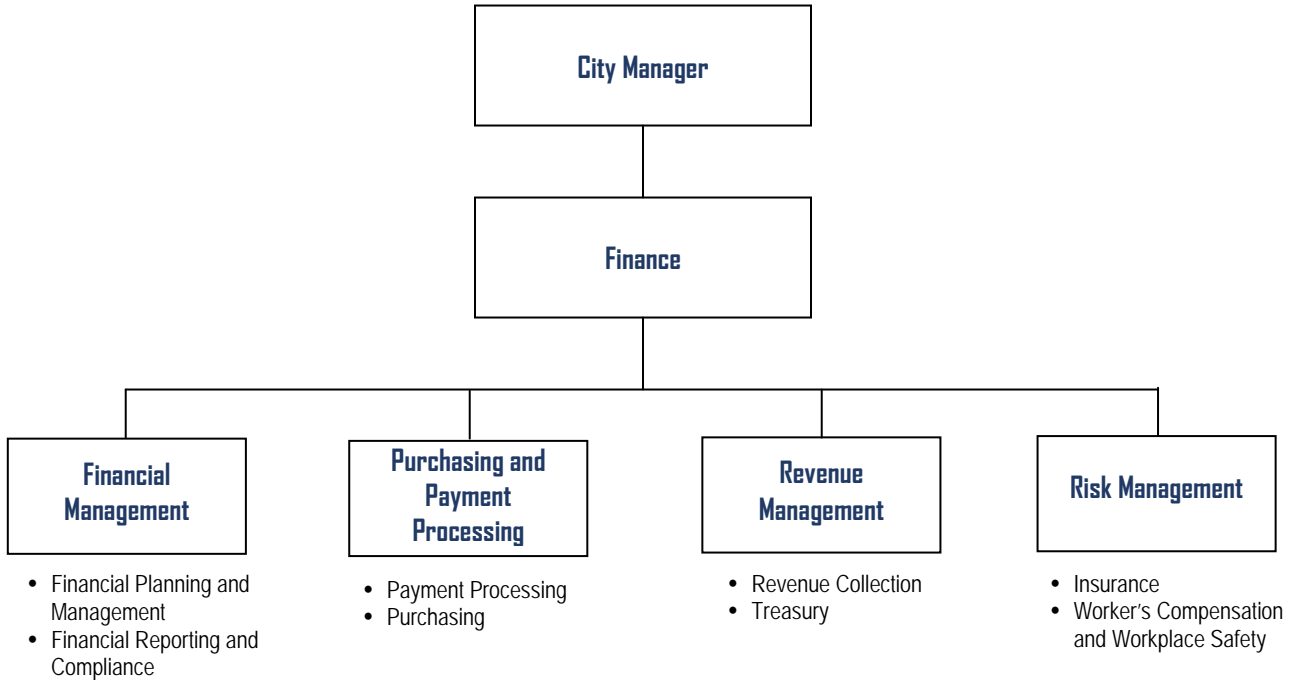
Subdivision and Zoning processes development applications and provides consultation to developers, applicants, and residents so they can receive timely zoning and subdivision approvals and information.

Subdivision and Zoning		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of applicants proposing a new subdivision that receive a development application decision within 60 days of submission of a preliminary plat application	93%	67%	80%	85%
Result	% of applicants that receive a rezoning development application decision within 120 days of application submission	82%	86%	80%	85%
Output	# of zoning and subdivision applications processed	407	340	300	300

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Subdivision and Zoning	9.00	\$859,459	9.00	\$819,619	9.00	\$844,955
<b>Line of Business Total</b>	<b>9.00</b>	<b>\$859,459</b>	<b>9.00</b>	<b>\$819,619</b>	<b>9.00</b>	<b>\$844,955</b>

# FINANCE



## DEPARTMENT MISSION



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

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

Increasing customer demands for information, services and higher levels of accountability may result in increased costs, decisions based on incomplete information, difficulty in maintaining compliance with laws and regulations, lost revenue, and reduced credibility with customers and stakeholders.

### Strategic Result

By 2012, 90% of customers will report they have timely financial and performance information and services they need to manage their operations.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
77%	86%	80%	90%

### Strategy

- Conduct a survey with financial managers of every department to identify their needs for financial information.
- Develop processes and reports to address the financial needs identified from the survey.

## 2 Issue

The increasing challenge to maintain and make efficient use of changing technology and business systems will limit our ability to comply with laws and regulations and meet customer expectations for timely and accurate financial services and information.

### Strategic Result

By 2012, the Finance Department will have a technology needs/requirements plan.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
No	No	No	Yes

### Strategy

- Conduct assessment of current systems to determine staffing, training, and capital needs.
- Develop a Continuity of Operations Plan for the Finance Department.
- Establish a regular review and update of the Continuity of Operations Plan.
- Distribute plans and educate departmental personnel.

# ISSUES, STRATEGIES, AND RESULTS

## 3 Issue

In an environment where many financial management responsibilities are shared with other departments, inadequate communication, controls, skills, and training in delegated financial functions may result in risk of loss and failures to comply with laws and regulations.



### Strategic Result

By 2012, the City will experience a reduced risk of loss and improved compliance with laws and regulations, as evidenced by:

- 50% reduction in financial-related audit findings from 2008 levels.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
15%	(12%)	10%	50%

- 80% of financial-related audit recommendations will be implemented.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
80%	84%	80%	80%

### Strategy

- Develop database of financially related audit findings.
- Identify training and tools available to prevent and address audit findings.
- Monitor status of recommendations. Determine whether or not recommendations have been implemented.



# ISSUES, STRATEGIES, AND RESULTS

## 4 Issue

Increasing costs, including future liabilities and higher demands for City services that are outpacing growth in existing revenue sources, will result in increasingly unsustainable levels of service and a continuing focus on immediate needs at the expense of long-term goals.



### Strategic Result

In order to better manage the potential gap between annual revenues and expenses, the City will:

- Receive Government Finance Officers Association (GFOA) recognition for capital budgeting by FY 2012.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
No	No	Yes	Yes

- Limit payroll expenses to 67% or less of total operating expenses.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
70%	68%	67%	67%

- Maintain unbudgeted reserves in the range of 8-15% of operating expenditures.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
9%	14%	10%	10%



### Strategic Result

By 2014, future liabilities will be funded at the following levels:

- 70% for Workers' Comp

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
57%	69%	55%	70%

- 100% for Employee Retirement System (ERS).

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
95%	93%	100%	100%

- 15% for Other Post Retirement Benefits (OPEB).

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
2%	2%	5%	5%

## ISSUES, STRATEGIES, AND RESULTS

### Strategy

- Contributions to the Workers' Compensation Fund will be budgeted at least equal to the actuarially projected new reserve requirements.
- Contributions for the Employee Retirement System will be budgeted at the Actuarial Recommended Contribution rate.
- Communicate with the Executive Leadership and the City Council on the impact of decisions on the operating budget.
- GFOA reviewer recommendations will be addressed in the capital budget process.
- Communicate with City departments and provide information needed to manage their budgets.
- Prepare and manage the operating budget to maintain appropriate reserve levels.

### 5 Issue

A continued lack of an occupational 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.

### Strategic Result

By 2014, a culture of safety will be reflected by:

- Workers' Compensation claims costs will be less than \$34 per \$1,000 of payroll expense.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
\$25	\$27	\$27	\$27

- The City will be at or below the state average for injury rate (injuries per 100 employees).

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
11	10	10	10

### Strategy

- Assess the current safety culture.
- Make a case for change and gain top management support.
- Develop a safety vision and Strategic Plan.
- Enlist and educate leaders at all levels to implement plan (Guidance Team/Steering Committee).

## MAJOR BUDGET CHANGES

General Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$150,567	-
2.	Adds an Assistant City Treasurer and a Revenue Auditor to the Revenue Collection Program to improve revenue collection processes and thereby increase City revenue.	\$200,000	2
3.	Deletes a Data Systems Tech III in the Payment Processing Program and adds a Purchasing Specialist in the Purchasing Program to provide for succession planning, manage special projects and provide a higher level of expertise to assist the Purchasing Agent.	\$0	-
4.	Deletes a Data Systems Tech III and a Municipal Accountant II and adds an Assistant Controller in the Financial Reporting and Compliance Program to provide succession planning and a higher level of expertise within the program.	\$0	(1)
5.	Deletes two Budget Analysts and adds two Senior Budget Analysts in the Financial Planning and Management Program to manage complex and specialized projects.	\$0	-

Risk Management Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$36,701	-
2.	Changes in Property and Liability Insurance costs.	(\$51,757)	-
3.	Reductions in the transfer for workers' compensation claims due to a change in the actuarial projection used based on recent experience.	(\$1,342,963)	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,426,848	\$1,679,183	\$1,709,171	1.79%
Financial Management	2,507,736	2,723,761	2,821,706	3.60%
Purchasing & Payment Processing	1,795,933	1,763,662	1,759,624	-0.23%
Revenue Management	1,656,569	1,671,062	1,904,012	13.94%
Risk Management	12,200,548	12,294,346	11,762,488	-4.33%
<b>Total Operating Expenditures</b>	<b>\$19,587,635</b>	<b>\$20,132,014</b>	<b>\$19,957,001</b>	<b>-0.87%</b>
Capital Expenditures	\$0	\$25,769	\$17,769	-31.05%
<b>Department Total</b>	<b>\$19,587,635</b>	<b>\$20,157,783</b>	<b>\$19,974,770</b>	<b>-0.91%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$6,972,284	\$7,270,394	\$7,628,128	4.92%
Risk Mgmt. Internal Service Fund	12,615,352	12,861,620	12,328,873	-4.14%
Capital Improvement Projects Fund	0	25,769	17,769	-31.05%
<b>Total All Funds</b>	<b>\$19,587,635</b>	<b>\$20,157,783</b>	<b>\$19,974,770</b>	<b>-0.91%</b>

## POSITIONS

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	4.75	4.60	4.60	0.00%
Financial Management	34.05	33.90	33.90	0.00%
Purchasing and Payment Processing	28.00	25.35	24.35	-3.94%
Revenue Management	9.55	9.50	11.50	21.05%
Risk Management	10.65	10.65	10.65	0.00%
<b>Department Total</b>	<b>87.00</b>	<b>84.00</b>	<b>85.00</b>	<b>1.19%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	76.00	73.00	74.00	1.37%
Risk Mgmt. Internal Service Fund	11.00	11.00	11.00	0.00%
<b>Total All Funds</b>	<b>87.00</b>	<b>84.00</b>	<b>85.00</b>	<b>1.19%</b>

## LINES OF BUSINESS

**ADMINISTRATION** – 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

Business Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	100%	100%	100%
Result	% of Department-owned applications for which the department has met the departmental responsibilities outlined in the IT Service Level Agreement	67%	67%	75%	75%
Result	% of terminations submitted to Personnel Department by termination date	67%	100%	75%	75%
Result	% of departmental expenditures spent on programs that achieve result performance targets	58%	62%	77%	77%
Result	% of actual to budgeted expenditures	96%	80%	97%	97%
Output	# of FTEs supported	82	78	84	85
Output	Dollar amount of operating expenditures (actual) managed	\$19,512,772	\$16,081,104	\$20,132,014	\$19,957,001

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of performance evaluations completed by the review date	59%	50%	95%	95%
Result	% of key measures achieved	53%	78%	75%	75%
Result	% of strategic results (or interim targets) achieved	67%	55%	85%	85%

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	2.85	\$1,140,885	2.70	\$1,293,072	2.70	\$1,344,701
Executive Leadership	1.90	285,964	1.90	386,111	1.90	364,470
<b>Line of Business Total</b>	<b>4.75</b>	<b>\$1,426,848</b>	<b>4.60</b>	<b>\$1,679,183</b>	<b>4.60</b>	<b>\$1,709,171</b>

**FINANCIAL MANAGEMENT** – The purpose of the Financial Management Line of Business is to provide financial planning and reporting for City departments, elected officials, and the public so they can have the information they need to make informed decisions with confidence in City operations.

## PROGRAMS AND PERFORMANCE MEASURES

### “G.O. Bond Ratings”

#### Why is This Measure Important?

A high bond rating contributes to citizen and investor confidence in the City’s ability to repay debt, thereby, allowing Oklahoma City to issue bonds at lower interest rates which, in turn, reduces the amount of interest the City pays to fund public improvements. The City obtains a rating before each bond sale from Standard and Poor’s and Moody’s rating agencies. This rating is a good overall indicator of the City’s financial condition.

Rating Agency	FY10 Actual	FY11 Estimate	FY12 Target
Standard and Poor's	AAA	AAA	AAA
Moody's	Aaa	Aaa	Aaa

#### What Do These Numbers Tell Us?

The City’s bond ratings of AAA and Aaa were affirmed in 2011 by Standard and Poor’s (S&P) and Moody’s, respectively. These are the highest ratings available from these agencies. A history of strong fund balances, conservative financial management, and a low debt burden are some reasons for the excellent rating.

## LINES OF BUSINESS

Financial Planning and Management provides performance based budgeting and financial management services to City leadership and City departments so they can make informed and timely decisions to manage their operations within budget.

<b>Financial Planning and Management</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of total City expenditures spent on programs that achieve Result Measure goals	73%	55%	85%	85%
Result	% of Worker's Comp liability funded	57%	69%	55%	70%
Result	% of Employee Retirement System (ERS) liability funded	95%	93%	100%	100%
Result	General Obligation Bond Ratings *	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
Result	% of customers who are satisfied with program services	82%	89%	80%	90%
Result	% of Other Post Employment Benefits (OPEB) liability funded	2%	2%	5%	5%
Result	% of General Fund budgeted revenue received	N/A	108%	100%	100%
Result	% of departments with actual expenditures within 5% of adopted budget	53%	33%	78%	78%
Result	% of general fund budget maintained in unbudgeted reserve	9%	14%	10%	10%

\* Standard and Poor's/Moody's

Financial Reporting and Compliance provides timely compliance, reporting, and oversight services to City departments, public trusts, investors, and regulatory agencies so they can make informed decisions.

<b>Financial Reporting and Compliance</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of financial and compliance reports meeting requirements, such as reports filed and implementation of new standards issued	93%	97%	98%	97%
Output	# of financial and compliance reports prepared	7,457 *	2,138	2,225	2,225

\* The method of calculation for this measure was changed when the department updated their Strategic Business Plan during FY11.



# LINES OF BUSINESS

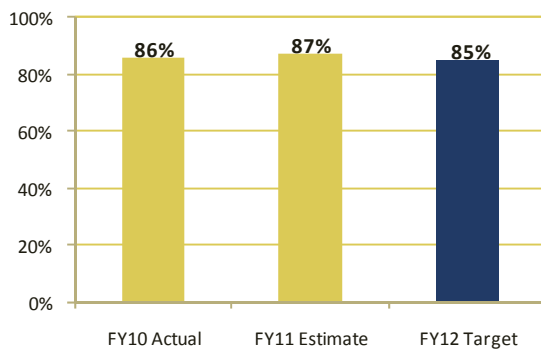
## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Financial Planning and Management	11.25	872,040	10.75	879,413	11.00	933,111
Financial Reporting and Compliance	22.80	1,635,696	23.15	1,844,348	22.90	1,888,595
<b>Line of Business Total</b>	<b>34.05</b>	<b>\$2,507,736</b>	<b>33.90</b>	<b>\$2,723,761</b>	<b>33.90</b>	<b>\$2,821,706</b>

**PURCHASING AND PAYMENT PROCESSING** – The purpose of the Purchasing and Payment Processing Line of Business is to provide purchasing, contracting, and payment services to City departments, employees, and vendors so they can receive goods, services and payments in a timely manner and in compliance with laws and regulations.

## PROGRAMS AND PERFORMANCE MEASURES

“% of vendor payments made in 30 calendar days or less from invoice date”



### Why is This Measure Important?

This measure demonstrates the service level provided by the Department to outside entities, although, most “customers” of Finance are generally internal city departments. This is a measure of how many vendor payments the Payment Processing program makes within their 30 day goal. Prompt payment serves both the City and its vendors.

### What Do These Numbers Tell Us?

The Payment Processing program has improved upon its ability to pay City vendors in a timely manner. In

FY11, 1% more vendors were paid within 30 days, even though a position was eliminated from the program. Staff continues to implement improved business processes, such as working with vendors to allow for electronic invoice submission, registering vendors for electronic funds transfer payments, and maintaining a database to track open invoices.

## LINES OF BUSINESS

Payment Processing provides payroll and vendor payments to employees and vendors so they can receive timely and accurate compensation for goods and services provided.

Payment Processing		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of employee payments processed accurately and on time	100%	100%	99%	99%
Result	% of vendor payments made in 30 calendar days or less from invoice date	86%	87%	85%	85%
Output	# of vendor payments	88,936	81,174	90,000	90,000
Output	# of employee payments processed	146,694	154,124	147,670	147,670

Purchasing provides purchasing and contracting services to City departments and public trusts so they can receive timely approvals to efficiently purchase the goods and services they need in compliance with applicable laws and regulations.

Purchasing		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of purchase orders approved within one (1) working day	98%	96%	98%	98%
Output	# of purchase orders approved	8,253	6,844	6,500	6,500

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Payment Processing	19.95	\$1,186,117	17.30	\$1,112,164	15.30	\$1,015,830
Purchasing	8.05	609,816	8.05	651,498	9.05	743,794
<b>Line of Business Total</b>	<b>28.00</b>	<b>\$1,795,933</b>	<b>25.35</b>	<b>\$1,763,662</b>	<b>24.35</b>	<b>\$1,759,624</b>

# LINES OF BUSINESS

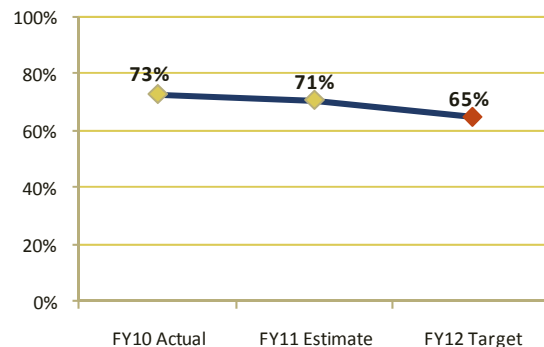
**REVENUE MANAGEMENT** – The purpose of the Revenue Management Line of Business is to provide collection, enforcement, and banking services for City departments and trusts so they can receive maximum benefit from revenue received on a timely basis.

## PROGRAMS AND PERFORMANCE MEASURES

“% of total investments earnings exceeding the investment policy benchmark”

### Why Is This Measure Important?

This measure is an indication of the City’s portfolio attaining a market rate of return throughout budgetary and economic cycles, as required by the City’s investment policy. This is important for budgeting and financial planning since the City budgets interest income to support services provided to citizens. Exceeding the benchmark, while complying with investment policies, is an indicator for the safekeeping and oversight of public funds.



### What Do These Numbers Tell Us?

The data indicates that 71% of the City’s investments exceeded the investment policy benchmark in FY11. This is a slight decrease from the previous year; achieving returns in excess of the benchmark continues to be difficult as the City’s capital spending has increased in recent years. This increase in spending requires more funds to be retained in very short-term investments. Returns on short-term investments have continued to fall dramatically over the last two to three years.

Revenue Collection provides revenue collection, auditing, and reporting services to the City, trusts, and assessment districts so they can have the revenues due them in a timely manner.

Revenue Collection		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of revenue receipts recorded within two (2) business days	87%	85%	87%	87%
Output	# of revenue receipts recorded	41,641	40,134	38,000	38,000
Output	\$ of delinquent and noncompliant revenues collected	\$1,320,483	\$1,375,139	\$1,200,000	\$1,400,000

## LINES OF BUSINESS

Treasury provides centralized banking and investment services to City departments and public trusts so they can provide convenient financial transaction services to their customers and obtain a market rate of return on invested funds.

Treasury		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of total investment earnings exceeding the investment policy benchmark	73%	71%	65%	65%
Result	% of customers who are satisfied with banking services provided by the Treasury division	N/A	77%	75%	75%
Output	# of dollars invested in short-term investments	\$243,005,962	\$293,127,247	\$250,000,000	\$250,000,000
Output	# of dollars invested in long-term investments	\$691,304,011	\$698,318,228	\$710,000,000	\$710,000,000

## PROGRAM POSITIONS AND BUDGET

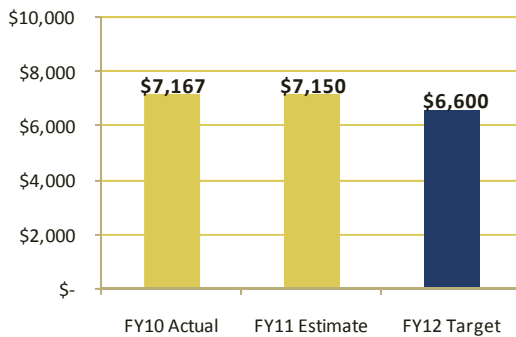
Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Revenue Collection	6.30	\$426,614	5.75	\$408,740	6.75	\$498,969
Treasury	3.25	1,229,955	3.75	1,262,322	4.75	1,405,043
<b>Line of Business Total</b>	<b>9.55</b>	<b>\$1,656,569</b>	<b>9.50</b>	<b>\$1,671,062</b>	<b>11.50</b>	<b>\$1,904,012</b>

# LINES OF BUSINESS

**RISK MANAGEMENT** – The purpose of the Risk Management Line of Business is to provide insurance, workers’ compensation and safety services to City departments and trusts so they can reduce the financial impact of their workplace injuries and property/casualty losses.

## PROGRAMS AND PERFORMANCE MEASURES

“\$ cost per closed on-the-job injury claim”



### Why is This Measure Important?

This measure shows actual dollars expended for medical and indemnity claims from on-the-job injuries (OJI’s). Funding for OJI claims reduces the amount of funding available to provide services to citizens; therefore, evaluating this data and managing to keep OJI costs low is in the best interest of the City and its citizens. This information also provides important information for budgeting and can be an indicator of the effectiveness of safety programs.

### What Do These Numbers Tell Us?

While the number of claims has decreased by 9% from the previous year, the cost per claim has remained consistent with the previous year at approximately \$7,200 per claim. Medical costs for FY11 were also comparable to those in the previous year and there was a slight decline in the level of awards by the Workers’ Compensation Court, both of which contributed to FY11 claims remaining level.

Insurance provides property and casualty insurance administration services to City departments and public trusts so they can be protected against extreme financial and operational losses.

Insurance		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of claim payments to Departments per premium dollar paid	18%	115%	20%	20%
Result	Property loss cost per claim	\$27,329	\$6,491	\$10,000	\$10,000
Output	Average # of days until resolution of insurance claim	4	145	180	180
Output	# of claims managed	26	75	25	25
Output	\$ of total insurance purchased	\$1,500,000,000	\$1,500,000,000	\$1,500,000,000	\$1,500,000,000

## LINES OF BUSINESS

Workers' Compensation and Workplace Safety provides injury prevention and claims management services to City departments, public trusts and their employees so they can reduce workplace injuries and related costs.

Workers' Compensation and Workplace Safety		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of Workers' Compensation claims as a percent of payroll expense	2%	3%	3%	3%
Result	Total cost (medical, indemnity and expense (other than adjusting) per closed on-the-job injury (OJI) claim	\$7,167	\$7,150	\$6,600	\$6,600
Result	# of injuries per 100 employees in the last 12 months	11	10	10	10
Result	% of reduction in OJI claims compared to previous year (annual measure recorded each July 1)	6%	7%	5%	105%
Output	# of work days lost due to OJI	N/A	8,569	10,500	10,500
Output	# of supervisors attending safety training sessions	26	18	40	40
Output	# of OJI claims managed (monthly)	1,369	1,287	1,500	1,500
Output	\$ of City and Trust expense for OJI leave (Salary Continuation)	\$1,857,454	\$1,842,025	\$1,750,000	\$1,750,000

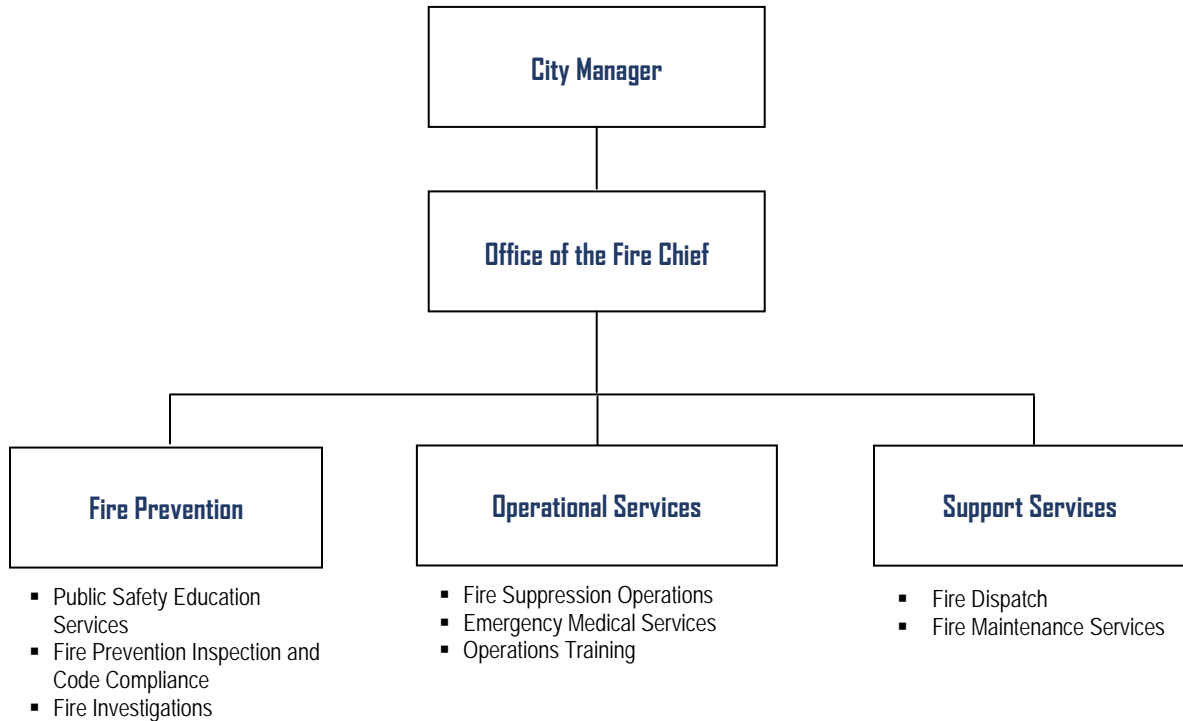
## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Insurance	0.70	\$1,450,301	0.70	\$1,549,880	0.70	\$2,022,011
Workers' Compensation and Workplace Safety	9.95	10,750,247	9.95	10,744,466	9.95	9,740,477
<b>Line of Business Total</b>	<b>10.65</b>	<b>\$12,200,548</b>	<b>10.65</b>	<b>\$12,294,346</b>	<b>10.65</b>	<b>\$11,762,488</b>



The City of  
**OKLAHOMA CITY**

# FIRE DEPARTMENT



## DEPARTMENT MISSION



**G. Keith Bryant**  
Fire Chief  
keith.bryant@okc.gov

The mission of the City of Oklahoma City Fire Department is to provide emergency response, fire prevention, and public education services to the Oklahoma City community so they can have their lives and property protected.

**Respond Quickly, Safely, Courteously – Meet the Need!**



# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

The lack of awareness and application of personal safety measures by residents will result in fire fatalities, injuries, and property loss.



### Strategic Result

By 2012, the structure fire fatality rate in Oklahoma City will be at or below the national average (1.14 per 100,000 residents based on the latest available data from 2007).

- Structure fire fatality rate per 100,000 residents

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
2.07	0.73	1.10	1.10

- The community of Oklahoma City will benefit from each OCFD Fire Station making at least thirty (30) non-emergency public safety contacts per month.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	78	30	30

### Strategy

- Make non-emergency community contacts where a safety inspection, home smoke alarm, or safety education are provided.
- Increase improved life safety knowledge through 900 safety education sessions.
- Install 2,500 ten-year lithium smoke alarms in targeted high fire risk areas utilizing Citizen Fire Corps members, with assistance from Fire personnel.
- Each fire station will make at least 30 non-emergency public safety contacts per month. (The department has redefined what it counts as a non-emergency contact. Since FY 09-10, the target reflects the new criteria for a non-emergency contact).



*Project Life, a smoke alarm distribution program, is a partnership between the Oklahoma City Fire Department and Home Depot.*

# ISSUES, STRATEGIES, AND RESULTS

## 2 Issue

Population growth and development, coupled with changing demographics, will lead to growing demand on Fire Department services and resources which, if not addressed, could result in:

- Increased response times leading to property loss and deterioration of patient condition
- Increasing delays in delivering other services

### Strategic Result

By 2012, the citizens of Oklahoma City, even anticipating growth in outlying areas, will still receive emergency responses within six minutes, 70% of the time (from call received at Fire Dispatch to arrival), in order to protect lives and limit damage to property and the environment.

- Emergency response within 6 minutes 70% of the time (from call received at fire dispatch to arrival)

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
71%	73%	70%	70%

### Strategy

- Implement Council directives resulting from the Fire Station Relocation Study, including allocation of Advanced Life Support (ALS) resources.
- Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.
- Continue the implementation and training for enhanced communications and data systems.

## 3 Issue

Potential consolidation of emergency services in the metropolitan area without an adequate increase in resource and staffing may result in the following:

- Degraded quality of services
- Less consistent delivery of services
- Longer overall response times



### Strategy

- Provide financial and service impact studies on proposed consolidations.
- Continue to increase the level of cooperation and integration with EMSA.
- Continue the goal of upgrading all companies to paramedic engines.
- Implement Council directives resulting from the Fire Station Relocation Study including allocation of Advanced Life Support (ALS) resources.
- Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.

# ISSUES, STRATEGIES, AND RESULTS

## 4 Issue

The Oklahoma City Fire Department is increasingly taking a more prominent role in EMS delivery which will require additional resources to provide advanced emergency medical care to all citizens.



### Strategic Result

By 2012, every citizen in Oklahoma City, regardless of location, will benefit from a fully equipped, fully staffed Advanced Life Support (ALS) emergency response vehicle arriving within 6 minutes, 70% of the time (from call received at fire dispatch to arrival), to assess and treat their medical emergencies.

- Advanced Life Support (ALS) emergency response vehicle arriving within 6 minutes 70% of the time (from call received at fire dispatch to arrival)

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	64%	70%	70%

### Strategy

- Continue to increase the level of cooperation and integration with EMSA.
- Train and hire additional paramedics.
- Continue the goal of upgrading all companies to paramedic engine.
- Continue the implementation and training for enhance communications and data systems

## 5 Issue

The growing requirements of disaster prevention, preparedness, response and recovery, coupled with the uncertainty of future Homeland Security funding, could negatively impact existing services.

### Strategy

- Continue to increase the level of cooperation and integration with EMSA.
- Train and hire additional paramedics.
- Continue the goal of upgrading all companies to paramedic engines.
- Continue to pursue Homeland Security Grant funding in support of USAR equipment and response needs.

## ISSUES, STRATEGIES, AND RESULTS

### 6 Issue

A growing number of fire department facilities do not meet the needs of a modern fire service which will result in increased facility maintenance costs and a diversion of resources from direct services to the public.



### Strategy

- Maintain 98% of facilities operating without pending high priority work orders.
- Continue the planning and construction of new fire stations authorized as General Obligation Bond projects.
- Complete facility repairs authorized as General Obligation Bond projects.

## MAJOR BUDGET CHANGES

General Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$1,009,866	-
2.	Changes funding for 45 Firefighter positions from MAPS 3 Use Tax Fund to the General Fund.	\$3,310,195	45
3.	Adds a Office Assistant II position in Administration to replace limited part time staffing and free up uniformed personnel.	\$41,013	1
4.	Adds a General Office Clerk position in Administration to replace limited part time staffing and free up uniformed personnel.	\$36,162	1

Fire Sales Tax Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$156,766	-

MAPS 3 Use Tax Fund		Amount	Positions
1.	Changes funding for 45 Firefighter positions from the MAPS 3 Use Tax Fund to the General Fund.	(\$3,310,195)	(45)

Grants Management Fund		Amount	Positions
1.	Adds 29 Firefighter positions through the Staffing for Adequate Fire & Emergency Response (SAFER) Grant. The grant award provides funding for the cost of these positions for two years which will increase service levels, allowing the department to staff four additional emergency vehicles.	\$1,165,731	29

## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$8,825,931	\$9,929,209	\$9,768,170	-1.62%
Fire Prevention Services	4,646,217	4,637,597	4,565,684	-1.55%
Operational Services	96,343,330	98,364,316	97,796,102	-0.58%
Support Services	8,529,738	7,729,153	7,748,616	0.25%
<b>Total Operating Expenditures</b>	<b>\$118,345,217</b>	<b>\$120,660,275</b>	<b>\$119,878,572</b>	<b>-0.65%</b>
Capital Expenditures	\$7,999,727	\$6,912,643	\$10,189,586	47.41%
Other Non-Operating Expenditures	49,683	57,469	39,699	-30.92%
<b>Department Total</b>	<b>\$126,394,627</b>	<b>\$127,630,387</b>	<b>\$130,107,857</b>	<b>1.94%</b>
Less Interfund Transfers	(10,188,738)	(10,846,974)	(10,219,900)	-5.78%
<b>Total All Funds</b>	<b>\$116,205,889</b>	<b>\$116,783,413</b>	<b>\$119,887,957</b>	<b>2.66%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$82,339,885	\$82,322,441	\$83,462,213	1.38%
Fire Sales Tax Fund	35,960,493	34,952,089	35,250,628	0.85%
MAPS 3 Use Tax Fund	44,839	3,385,745	0	-100.00%
Grants Management Fund	28,491	0	1,165,731	N/A
Police & Fire Cap. Equip. Sales Tax Fund	54,600	1,980,486	1,096,523	-44.63%
City/Schools Capital Projects Use Tax	7,945,126	4,932,157	9,093,063	84.36%
Capital Improvement Projects Fund	0	0	0	N/A
Special Purpose Fund	21,193	57,469	39,699	-30.92%
<b>Total All Funding Sources</b>	<b>\$126,394,627</b>	<b>\$127,630,387</b>	<b>\$130,107,857</b>	<b>1.94%</b>
Less Interfund Transfers	(10,188,738)	(10,846,974)	(10,219,900)	-5.78%
<b>Grand Total All Funds</b>	<b>\$116,205,889</b>	<b>\$116,783,413</b>	<b>\$119,887,957</b>	<b>2.66%</b>

# POSITIONS

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	31.60	36.60	36.90	0.82%
Fire Prevention Services	37.46	36.05	37.05	2.77%
Operational Services	876.54	843.55	872.55	3.44%
Support Services	31.40	31.80	32.50	2.20%
<b>Department Total</b>	<b>977.00</b>	<b>948.00</b>	<b>979.00</b>	<b>3.27%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	769.00	695.00	742.00	6.76%
Grants Management Fund	0.00	0.00	29.00	N/A
Fire Sales Tax Fund	208.00	208.00	208.00	0.00%
MAPS3 Use Tax Fund	0.00	45.00	0.00	-100.00%
<b>Department Total</b>	<b>977.00</b>	<b>948.00</b>	<b>979.00</b>	<b>3.27%</b>



## LINES OF BUSINESS

**ADMINISTRATION** – 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

Business Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of departmental expenditures spent on programs that achieve result performance targets	77%	51%	80%	80%
Result	% of terminations submitted to Personnel Department by termination date	22%	86%	100%	100%
Result	% of actual to budgeted expenditures	91%	98%	97%	97%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	98%	99%	98%	98%
Output	# of public information requests responded to	N/A	4,780	8,184	8,184
Output	# of FTEs supported	726	947	948	979
Output	Dollar amount of operating expenditures (actual) managed	96,564,282	112,195,214	120,660,275	118,712,841

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of applicants that are female and/or minority	30%	27%	45%	45%
Result	% of performance evaluations completed by the review date	96%	100%	100%	100%
Result	% of key measures achieved	78%	47%	75%	75%
Result	% of strategic results (or interim targets) achieved	64%	50%	75%	75%



# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	11.86	\$3,984,779	20.61	\$7,577,582	20.91	\$7,301,117
Executive Leadership	7.30	1,075,326	15.99	2,351,627	15.99	2,467,053
Human Resources	6.46	712,216	0.00	0	0	0
Public Information	2.02	260,173	0.00	0	0	0
Safety and Risk Management	3.96	2,842,999	0.00	0	0	0
<b>Line of Business Total</b>	<b>31.60</b>	<b>\$8,875,492</b>	<b>36.60</b>	<b>\$9,929,209</b>	<b>36.90</b>	<b>\$9,768,170</b>

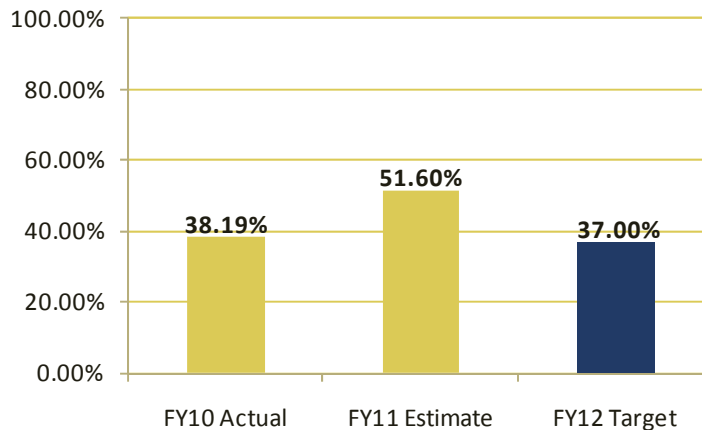
**FIRE PREVENTION SERVICES** – The purpose of the Fire Prevention Services Line of Business is to provide education, enforcement, and investigation services to the residents, business community and visitors of Oklahoma City so they can benefit from a reduced risk of loss from fire and other hazards.

## PROGRAMS AND PERFORMANCE MEASURES

“% of arson cases referred to the district attorney for prosecution”

### WHY IS THIS MEASURE IMPORTANT?

The ability to prosecute arsonists helps to prevent future acts, which in turn impacts citizens’ confidence and feelings of safety, both of which are reported annually in the citizen survey. This performance measure examines the number of arson cases where investigators are able to collect enough evidence to provide a case for prosecution.



### WHAT DO THESE NUMBERS TELL US?

The percentage of arson cases that can be prosecuted has increased by 14% in the current fiscal year, while the number of questionable fires needing to be investigated for possible arson is trending to finish the year down by about 15%. This indicates that the number of unsolved arsons is declining. Both of these performance indicators are trending in a positive direction, well above the national clearance rate of 18%. Generally, cases are not referred to the District Attorney for prosecution without witnesses or suspects.

## LINES OF BUSINESS

Fire Investigations provides investigation services to prosecutors, property owners, and property insurers so they can receive fire-cause determinations that allow them to receive (or provide) appropriate compensation and prosecute alleged arsonists.

Fire Investigations		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of fire investigations resulting in arson or accidental cause determinations	75%	75%	78%	78%
Result	% of arson cases referred to the district attorney for prosecution	38%	52%	37%	37%
Output	# of accidental or undetermined fire investigations conducted	233	88	80	80
Output	# of juveniles served by Operation Fire Safe Program	N/A	48	50	50
Output	# of arson investigations conducted	143	124	120	120

Fire Prevention Inspection and Code Compliance provides specialized inspections, testing, and consultation services to the citizens of Oklahoma City, property and business owners, and industry professionals so they can be in compliance with fire safety codes and ordinances.

Fire Prevention Inspection and Code Compliance		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of inspections scheduled within 5 business days of request (external)	80%	81%	70%	70%
Result	% of fire code violations corrected prior to a re-inspection	41%	28%	76%	76%
Result	% of fire protection system plan reviews completed within 10 business days of receipt	98%	100%	95%	95%
Output	# of external requests for service processed (within 5 days)	N/A	2,672	3,500	3,500
Output	# of internal requests for service processed (re-inspections, surveys, monthly permits, etc.)	N/A	2,342	6,000	6,000



Investigators work to determine the origin of each fire, collecting evidence and photographing the scene. If determined to be arson, this evidence is provided for prosecution of the case.

# LINES OF BUSINESS

Public Safety Education Services provides life safety education services to the community of Oklahoma City so they can better prepare for emergencies and have a reduced risk of loss from fire and injury.

Public Safety Education Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of juvenile fire-setters referred to Operation Fire Safe Program for the first time	N/A	100%	99%	99%
Result	% of safety education participants with improved life safety knowledge	100%	N/A	90%	90%
Output	# of public safety education participants served	70,013	86,326	100,000	100,000
Output	# of smoke alarms distributed	4,739	1,684	2,500	2,500
Output	# of hours spent on Public Safety presentations (includes research, driving, everything related to presentations)	1,943	4,092	2,400	2,400

# PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fire Investigations	14.36	\$1,937,092	13.10	\$1,833,124	13.45	\$1,817,474
Fire Prevention Inspection and Code Compliance	13.25	1,564,003	13.25	1,601,126	13.60	1,550,109
Public Safety Education Services	9.85	1,145,121	9.70	1,203,347	10.00	1,198,101
<b>Line of Business Total</b>	<b>37.46</b>	<b>\$4,646,217</b>	<b>36.05</b>	<b>\$4,637,597</b>	<b>37.05</b>	<b>\$4,565,684</b>



Public Education includes public appearance by Sparky and the Impact Fire Safety program presented to Oklahoma City third graders.

# LINES OF BUSINESS

**OPERATIONAL SERVICES** – The purpose of the Operational Services Line of Business is to provide emergency and non-emergency responses to all residents and visitors in our community so they can have their lives and property protected from fires, medical emergencies, and other hazards.

## PROGRAMS AND PERFORMANCE MEASURES

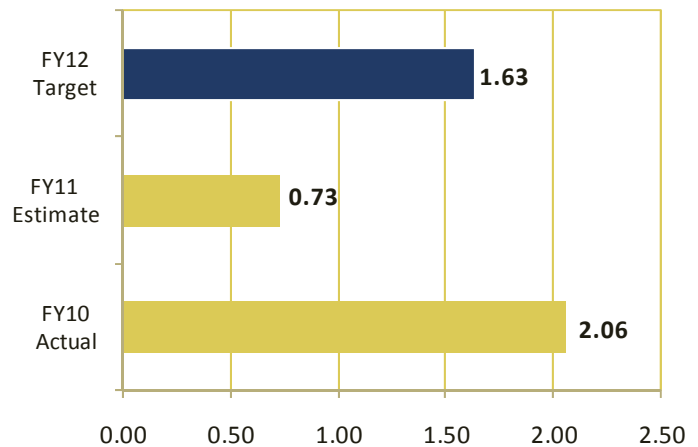
“Oklahoma City structure fire fatality rate per 100,000 people”

### WHY IS THIS MEASURE IMPORTANT?

Fire fatalities is one of the most important measures for the Fire Department since so many areas of the department’s operations can influence this rate. Tracking and reporting this data is a good indicator of response times, the department’s ability to suppress fires, and also the efforts the department puts forth in education outreach events and smoke alarm distribution.

### WHAT DO THESE NUMBERS TELL US?

Through the first six months of the year there were two fire fatalities. If annualized, this data represents .73 fatalities per 100,000 citizens. The current year to date fatality number is the lowest reported for a six month period in 3 years and is below the national average.



*Operational Services provide both emergency and non-emergency services to protect lives and property.*



## LINES OF BUSINESS

Emergency Medical Services provides response to life threatening emergencies and medical assistance services to all citizens and visitors of Oklahoma City so they can receive immediate treatment or care that will improve, resolve, or stabilize their condition.



Emergency Medical Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of emergency medical responses provided within 5 minutes or less from being dispatched to arrival	72%	63%	70%	70%
Result	% of emergency responses where treatment or care is indicated and condition is improved/stabilized	99%	99%	95%	95%
Result	% of emergency responses provided with Advanced Life Support (ALS) staff and equipment	84%	89%	75%	85%
Output	# of EMS responses where treatment is provided (this comes from EMSQI)	57,445	63,256	53,000	60,000
Output	# of EMS calls dispatched	N/A	63,256	62,000	62,000

Fire Suppression Operations provides fire protection and emergency response services to distressed individuals in our community so they can survive emergencies and experience minimized fire loss.

Fire Suppression Operations		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	Structure fire fatalities rate per 100,000 residents	2	1	1	1
Result	% of fire incident responses within 5 minutes or less from being dispatched to arrival	57%	53%	70%	70%
Result	% of structure fires contained to room of origin	61%	73%	48%	48%
Result	% of rescues resulting in survival	N/A	100%	100%	100%
Output	# of fire incident responses provided	2,529	2,936	3,860	3,100
Output	# of people assisted by CSL (Community Service Liaison)	485	886	504	504
Output	# of special operations responses provided	N/A	558	540	540
Output	# of non-emergency public safety contacts per OCFD fire station per month	N/A	78	30	30



## LINES OF BUSINESS

Operations Training provides Fire, Emergency Medical Service and Special Operations training services to Firefighters so they can have the knowledge, skills, and abilities to safely and efficiently prevent loss of life and property.

Operations Training		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of incidents without firefighter injury	100%	100%	100%	100%
Result	% of firefighters that meet the annual physical assessment standards	N/A	78%	83%	83%
Output	# of skills maintenance training hours per Operations position	N/A	43	48	48
Output	# of skills maintenance training hours provided	34,307	35,180	40,000	40,000
Output	# of special operations training hours provided	N/A	6,512	10,000	10,000

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Involvement	57.25	\$6,149,389	0.00	\$0	0	\$0
Emergency Medical Services	343.68	37,537,284	570.65	65,396,945	590.95	64,693,633
Emergency Medical Services						
Quality Improvement	4.00	1,050,454	0.00	2,449	0	0
Fire Suppression Operations	156.53	17,026,051	91.80	11,599,257	94.70	12,443,125
Fire Suppression Support	115.94	12,759,288	0.00	0	0	0
Operations Training	154.55	16,981,927	181.10	21,365,665	186.90	20,659,344
Special Operations	44.59	4,838,937	0.00	0	0	0
<b>Line of Business Total</b>	<b>876.54</b>	<b>\$96,343,330</b>	<b>843.55</b>	<b>\$98,364,316</b>	<b>872.55</b>	<b>\$97,796,102</b>



*In 2010, there were 62,414 EMS incidents and the fire department was the first on-scene 68% of the time.*

# LINES OF BUSINESS

**SUPPORT SERVICES** – The purpose of the Support Services Line of Business is to provide Dispatch, Fleet, Equipment, and Facility Management Services to the Fire Department so they can receive timely dispatches and properly maintain fleet, equipment, and facilities.

## PROGRAMS AND PERFORMANCE MEASURES

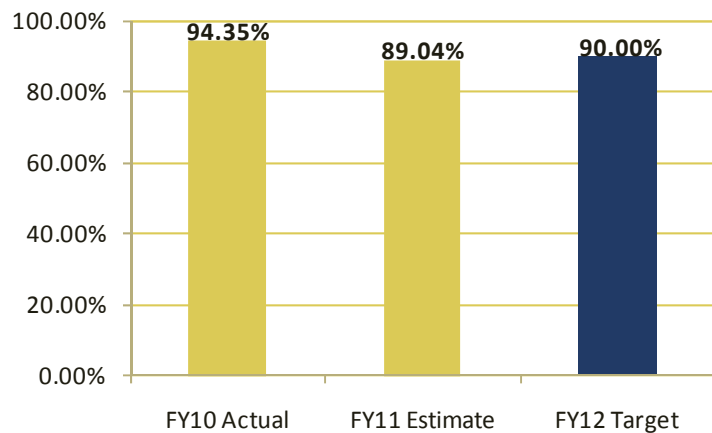
“% of hours front line fleet available”

### WHY IS THIS MEASURE IMPORTANT?

Having the very best equipment and apparatus available at all times is most relevant to a 24/7 operation that responds to emergency situations. This measure provides an overview of the availability of the front line fleet for use in responding to calls for service and assisting citizens.

### WHAT DO THESE NUMBERS TELL US?

For the current year, front line equipment was available to the department 89% of the time. This reflects a slight drop from the previous year due to a change in the way the department now measures its fleet uptime. The department now tracks “total hours of downtime” each month for each piece of equipment as this more accurately reflects the availability of equipment used for emergency response.



Fire Dispatch provides coordinated response services to citizens in need so they can receive immediate and appropriate emergency and non-emergency assistance.

Fire Dispatch		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of 911 telephone calls answered within 9 seconds or less from transfer to Fire Dispatch	88%	87%	98%	98%
Result	% of incidents dispatched within 1 minute of receipt at Fire Dispatch	95%	96%	90%	90%
Output	# of incidents dispatched	80,858	85,006	72,000	72,000

## LINES OF BUSINESS

Fire Maintenance Services provides fleet, equipment and facilities services to the Oklahoma City Fire Department so it can have safe and reliable facilities and equipment to respond.

Fire Maintenance Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of hours front line fleet available	94%	89%	90%	90%
Result	% of parts available within four (4) business days of order	99%	55%	99%	99%
Result	% of hours reserve fleet available	N/A	82%	90%	90%
Result	% of SCBA tested on schedule	N/A	N/A	100%	100%
Output	# of fleet repair jobs completed	N/A	1,394	1,500	1,500
Output	# of facility work orders completed	767	734	900	900

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fire Dispatch	19.45	\$2,067,528	19.50	\$2,116,985	19.50	\$2,124,615
Fire Maintenance Services	11.95	6,462,210	12.30	5,612,168	13.00	5,624,001
<b>Line of Business Total</b>	<b>31.40</b>	<b>\$8,529,738</b>	<b>31.80</b>	<b>\$7,729,153</b>	<b>32.50</b>	<b>\$7,748,616</b>



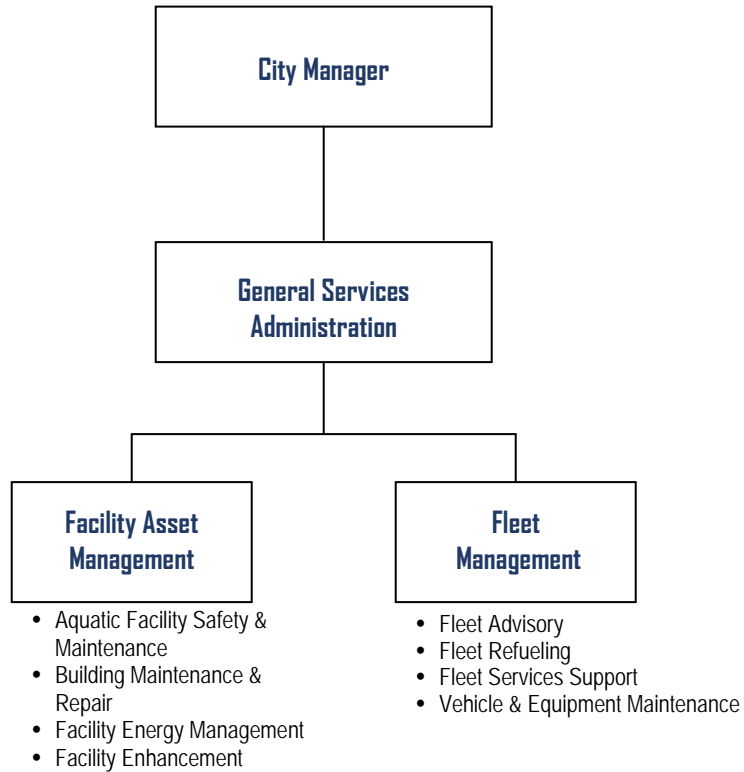
*Fire Maintenance provides extensive fleet, equipment, and facilities services to the OCFD.*





The City of  
**OKLAHOMA CITY**

# GENERAL SERVICES



**Paula Falkenstein**  
Director  
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## DEPARTMENT MISSION

The mission of the General Services Department is to provide fleet and facility asset management services to all City Departments so they can successfully accomplish their missions.

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

The continued insufficiency of coordinated planning for the maintenance of City assets, if not addressed, will result in:

- Increased capital cost
- Delays in response times to maintenance requests
- Unsafe facilities leading to increased risk of injury or illness to citizens and City employees
- Continued duplication of efforts



### Strategic Result

By 2012, General Services' customer departments will benefit from having a coordinated building and equipment assets maintenance, repair and service plan, as evidenced by:

- At least 60% of all fleet repairs (not due to abuse, accident, or other non-target repairs) will be scheduled repairs.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
43%	44%	60%	60%

- At least 90% of all preventive maintenance facility work orders will be completed when due in order to decrease capital costs and avoid costly unexpected repairs.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
92%	95%	90%	90%

### Strategy

- Schedule elective repairs found during preventive maintenance inspections based on customer's priority of need.
- Assign staff to preventive maintenance work orders in a timely manner to promote completions by due date.

# ISSUES, STRATEGIES, AND RESULTS

## 2 Issue

The growing shortage of skilled laborers, if not addressed, will result in:

- Additional outsourcing at an increase in cost to customers
- Delayed response to work orders
- Limited facility and fleet management service options

### Strategic Result

By 2012, City departments will benefit from a skilled General Services Department workforce, as evidenced by:

- At least 80% of vehicle mechanics will have an ASE Master Level Certification.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
94%	94%	80%	80%

- At least 97% of fleet maintenance work orders will be completed correctly without return for re-work.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
100%	100%	97%	98%

- At least 90% of facility work orders will be completed within the agreed upon completion time.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
68%	74%	80%	80%

- At least 98% of facility repair requests received will be non-callbacks.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
98%	99%	98%	98%

### Strategy

- Follow up on all reported comebacks with mechanics and customers.
- Assign staff to facility work orders in a timely manner and work closely with requesting agencies regarding material acquisition to complete services within designated completion times.
- Provide staff training and support to improve skills needed to complete facility repair requests.

# ISSUES, STRATEGIES, AND RESULTS

## 3 Issue

The volatile price of fuel and increasing price and usage of electricity and natural gas, if not addressed, will result in:

- Reductions in services provided to customers
- Decreased customer comfort levels necessitated by more stringent control over building temperatures



### Strategic Result

By 2012, the City of Oklahoma City will realize improved energy efficiency and fuel conservation measures, as evidenced by:

- Energy consumption per thousand square feet of facilities maintained (downtown campus) will be at 4.70 dekatherms or lower.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
5.01	1.98	4.70	4.70

- Energy consumption per thousand square feet of facilities maintained (downtown campus) will be at 19,180 kilowatt hours or lower.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
16,982	17,173	19,381	17,331

- 80% of general fleet replacement vehicles will be the most cost effective units available from existing State contracts.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
100%	100%	80%	90%

### Strategy

- Pursue funding and completion of energy savings measures, manage existing Energy Management System and work on energy usage awareness to reduce consumption.
- Establish an authorized replacement vehicle selector list and distribute to customer departments.

## ISSUES, STRATEGIES, AND RESULTS

### 4 Issue

The continued lack of standardization and utilization of centralized repair and maintenance services, if not addressed, will result in:

- Customer frustration and confusion about who provides services
- Higher costs and limited service options
- Poor customer service
- Inconsistent service quality and value

### Strategic Result

By 2012, City departments will benefit from improved customer service, as evidenced by:

- At least 90% of vehicle repair work orders will be completed within the stated completion time.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
93%	89%	90%	90%

- At least 90% of facility repair work orders will be completed within published time standards.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
68%	73%	90%	90%

- At least 90% of customers surveyed will rate their overall satisfaction with Building Management as satisfied.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
51%	63%	75%	75%

- At least 90% of customers will rate their overall satisfaction with Fleet Services as satisfied.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
97%	100%	90%	90%

### Strategy

- Increased shop priority on equipment approaching promised return date.
- Assign staff to facility work orders in a timely manner and work closely with requesting agencies regarding material acquisition to complete services within designated completion time.
- Strive to provide exceptional customer service through frequent informational contacts and superior product quality.
- Meet frequently with Fleet Services' customer groups to discuss their issues and concerns.

# ISSUES, STRATEGIES, AND RESULTS

## 5 Issue

The continued inadequate capital repair and replacement of the City’s facilities and equipment assets, if not addressed, will result in:

- Increased demand for building and fleet maintenance services
- Increased maintenance and capital costs for the City
- Negative public image for the City
- Poor employee morale
- Increased risk of injury to citizens and employees
- Service interruptions

### Strategic Result

By 2012, City decision makers will benefit from having expert advice and information needed to make fleet and facility decisions, as evidenced by:

- At least 90% of department managers will say they received the information needed to make Fleet decisions.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
94%	95%	90%	90%

- At least 90% of department managers will say they received the information needed to make facility decisions.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
N/A	60%	90%	90%

### Strategy

- Meet frequently with department and division heads to determine their current informational needs.
- Provide project development and estimating services, building assessments and reports and provide advice on facility issues.

## MAJOR BUDGET CHANGES

General Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$56,475	-
2.	Restores daily custodial services to the Downtown campus buildings and the Central Maintenance facility.	\$132,000	-

Fleet Services Internal Service Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$18,704	-
2.	Adds a Field Operations Supervisor to restore the second shift at the Central Maintenance facility which will allow for repair and preventive maintenance service to vehicles and equipment after normal business hours.	\$86,019	1
3.	Increases fuel costs to reflect increased gasoline and diesel prices.	\$738,327	-
4.	Adds a Data Systems Technician II position to the Fleet Management Line of Business to provide reconciliations of fuel charges, fuel system exception reporting and fuel chargebacks to City departments.	\$43,820	1
5.	Adds a Fuel Technician from the Public Works Department in the Fleet Refueling Program.	\$51,558	1



## EXPENDITURES AND POSITIONS

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$957,014	\$1,300,706	\$1,214,584	-6.62%
Facility Asset Management	\$3,679,999	3,386,517	3,677,951	8.61%
Fleet Management	7,262,026	7,500,942	8,559,322	14.11%
<b>Total Operating Expenditures</b>	<b>\$11,899,039</b>	<b>\$12,188,165</b>	<b>\$13,451,857</b>	<b>10.37%</b>
Capital Expenditures	\$2,136,483	\$6,943,204	\$9,149,187	31.77%
Other Non-Operating Expenditures	0	1,194,175	98,725	-91.73%
<b>Department Total</b>	<b>\$14,035,522</b>	<b>\$20,325,544</b>	<b>\$22,699,769</b>	<b>11.68%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$4,392,294	\$4,100,621	\$4,373,297	6.65%
Fleet Services Internal Services Fund	7,506,745	8,087,544	9,078,560	12.25%
Capital Improvement Projects Fund	2,136,483	6,943,204	9,149,187	31.77%
Grants Management Fund	0	1,194,175	98,725	-91.73%
<b>Total All Funds</b>	<b>\$14,035,522</b>	<b>\$20,325,544</b>	<b>\$22,699,769</b>	<b>11.68%</b>

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	4.55	4.90	3.90	-20.41%
Facility Asset Management	36.00	33.20	33.20	0.00%
Fleet Management	33.45	30.90	34.90	12.94%
<b>Department Total</b>	<b>74.00</b>	<b>69.00</b>	<b>72.00</b>	<b>4.35%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	39.00	36.00	36.00	0.00%
Fleet Services Internal Services Fund	35.00	33.00	36.00	9.09%
<b>Department Total</b>	<b>74.00</b>	<b>69.00</b>	<b>72.00</b>	<b>4.35%</b>

## LINES OF BUSINESS

**ADMINISTRATION** – 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.



*General Services ensures ADA Compliance. The water fountain shown above at Lions' Park is fully accessible.*

### PROGRAMS AND PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

Business Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of actual to budgeted expenditures	63%	84%	97%	97%
Result	% of terminations submitted to Personnel Department by termination date	100%	0%	75%	100%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	98%	96%	99%	99%
Result	% of departmental expenditures spent on programs that achieve result performance targets	89%	77%	77%	77%
Output	Dollar amount of operating expenditures (actual) managed	13,693,965	10,318,208	12,188,165	13,451,857
Output	# of FTEs supported	69	64	69	72

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of strategic results (or interim targets) achieved	77%	60%	85%	85%
Result	% of key measures achieved	77%	65%	75%	75%
Result	% of performance evaluations completed by the review date	97%	91%	95%	95%
Result	% of ADA compliance issues responded to within 30 days	100%	100%	100%	100%
Output	# of ADA compliance issues referred to other departments	3	7	10	10

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	3.75	\$833,586	4.10	\$1,160,673	3.10	\$1,072,703
Executive Leadership	0.80	123,428	0.80	140,033	0.80	141,881
<b>Line of Business Total</b>	<b>4.55</b>	<b>\$957,014</b>	<b>4.90</b>	<b>\$1,300,706</b>	<b>3.90</b>	<b>\$1,214,584</b>

**FACILITY ASSET MANAGEMENT** – The purpose of the Facility Asset Management Line of Business is to provide facility maintenance, repair and enhancement services to City departments so they can provide safe, well-maintained, and efficient places to work and play.



## PROGRAMS AND PERFORMANCE MEASURES

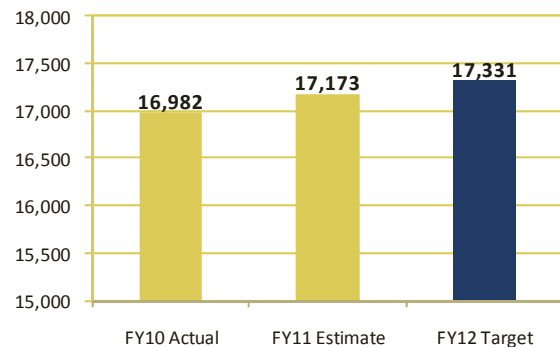
“# of kilowatt-hours of electricity consumed per thousand square feet”

### WHY IS THIS MEASURE IMPORTANT?

This performance measure is important because it shows the impact of all the energy management systems and projects being utilized to curtail energy costs. Each year, Facility Management implements additional energy conservation measures and establishes performance targets for the number of conservation measures they plan to implement.

### WHAT DO THESE NUMBERS TELL US?

The amount of kilowatts of electricity used in the downtown City buildings this year is estimated to be 17,173 for every 1,000 square feet of space. This data is consistent with last year’s usage and reflects the impact of the nine energy conservation projects that have been completed over the last two years.



## LINES OF BUSINESS

Aquatic Facility Safety and Maintenance provides aquatic facility maintenance and repair services to the Parks and Recreation Department so their customers can enjoy a safe place to play.

<b>Aquatic Facility Safety and Maintenance</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of operating days aquatic facilities are available for use	100%	100%	95%	95%
Output	# of water quality tests performed	547	686	455	455
Output	# of aquatic facility installations /repairs completed	53	86	55	45
Output	# of aquatic facilities supported	36	25	25	25
Output	# of spray ground inspections	253	365	350	350

Building Maintenance and Repair provides facility maintenance and access control services to City departments so they can work in well-maintained facilities.

<b>Building Maintenance and Repair</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of Department customers surveyed who express overall satisfaction with the cleanliness of facilities	44%	64%	65%	65%
Result	% of Customers surveyed who express overall satisfaction with completed facility repair work orders	66%	63%	55%	65%
Result	% of preventive maintenance work orders completed on schedule	92%	95%	80%	90%
Output	# of facility repair work orders completed	1,107	1,518	1,180	1,180
Output	# of square feet of facilities maintained	2,324,564	2,308,445	2,350,423	2,350,423
Output	# of preventive maintenance work orders completed	1,672	1,758	1,750	1,750
Output	# of square feet of facilities cleaned	461,767	440,038	440,038	440,038

Facility Energy Management provides energy conservation services to the City so they can lower costs through reduced energy consumption.

<b>Facility Energy Management</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	# of kilowatt-hours of electricity consumed per thousand square feet in the downtown campus	16,982	17,173	19,381	17,331
Result	# of dekatherms of natural gas consumed per thousand square feet in the downtown campus	5	2	5	5
Output	# of energy conservation measures completed	10	4	6	6

# LINES OF BUSINESS

Facility Enhancement provides remodeling, new installation, and capital replacement services to City departments so they can receive quality facility enhancements that are on time and within budget.



*General Services recently renovated the building interior and floors at the Schilling Community Center.*

Facility Enhancement		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of customers who are satisfied with the quality of remodels and new installations	100%	65%	95%	95%
Result	% of customers surveyed who are satisfied with timeliness of in-house remodel projects and new installations	89%	54%	67%	67%
Result	% of customers surveyed who are satisfied with cost of remodels and new installations	100%	100%	90%	90%
Output	# of square feet of facilities remodeled or newly installed	27,442	28,078	12,500	12,500
Output	# of remodels and new installations completed	45	58	40	40

# PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Aquatic Facility Safety and Maintenance	5.24	\$359,932	4.97	\$379,543	4.97	\$393,733
Building Maintenance and Repair	21.01	2,209,971	19.53	1,824,179	19.53	2,077,715
Facility Energy Management	0.70	515,314	0.70	578,284	0.70	580,541
Facility Enhancement	9.05	594,781	8.00	604,511	8.00	625,962
<b>Line of Business Total</b>	<b>36.00</b>	<b>\$3,679,999</b>	<b>33.20</b>	<b>\$3,386,517</b>	<b>33.20</b>	<b>\$3,677,951</b>

# LINES OF BUSINESS

**FLEET MANAGEMENT** – The purpose of the Fleet Management Line of Business is to provide equipment acquisition, maintenance, refueling, and advisory services



to City departments so they can have reliable fleet resources to achieve their goals.

## PROGRAMS AND PERFORMANCE MEASURES

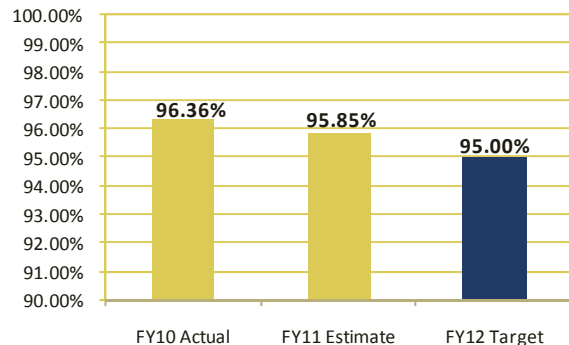
“% of budgeted vehicles and equipment available for use”

### WHY IS THIS MEASURE IMPORTANT?

The data collected in this performance measure is an indicator of the percentage of the City’s fleet available to City departments to use for providing services to citizens. By monitoring uptime, fleet services can better manage its shop operations to meet customer demand.

### WHAT DO THESE NUMBERS TELL US?

The data indicates that Fleet Services has consistently provided a high level of uptime to City departments needing vehicles and equipment to do their job. For FY11, on average, 96% of vehicles and equipment were available for use exceeding the department’s established target by 3%.



Fleet Advisory provides assessment, analysis, and recommendation services to department managers so they can have expert advice and information needed to make fleet decisions.

Fleet Advisory		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of underutilized units in the fleet	9%	11%	9%	9%
Output	# of divisions analyzed for underutilization	11	32	32	32
Output	# of underutilized units by vehicle equivalents	89	291	265	265

# LINES OF BUSINESS

Fleet Services Support provides vehicle and equipment replacement, rentals, and disposal services to City departments so transportation needs are fully met.

<b>Fleet Services Support</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of vehicle replacement needs met	23%	32%	29%	35%
Output	# of new vehicle issuances	19	97	87	108
Output	# of equipment specifications provided	19	14	30	30

Fleet Refueling provides fuel, fueling sites, and fueling services to City departments so they have fuel resources needed to operate their vehicles and equipment.

<b>Fleet Refueling Program</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of fueling transactions completed monthly without assistance	100%	100%	100%	100%
Output	# of fueling transactions	118,021	120,898	116,710	122,385
Output	# of gallons of fuel purchased	1,537,345	1,517,426	1,520,000	1,520,000



*City vehicles can refuel at our unleaded/diesel pumps at CMF or at contracted vendor stations throughout the City.*



# LINES OF BUSINESS

Vehicle and Equipment Maintenance provides vehicle and equipment preventive maintenance and repair services to City departments so they can have the vehicles and equipment they need to do their job.

Vehicle and Equipment Maintenance		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of vehicle/equipment repairs completed within the stated completion time	93%	89%	90%	90%
Result	% of budgeted vehicles and equipment available for use	96%	96%	93%	95%
Result	% of vehicle and equipment preventive maintenance work orders completed on schedule	83%	77%	80%	80%
Result	% of fleet maintenance work orders completed correctly without return for re-work	100%	100%	98%	98%
Output	# of vehicle and equipment preventive maintenance work orders completed	5,404	4,718	6,300	6,300
Output	# of vehicle and equipment repairs completed	13,288	11,186	13,500	13,500
Output	# of budgeted vehicle equivalents available for use	4,172	4,152	3,999	3,999

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Fleet Advisory	1.50	\$130,111	1.25	\$118,084	0.25	\$38,948
Fleet Services Support	1.90	225,290	1.25	155,623	2.25	235,778
Fleet Refueling	3.00	3,571,327	3.00	4,082,413	5.00	4,865,983
Vehicle and Equipment Maintenance	27.05	3,335,297	25.40	3,144,822	27.40	3,418,613
<b>Line of Business Total</b>	<b>33.45</b>	<b>\$7,262,026</b>	<b>30.90</b>	<b>\$7,500,942</b>	<b>34.90</b>	<b>\$8,559,322</b>

*General Services provides Fleet Maintenance and Repair services to City departments.*

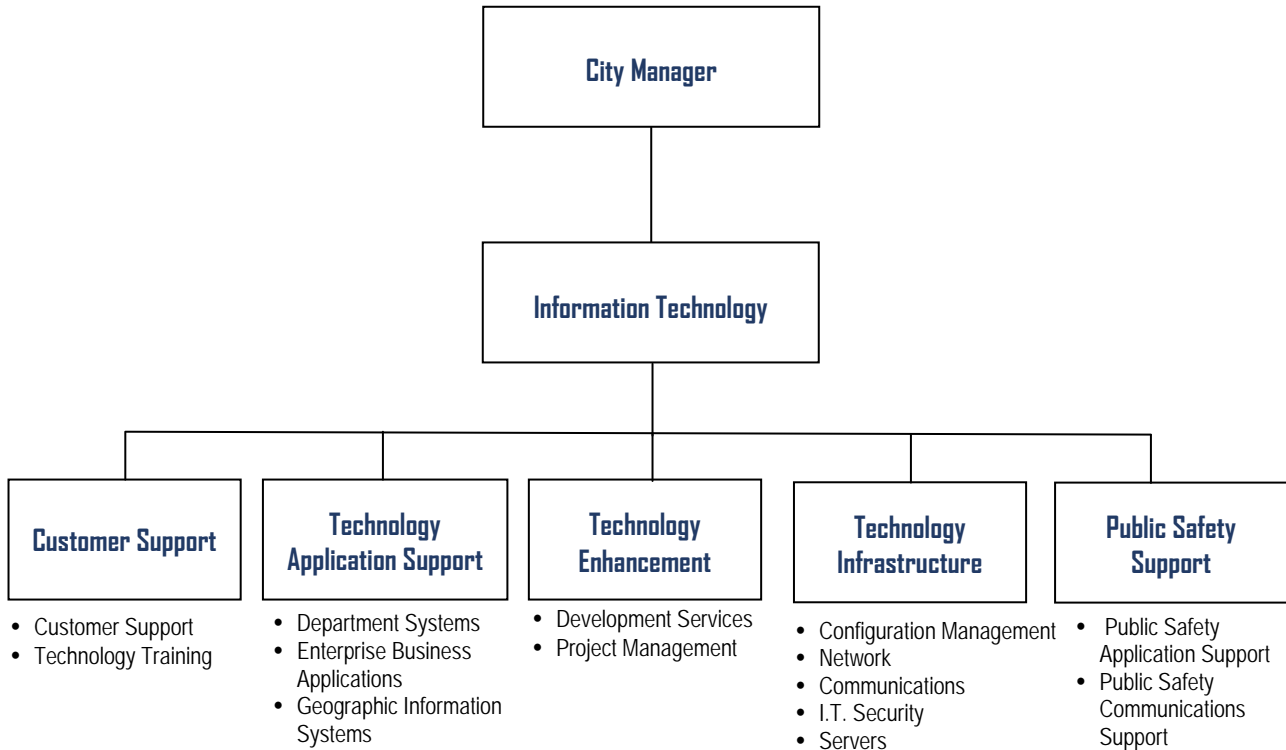






The City of  
**OKLAHOMA CITY**

# INFORMATION TECHNOLOGY



## DEPARTMENT MISSION



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 Director  
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The mission of the Information Technology (IT) Department is to provide business solutions and technological services to City Departments so they can better serve the Oklahoma City Community. It is committed to improving the lives of the Citizens of Oklahoma City and has adopted the motto: "Setting the Benchmark."

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

The increasing risk of internal and external system security breaches, if not proactively remediated, will result in:

- Loss of system integrity
- Loss of data confidentiality
- Decreased ability for the organization to provide services
- Financial instability
- Exposing employees and citizens to identity theft
- Erosion of citizen confidence



### Strategic Result

The Information Technology Department will have no detected network intrusion annually through 2014.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
1	0	1	1

The Information Technology Department will ensure that it is prepared to recover critical systems in the event of a disaster so that at least 90% of those systems tested will demonstrate first attempt recoverability during annual tests through 2014.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	90%	90%

### Strategy

- Security standards compliance for our infrastructure is still a work in progress. As a result, realignment of staff responsibilities has been made a priority to ensure standards are met for all critical security needs.
- Security projects will continue to receive high priority in the coming year.

# ISSUES, STRATEGIES, AND RESULTS

## 2 Issue

The increasing gap between available resources and the growing demand from both internal and external sources for analysis, implementation, and support of information and communications system, if not addressed, will result in:

- Delay in project implementation
- Increased response time
- Inability to provide new services
- Increased security vulnerability
- Customer dissatisfaction
- Decentralization of technology services

### Strategic Result

The Information Technology Department will ensure that technology expenditures will be reasonably aligned with City goals and resources in the most secure and effective way, as evidenced by:

- 100% of executive staff will report that technology expenditures are reasonably aligned with organization goals for each year through 2014.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	100%	100%

- At least 95% of IT survey respondents will rate IT service as good or excellent for each year through 2014.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	95%	95%

The Information Technology Department will ensure that services provided to departments meet or exceed Service Level Agreements, as evidenced by:

- At least 65% of all incidents will be resolved within 4 operational hours for each year through 2014.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	N/A

- Department Head-identified critical systems will be available to end users at least 99.93% of the time for each year through 2014.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	100%	100%

# ISSUES, STRATEGIES, AND RESULTS

## Strategy

- Information Technology will continue to improve the Service Level management process to validate organizational priorities with every department head and new projects with the City Manager and Assistant City Manager.
- Unfortunately, with revenue shortages and staff reductions, IT will become focused on supporting core business systems. There will be few new initiatives for technology in the coming year.

## 3 Issue

The decreasing availability of IT resources to analyze business processes in order to identify potential efficiency and service improvements through new and existing technologies, if not addressed, will result in:

- A decreased ability for departments to provide quality citizen services
- Continued inefficiencies in cross-departmental business processes
- Added complexity for some citizen services
- Continued missed opportunities for process improvement through technology solutions

## Strategic Result

The Information Technology Department will identify, document and make improvement recommendations for 100% of critical business processes, as defined by the IT Steering Committee, by 2015.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	0%	0%

## Strategy

Information Technology completed technology foundations training this year for almost 900 City staff. IT will continue to seek alternative solutions and will utilize external resources to provide education and training where possible. However, due to the current budget environment, no additional internal resources are available for this effort. Due to revenue shortages and resulting staff reductions, the IT department will have no additional capacity for new initiatives to improve business processes with technology.

# ISSUES, STRATEGIES, AND RESULTS

## 4 Issue

Continued investment in technology without appropriate operational funding and resources to sustain the investments after initial purchase, if not addressed, will result in:

- Ineffective use of technology
- Increased risk of project failure
- Unacceptable returns on investment
- Reduced ability to support existing systems



### Strategic Result

The Information Technology Department will ensure that technology expenditures will be reasonably aligned with City goals and resources in the most secure and effective way, as evidenced by:

- 100% of executive staff will report that technology expenditures are reasonably aligned with organization goals for each year through 2014.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
N/A	N/A	100%	100%

- At least 95% of IT survey respondents will rate IT service as good or excellent for each year through 2014.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
N/A	N/A	95%	95%

### Strategy

- Technology will continue to improve the Service Level management process to validate organizational priorities with every department head and new projects with the City Manager and Assistant City Manager.
- Technology requests will be integrated into the budget process for high impact items and authorization levels will be increased for lower impact items.

# ISSUES, STRATEGIES, AND RESULTS

## 5 Issue

Increasing demand for advanced technology creates a growing gap between required skills and available skills for both the IT Department and all other departments, which if not addressed, will result in:

- Increased security risks, including identity theft and data integrity
- Increased disruption to critical City services
- Wasteful technology investments
- Inability to sustain critical City systems



### Strategic Result

The Information Technology Department will ensure that services provided to departments meet or exceed Service Level Agreements, as evidenced by:

- At least 65% of all incidents will be resolved within 4 operational hours for each year through 2014.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	N/A

- Department Head-identified critical systems will be available to end users at least 99.93% of the time for each year through 2014.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	100%	100%

### Strategy

Due to revenue shortages and resulting staff reductions in the IT Department, there will be very limited capacity to address this issue. We will continue to fund training for IT staff and seek external training resources for other departments' staff.

## ISSUES, STRATEGIES, AND RESULTS

### 6 Issue

The continued underutilization of City technology investments and the data collected, if not addressed, will result in:

- Unnecessary expenditures
- Inefficient business processes
- Unrealized return on investment
- Uninformed management decisions

### Strategic Result

The Information Technology Department will maximize utilization of systems, as evidenced by at least 95% of surveyed users reporting they have most or all of the information they need from available systems by 2014.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	95%	95%

### Strategy

As in Issue #5, due to revenue shortages and resulting staff reductions in the IT Department, there will be very limited capacity to address this issue proactively.



## MAJOR BUDGET CHANGES

Internal Service Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	(\$17,439)	-
2. Adds funds for MAPS for Kids technology projects implementation.	\$98,172	-
3. Adds a System Support Specialist IV to manage the Telecom Team.	\$82,817	1.00
4. Adds a Systems Analyst III to the Development Team to oversee the Development and Database Teams.	\$82,817	1.00
5. Adds a System Support Specialist IV to the Radio Shop to oversee mobile data activities.	\$82,817	1.00
6. Adds a Programmer Analyst to prepare HR and Financial Reports.	\$64,578	1.00
7. Adds a Radio Tech I to the Radio Shop to assist with vehicle installations.	\$55,542	1.00
8. Adds two Support Techs to provide technology support at the Service Desk.	\$110,230	2.00

## EXPENDITURES

Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$2,288,624	\$3,949,784	\$2,320,765	-41.24%
Customer Support	272,318	122,149	202,170	65.51%
Public Safety Support	0	0	6,154,541	N/A
Technology Application Support	6,238,048	5,931,544	3,222,252	-45.68%
Technology Enhancements	1,267,503	1,362,918	1,451,548	6.50%
Technology Infrastructure	8,231,880	9,524,649	6,015,836	-36.84%
<b>Total Operating Expenditures</b>	<b><u>\$18,298,373</u></b>	<b><u>\$20,891,044</u></b>	<b><u>\$19,367,112</u></b>	<b><u>-7.29%</u></b>
Capital Expenditures	\$1,384,956	\$6,084,097	\$7,633,283	25.46%
<b>Department Total</b>	<b><u>\$19,683,329</u></b>	<b><u>\$26,975,141</u></b>	<b><u>\$27,000,395</u></b>	<b><u>0.09%</u></b>

Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
IT Internal Service Fund	\$18,298,373	\$20,891,044	\$19,367,112	-7.29%
City/Schools Cap Proj. Use Tax Fund	0	0	2,800,000	
Capital Improvement Projects Fund	<u>1,384,956</u>	<u>6,084,097</u>	<u>4,833,283</u>	-20.56%
<b>Department Total</b>	<b><u>\$19,683,329</u></b>	<b><u>\$26,975,141</u></b>	<b><u>\$27,000,395</u></b>	<b><u>0.09%</u></b>

## POSITIONS

Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	12.00	9.34	6.00	-35.76%
Customer Support	4.00	1.33	3.15	136.84%
Public Safety Support	0.00	0.00	21.00	N/A
Technology Application Support	29.00	25.25	22.75	-9.90%
Technology Enhancements	15.00	14.59	14.75	1.10%
Technology Infrastructure	37.00	34.49	24.35	-29.40%
<b>Department Total</b>	<b>97.00</b>	<b>85.00</b>	<b>92.00</b>	<b>8.24%</b>

Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
IT Internal Service Fund	97.00	85.00	92.00	8.24%
<b>Department Total</b>	<b>97.00</b>	<b>85.00</b>	<b>92.00</b>	<b>8.24%</b>

## LINES OF BUSINESS

**ADMINISTRATION** - 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

Business Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of terminations submitted to Personnel Department by termination date	70%	83%	95%	95%
Result	% of actual to budgeted operating expenditures	80%	99%	97%	97%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	99%	100%	100%
Result	% of departmental expenditures spent on programs that achieve result performance targets	69%	51%	75%	75%
Output	# of FTE's supported	29	26	85	92
Output	Dollar amount of operating expenditures (actual) managed	19,572,849	18,132,528	20,891,044	19,367,112

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of performance evaluations completed by the review date	76%	70%	95%	95%
Result	% of key measures achieved	73%	52%	75%	75%
Result	% of strategic results (or interim targets) achieved	57%	N/A	75%	75%

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	4.00	\$1,488,998	4.00	\$2,573,231	4.00	\$2,013,076
Executive Leadership	3.00	272,989	2.00	310,982	2.00	307,689
Information Technology Security	5.00	526,637	3.34	1,065,571	0.00	0
<b>Line of Business Total</b>	<b>12.00</b>	<b>\$2,288,624</b>	<b>9.34</b>	<b>\$3,949,784</b>	<b>6.00</b>	<b>\$2,320,765</b>

## LINES OF BUSINESS

**PUBLIC SAFETY SUPPORT** - The purpose of the Public Safety Support Line of Business is to provide public safety application support, Public Safety Communication Center facility support services and public safety communications support services to City and regional users so they can utilize technology to effectively perform their job functions.



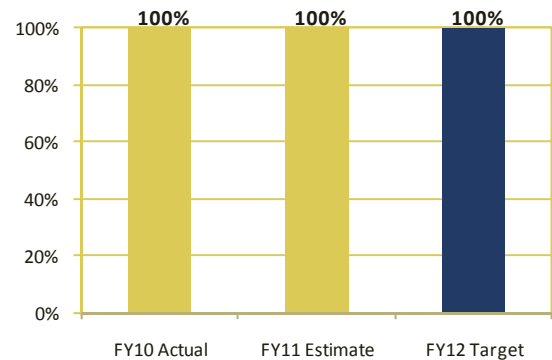
*Computers in fire trucks, police cars and other city vehicles can quickly access the Internet and City databases.*

### PROGRAMS AND PERFORMANCE MEASURES

“% of time critical public safety systems are available to end-users”

#### WHY IS THIS MEASURE IMPORTANT?

Most Public Safety systems are critical because many of the users of these systems are responsible for providing emergency services to the citizens of Oklahoma City 24 hours per day, 365 days per year. Tracking the uptime for these systems to ensure availability to users is maximized is important in being able to provide emergency services to citizens. Critical public safety systems include E911 Computer Aided Dispatch (CAD), Fire and Police Records Management, Jail Management, Municipal Court Management, and Mobile Data Computers located in Police and Fire vehicles.



#### WHAT DO THESE NUMBERS TELL US?

In FY10 and FY11, critical public safety systems experienced a minimal amount of downtime. Downtime is the amount of time that Public Safety personnel expected these systems to be operational but were unable to utilize them. Since all applications require a certain amount of maintenance associated with upgrades to both hardware and software, downtime does not include prearranged, scheduled timeframes to perform these activities. This level of downtime is expected to remain the same.

## LINES OF BUSINESS

Public Safety Application Support provides technology-based support and emergency planning services to City public safety providers so they can have the systems and information required to successfully perform their job.

<b>Public Safety Application Support</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of public safety system users who report they have the applications and support needed to successfully perform their job most or all of the time	N/A	N/A	90%	90%
Result	% of public safety system incidents resolved within four operational hours	56%	57%	75%	75%
Result	% of time critical public safety systems are available to end-users	100%	100%	100%	100%
Output	# of public safety system change requests completed	308	180	300	192
Output	# of public safety system users supported	2,500	2,500	2,500	2,500
Output	# of public safety systems supported	48	47	47	47
Output	# of public safety system calls resolved	322	156	300	192

Public Safety Communications Support provides radio, voice, and mobile computing system services and Public Safety Communication Center Facility Support Services to City and regional users so they can reliably communicate with others.

<b>Public Safety Communications Support</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of time that the enhanced 9-1-1 (E 9-1-1) system is available to end users	N/A	N/A	N/A	100%
Result	% of time trunked radio system is available to radio users	100%	100%	100%	100%
Result	% of time that the Public Safety Communications Center facility resources are available to end users	N/A	N/A	N/A	100%
Result	% of police vehicles outfitted without defect	100%	100%	100%	100%
Result	% of public safety communications incidents resolved within four operational hours	100%	0%	95%	75%
Output	# of mobile data computers supported	N/A	N/A	972	1,000
Output	# of police vehicles outfitted	148	78	212	225
Output	# of communication devices supported	9,683	8,271	9,237	9,237
Output	# of public safety communications calls resolved	5,644	1,762	10,427	1,600

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Public Safety Application Support	0.00	0.00	0.00	0.00	5.50	2,822,707.00
Public Safety Communications Support	0.00	0.00	0.00	0.00	15.50	3,331,834.00
<b>Line of Business Total</b>	<b>0.00</b>	<b>\$0</b>	<b>0.00</b>	<b>\$0</b>	<b>21.00</b>	<b>\$6,154,541</b>

**CUSTOMER SUPPORT** - The purpose of the Customer Support Line of Business is to provide service desk and technology training services to City employees so they can receive rapid resolution of technology incidents and the skill and knowledge to successfully utilize technology.

## PROGRAMS AND PERFORMANCE MEASURES

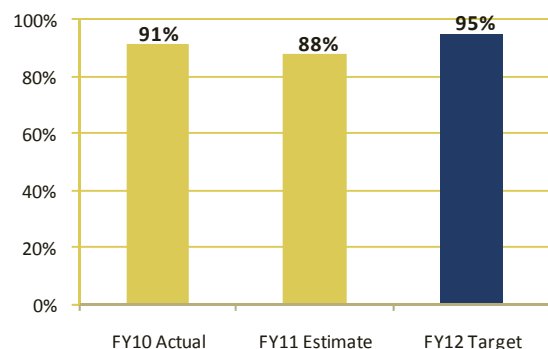
“% of customers who are satisfied or very satisfied with the timeliness and quality of communications regarding incidents and requests”

### WHY IS THIS MEASURE IMPORTANT?

Determining customer satisfactions levels with the Customer Support program helps managers determine the quality of service being provided to customers through the centralized service desk and identifies areas where improvements can be made. The centralized service desk is the single point of contact for users of City computer systems when problems arise. Each time a customer reports and receives service for an incident, they are given a customer service survey.

### WHAT DO THESE NUMBERS TELL US?

Satisfaction rates have remained high but are down 3% from the previous year’s level. Part of this decline is due to fewer positions being dedicated to the service desk. The IT Department sets the target for customer service satisfaction at a very high target of 95% and works diligently to meet it.





## LINES OF BUSINESS

Customer Support provides centralized service desk services to end users of information technology services so they can have a single point of contact for their service needs and receive rapid restoration of normal services.

<b>Customer Support</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of incidents resolved within four operational hours	70%	68%	71%	71%
Result	% of customers who are satisfied or very satisfied with the timeliness and quality of communications regarding incidents and requests	91%	88%	95%	95%
Result	% of time critical systems are available to end	100%	100%	99%	99%
Output	# of calls resolved by the Service Desk	3,577	3,326	4,500	4,500
Output	# of Service Desk calls logged	16,680	8,288	15,000	12,000

Technology Training provides specialized educational services and facilities to inter-departmental technology users so they can obtain the skills and knowledge to successfully utilize technology.

<b>Technology Training</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
The department has identified measures for the Technology Training program but no resources have been allocated to this program.					

## PROGRAM POSITIONS AND BUDGET

<b>Program</b>	<b>FY 09-10</b>		<b>FY 10-11</b>		<b>FY 11-12</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Customer Support	4.00	\$272,318	1.33	\$118,803	3.15	\$198,824
Technology Training	0	0	0	3,346	0	3,346
<b>Line of Business Total</b>	<b>4.00</b>	<b>\$272,318</b>	<b>1.33</b>	<b>\$122,149</b>	<b>3.15</b>	<b>\$202,170</b>

## LINES OF BUSINESS

**TECHNOLOGY APPLICATION SUPPORT -**  
 The purpose of the Technology Application Support Line of Business is to provide application support services to City users so they can utilize technology to effectively perform their job functions.

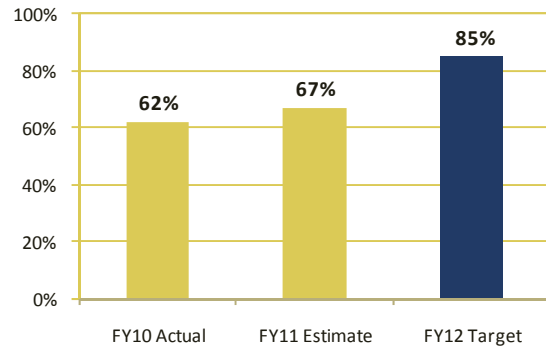


### PROGRAMS AND PERFORMANCE MEASURES

“% of departmental system incidents resolved in four operational hours”

#### WHY IS THIS MEASURE IMPORTANT?

The Information Technology Department provides support for a number of department specific systems such as the City’s financial and human resources system. An incident involving one of these systems can impact the City’s ability to process invoices and remit payments to vendors or could impact the City’s ability to prepare and process employee payroll. Therefore, the Department has a performance measure that tracks its response to system incidents.



#### WHAT DO THESE NUMBERS TELL US?

In FY 2010, the Department was able to resolve 62% of system incidents within four operational hours. The estimate for FY 2011 is 67%, a 5% increase from the previous year. The Department’s target for FY 2012 is 85%.

## LINES OF BUSINESS

Departmental Systems provides application support services to departmental users so they can have the technology and information required to successfully perform their jobs.

Departmental Systems		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of departmental system incidents resolved in four operational hours	62%	67%	65%	85%
Result	% of time critical systems are available to end-users - Departmental Systems	100%	100%	100%	100%
Result	% of users surveyed who report that departmental system applications and support allow them to effectively perform their business activities most or all of the time	N/A	N/A	95%	95%
Result	% of departmental systems applications security activities completed as scheduled	99%	100%	90%	90%
Output	# of departmental system change requests completed	372	172	200	200
Output	# of departmental system calls resolved	1,609	1,494	1,800	1,800
Output	# of departmental system users supported	N/A	1,600	1,600	1,600

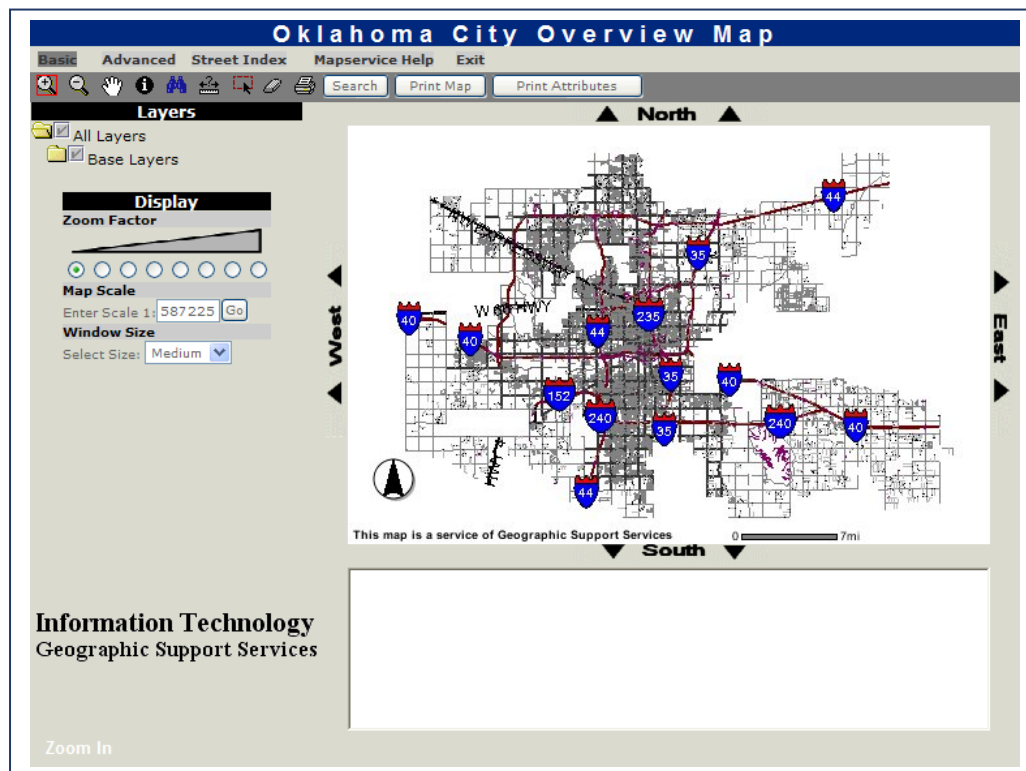
Enterprise Business Applications provides analysis, support, security, and system maintenance services to financial and personnel application users so they can effectively perform their business activities and receive accurate and timely information.

Enterprise Business Applications		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of enterprise business application incidents resolved in four operational hours	N/A	N/A	75%	75%
Result	% of users surveyed who report that the enterprise applications and support allow them to effectively perform their business activities most or all of the time	N/A	N/A	60%	60%
Result	% of enterprise business applications security activities completed as scheduled	90%	94%	85%	85%
Result	% of time critical systems are available to end-users - Enterprise Business Application	100%	100%	100%	100%
Output	# of financial, personnel, and utility system users supported	2,425	2,425	2,425	5,804
Output	# of enterprise business application calls resolved	731	1,164	900	1,944
Output	# of enterprise business application change requests completed	1,418	478	1,740	338

# LINES OF BUSINESS

Geographic Information Systems (GIS) provides spatial data, analysis, and technology services to City departments so they can receive the spatial information needed to make informed decisions to meet their business goals.

Geographic Information Systems		FY 09-10 Actual	FY 10-11 Estimate	FY 11-12 Target	FY 11-12 Target
Result	% of users surveyed who report that the spatial information, applications and support allow them to effectively perform their business activities most or all of the time	N/A	N/A	90%	71%
Result	% of GIS application incidents resolved in four operational hours	N/A	N/A	75%	75%
Result	% of time critical GIS systems are available to end users	N/A	N/A	99%	99%
Output	# of GIS change requests completed	455	378	395	395
Output	# of interfaces linking Enterprise Systems to GIS	17	17	6	10
Output	# of GIS map service applications supported	29	29	24	24
Output	# of GIS calls resolved	230	458	186	415
Output	# of GIS system users supported	498	498	420	420



# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Departmental Systems	5.00	\$1,656,106	4.25	\$704,943	6.25	\$1,063,237
Enterprise Business Applications	11.00	1,708,934	9.25	1,777,700	10.25	1,485,608
Geographic Information Systems	7.00	655,989	6.25	659,851	6.25	673,407
Public Safety Application Support	6.00	2,217,018.60	5.50	2,789,050.00	0.00	0.00
<b>Line of Business Total</b>	<b>29.00</b>	<b>\$6,238,048</b>	<b>25.25</b>	<b>\$5,931,544</b>	<b>22.75</b>	<b>\$3,222,252</b>

**TECHNOLOGY ENHANCEMENTS** - The purpose of the Technology Enhancements Line of Business is to provide new technology identification and implementation services to City departments so they can strategically align appropriate technology with their business goals.

## PROGRAMS AND PERFORMANCE MEASURES

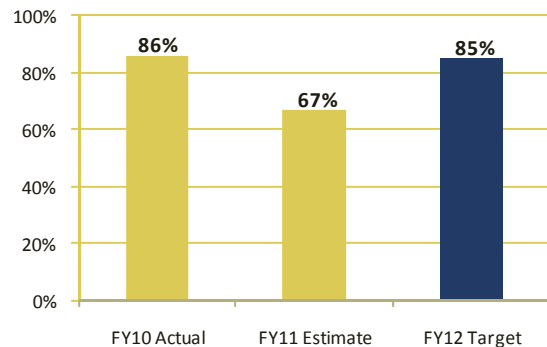
“% of custom application incidents resolved within four operational hours”

### WHY IS THIS MEASURE IMPORTANT?

The Information Technology Department custom builds applications for various City departments. These applications serve very specific purposes for each department. One example of a custom application that the Information Technology Department produced is the Budget Application which is utilized by the Finance Department to prepare the City’s annual budget.

### WHAT DO THESE NUMBERS TELL US?

In fiscal year 2010, the Department was able to resolve 86% of custom application incidents within four operational hours. The estimate for fiscal year 2011 is 80%, a 6% decrease from the previous year. The Department’s target for FY 12 is 85%.



## LINES OF BUSINESS

Development Services provides application integration, custom applications, and data maintenance and reporting services to application users so they can have customized software that meets their unique business goals.

Development Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of custom application sponsors surveyed who report that their business goals have been met by the custom application	N/A	N/A	90%	90%
Result	% of customized application incidents requiring code modification	22%	13%	10%	14%
Result	% of custom application incidents resolved within four operational hours	86%	67%	85%	85%
Output	# of incidents resolved	100	12	200	200
Output	# of custom applications supported	47	80	44	44
Output	# of custom applications developed	4	1	2	2
Output	# of databases supported	126	125	115	115

Project Management provides technology needs analysis and project administration services to City executives and project sponsors so they can complete technology projects that meet their business goals within agreed schedules.

Project Management		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of project stakeholders rating the quality of technology project management services as good or excellent	100%	100%	90%	90%
Result	% of surveyed project stakeholders reporting that implemented technology meets most or all of identified business goals	88%	100%	90%	90%
Output	# of projects completed	8	8	10	10

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Development Services	9.00	\$838,954	8.34	\$839,435	8.50	\$782,103
Project Management	6.00	428,549	6.25	523,483	6.25	669,445
<b>Line of Business Total</b>	<b>15.00</b>	<b>\$1,267,503</b>	<b>14.59</b>	<b>\$1,362,918</b>	<b>14.75</b>	<b>\$1,451,548</b>

# LINES OF BUSINESS

**TECHNOLOGY INFRASTRUCTURE** - The purpose of the Technology Infrastructure Line of Business is to provide network, telecommunications, server, radio, and client services to City departments so they can have reliable technology infrastructure to communicate, access applications, and obtain information.

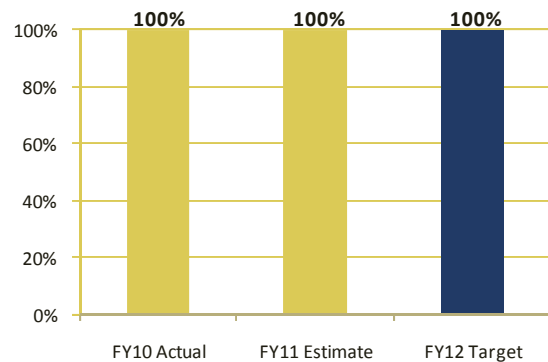


## PROGRAMS AND PERFORMANCE MEASURES

“% of time that data network is available to end-users”

### WHY IS THIS MEASURE IMPORTANT?

Data network uptime is a high priority for the Technology Infrastructure line of business because the data network is a critical technology backbone for the City’s operations. Without a well supported data network, all enterprise computer systems, applications, and phone systems would be directly impacted, affecting many services to citizens. For this reason, performance in this area is regularly tracked and reported internally and to management.



### WHAT DO THESE NUMBERS TELL US?

In FY10 and FY11, there were no unplanned interruptions to the data network. This high degree of uptime is attributed to well trained, talented, and committed IT staff. Changes and upgrades to the network are carefully planned, tested, and executed to minimize downtime as much as possible.

Configuration Management provides centralized management systems and standard configuration services to system administrators and department contacts so they can most efficiently support and maintain IT applications and systems.

Configuration Management		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of client devices meeting current security standards	23%	64%	95%	84%
Result	% of client incidents resolved within four operational hours	32%	16%	80%	50%
Result	% of devices and software applications that are effectively managed	N/A	N/A	100%	94%
Output	# of calls resolved	N/A	N/A	55	550
Output	# of software distribution packages managed	N/A	N/A	75	50
Output	# of hardware devices managed	3,363	49,668	4,180	3,000

## LINES OF BUSINESS

Information Technology Security provides technology risk management services to City executives so they can ensure that departments can conduct their business with confidentiality, integrity, and availability of technology systems.

<b>Information Technology Security</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of scheduled security risk audits and analyses completed	96%	98%	100%	100%
Result	# of security related incidents per 1,000 devices supported	558	98	120	100
Output	# of detected security breaches	1	0	1	1
Output	# of technology security risk audits and analyses conducted	1,409	846	831	831

Network provides computer connectivity to City employees so they can have secure and reliable communications.

<b>Network</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of time that data network is available to end-users	100%	100%	100%	100%
Result	% of network devices meeting current security standards	100%	100%	95%	95%
Result	% of network incidents resolved within four operational hours	38%	37%	75%	40%
Output	# of network calls resolved	805	698	1,200	400
Output	# of network requests completed	1,137	1,020	300	600
Output	# of network connections supported	7,007	7,007	4,350	10,833

Communications provides telephone services to City employees so they can have secure and reliable communications.

<b>Communications</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of time that voice network is available to end-users	100%	100%	100%	100%
Output	# of telephone supported	6,415	6,415	5,000	6,500



## LINES OF BUSINESS

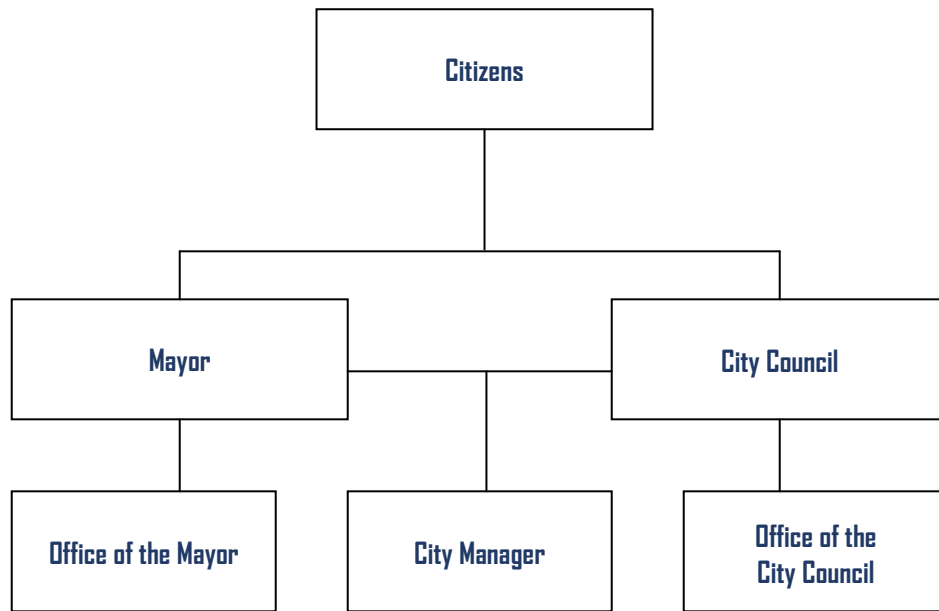
Servers provides messaging, file, and application hosting services to City departments so they can reliably communicate, store and process data, and retrieve information.

Servers		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of servers meeting current security standards	71%	97%	95%	95%
Result	% of time servers are available that provide critical enterprise services	100%	100%	100%	100%
Result	% of server incidents resolved within four operational hours	60%	43%	75%	75%
Result	% of server security activities completed as scheduled	65%	83%	100%	100%
Output	# of server requests completed	461	402	500	500
Output	# of servers supported	352	355	320	320
Output	# of server calls resolved	412	614	500	700

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Information Technology Security	0.00	0	0.00	0	3.30	567,979
Configuration Management	7.25	\$723,141	6.33	\$779,826	5.35	\$1,268,216
Network & Telecommunications	10.25	3,440,606	9.33	4,032,427	0.00	0
Network	0.00	0	0.00	0	6.25	1,251,653
Communications	0.00	0	0.00	0	4.20	2,136,700
Public Safety Communications Support	14.25	2,611,583.60	13.50	2,859,434.00	0.00	0.00
Servers	5.25	1,456,549	5.33	1,852,962	5.25	791,288
<b>Line of Business Total</b>	<b>37.00</b>	<b>\$8,231,880</b>	<b>34.49</b>	<b>\$9,524,649</b>	<b>24.35</b>	<b>\$6,015,836</b>

# MAYOR AND CITY COUNCIL



## DEPARTMENT MISSION

The mission of the City Manager’s Office\* is to provide leadership, management, information, and policy implementation to:



Mick Cornett  
Mayor

- elected officials so they can make informed decisions;
- City departments so they can efficiently and effectively deliver services; and
- citizens so they can live, work, and play in a community known for its high quality of life.

\*For functional purposes, the Mayor, City Council, and City Manager’s offices share a strategic plan. For budget purposes, they will remain separate entities.

## COUNCIL STRATEGIC PRIORITIES

The development of the budget follows several planning efforts undertaken during the last several years. In November 2005, the City Council adopted Vision, Mission, and Core Values statements which provide direction for the City and set the course for planning and decision-making. The Council also established Strategic Priorities for addressing critical issues the City would be facing over the next two to five years. These planning efforts have provided guidance for the organization as the budget was developed. On October 5, 2010 the Oklahoma City Council met to update the major issues facing the City in the next two to five years and established Strategic Priorities and Key Results that the City will target to successfully address these critical issues.

- Preserve and Grow Citizen Confidence and Trust in City Government
- Promote a Sustainable Financial Model
- Focus on Infrastructure Development
- Increase Effectiveness and Sustainability of Public Transportation
- Expand Economic Development Initiatives
- Enhance the Quality of Life
- Improve Public Education
- Gain Greater Government Efficiency
- Ensure Citizen Safety

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$16,954	-

## EXPENDITURES AND POSITIONS

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Office of the Mayor	\$235,345	\$262,064	\$270,123	3.08%
Office of the City Council	562,737	615,944	627,583	1.89%
<b>Total Operating Expenditures</b>	<b>\$798,081</b>	<b>\$878,008</b>	<b>\$897,706</b>	<b>2.24%</b>
<b>Department Total</b>	<b>\$798,081</b>	<b>\$878,008</b>	<b>\$897,706</b>	<b>2.24%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$798,081	\$878,008	\$897,706	2.24%
<b>Department Total</b>	<b>\$798,081</b>	<b>\$878,008</b>	<b>\$897,706</b>	<b>2.24%</b>

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Office of the Mayor	2.00	2.00	2.00	0.00%
Office of the City Council	4.00	4.00	4.00	0.00%
<b>Department Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	6.00	6.00	6.00	0.00%
<b>Department Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00%</b>

## LINES OF BUSINESS

**OFFICE OF THE MAYOR** – The purpose of the Office of the Mayor is to provide information and support to the Mayor so he can sustain public support for Mayor and Council Priorities and provide outreach services to the Community so they can experience a high degree of satisfaction with City services.

### PROGRAMS AND PERFORMANCE MEASURES

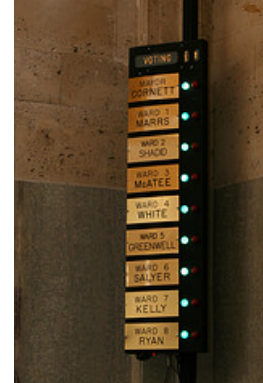
		FY 09-10	FY 10-11		FY 11-12
<b>Office of the Mayor</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of citizens surveyed who report they are satisfied or very satisfied with City services	71%	71%	68%	71%
Result	% of citizens who are satisfied the City is heading in the right direction	83%	83%	85%	85%
Output	# of written information responses provided	37,215	32,202	30,000	30,000

### PROGRAM AND POSITION BUDGETS

<b>Program</b>	FY 09-10		FY 10-11		FY 11-12	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Office of the Mayor	2.00	\$235,345	2.00	\$262,064	2.00	\$270,123
<b>Line of Business Total</b>	<b>2.00</b>	<b>\$235,345</b>	<b>2.00</b>	<b>\$262,064</b>	<b>2.00</b>	<b>\$270,123</b>

# LINES OF BUSINESS

**CITY COUNCIL OFFICE** – The purpose of the City Council Office is to provide facilitation, liaison, research, and administrative services to the City Council so they can identify and establish policy, priorities, and strategic goals and respond to constituency requests with accurate and timely information.



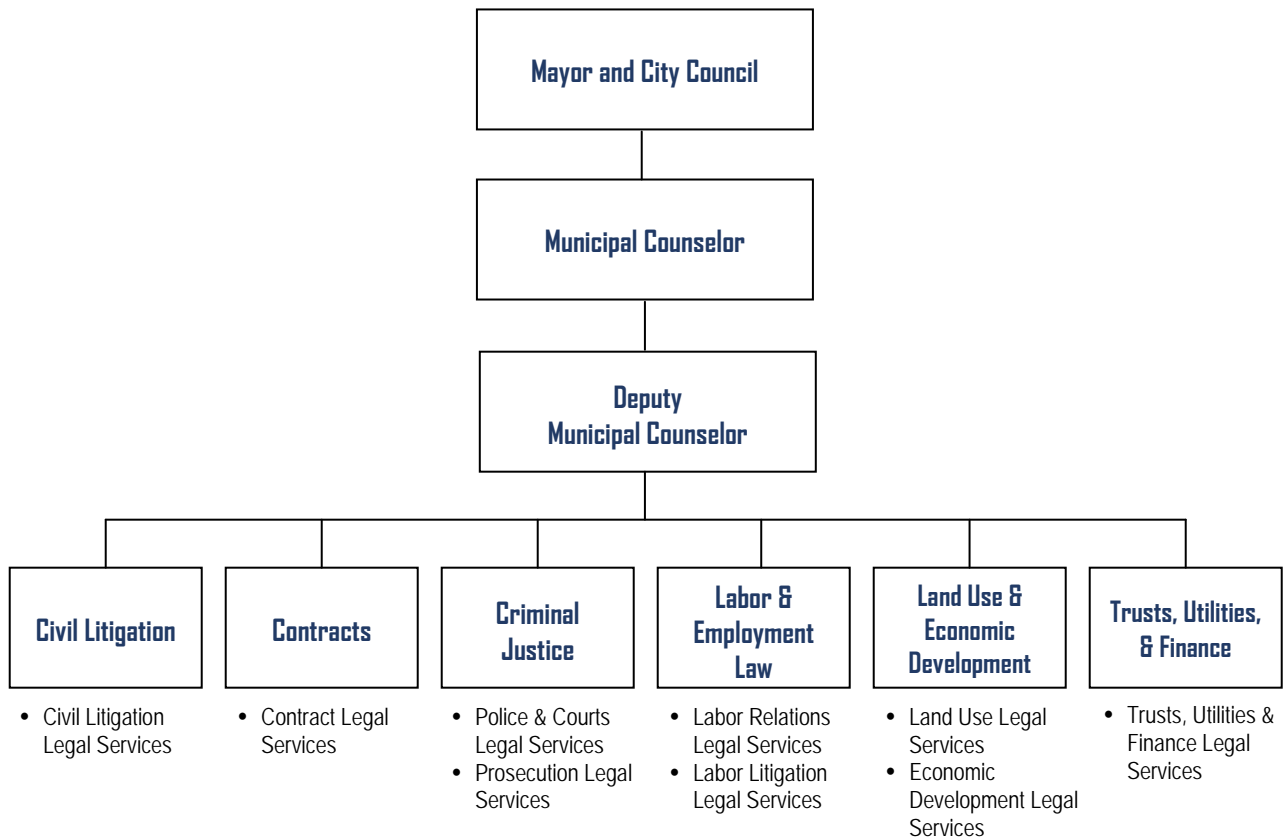
## PROGRAMS AND PERFORMANCE MEASURES

		FY 09-10	FY 10-11		FY 11-12
<b>City Council Office</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of Citizens who feel the City is heading in the right direction	83%	83%	85%	85%
Result	% of City Council who report that they are satisfied or very satisfied with the quality and timeliness of information they are provided to identify and establish policy, priorities and strategic goals	100%	89%	89%	89%
Output	# of events, education sessions and programs facilitated	N/A	18	20	20

## PROGRAM AND POSITION BUDGETS

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
City Council Office	4.00	\$562,737	4.00	\$615,944	4.00	\$627,583
<b>Line of Business Total</b>	<b>4.00</b>	<b>\$562,737</b>	<b>4.00</b>	<b>\$615,944</b>	<b>4.00</b>	<b>\$627,583</b>

# MUNICIPAL COUNSELOR'S OFFICE



## DEPARTMENT MISSION



**Kenneth Jordan**  
Municipal Counselor  
kenneth.jordan@okc.gov

The mission of the Municipal Counselor's Office is to provide legal consultations, representations and document services to the City, its Public Trusts, and their officers, appointees and employees so they can lawfully and effectively conduct business and implement policies.



# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

A continuing lack of early contact and communication by some City clients with the Municipal Counselor’s Office concerning some City projects, if not adequately addressed, may result in:

- Delays in client projects and policy implementation
- Lack of direction and clarity for the client
- Duplication of efforts by legal staff causing delays on other client projects
- Increased liability exposure
- Diminished client satisfaction

### Strategic Result

The City and its Public Trusts will benefit from regular communication with Legal staff and from a workforce trained in areas of the law relevant to their work, as evidenced by:

- Annually, at least 80% of employees identified by Department Heads will be provided legal risk mitigation training through 2012.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
100%	N/A	80%	80%

- Annually, at least 75% of employees trained will rate training as good or excellent through 2012.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
93%	N/A	75%	75%

- Annually, at least 97% of Department Heads will be provided monthly communications to help identify legal issues relating to their work through 2012.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
100%	100%	97%	97%

### Strategy

- Four programs are and will be providing legal risk mitigation training to various City and Trust employees about important legal issues.
- The Municipal Counselor’s Office will endeavor to contact clients on a monthly basis or more often, as necessary, in addition to the regular attorney-client communications on a routine basis.

# ISSUES, STRATEGIES, AND RESULTS

## 2 Issue

The growing demand for faster responses to complex legal issues involving new and amended laws, City economic development projects, new City programs, bond issues, open records requests and increasing labor union activity combined with limited resources, training and technology, if not adequately addressed, will result in:

- Delays in client projects and policy implementation
- Lack of direction and clarity for the client
- Increased liability exposure
- Delays in legal responses
- Diminished client satisfaction



### Strategic Result

The City, its Public Trusts and their officers, appointees and employees will benefit from timely and effective legal service, as evidenced by:

- At least 90% of responding clients surveyed will be satisfied with the timeliness, effectiveness and overall provision of legal services through 2012.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
100%	100%	90%	90%

### Strategy

- A client survey is distributed each spring for seven of the nine programs in the Municipal Counselor’s Office.

## MAJOR BUDGET CHANGES

<b>General Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$139,611	-
2.	Adds one Asst Municipal Counselor I to the Civil Litigation Program to help meet the higher workload demands because more use of force cases are going to trial rather than summary judgment. A change in plaintiffs bringing their use of force cases to state court rather than federal court has resulted in this significant change in workload.	\$69,453	1

<b>Water and Wastewater Funds</b>		<b>Amount</b>	<b>Positions</b>
1.	Adds one Asst Municipal Counselor I to the Trust, Utilities, and Finance Program to develop additional expertise and continuity on Utilities department issues. Although the position resides in the Municipal Counselor's Office, it will be paid directly by Utilities.	\$0	1

<b>CLEET Training Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Increases budget for travel, training, and legal reference materials based on higher expected fund balance in the CLEET Fund.	\$12,500	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,141,096	\$1,167,139	\$1,094,509	-6.22%
Civil Litigation	1,078,473	1,036,850	1,052,961	1.55%
Contracts	349,771	347,199	355,223	2.31%
Criminal Justice	1,178,930	1,251,401	1,415,312	13.10%
Labor and Employment Law	501,617	593,995	622,098	4.73%
Land Use and Economic Development	797,693	728,779	848,541	16.43%
Trusts, Utilities, and Finance	550,844	571,883	578,871	1.22%
<b>Total Operating Expenditures</b>	<b>\$5,598,425</b>	<b>\$5,697,246</b>	<b>\$5,967,515</b>	<b>4.74%</b>
Capital Expenditures	\$0	\$25,000	\$25,000	0.00%
<b>Department Total</b>	<b>\$5,598,425</b>	<b>\$5,722,246</b>	<b>\$5,992,515</b>	<b>4.72%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$5,465,862	\$5,551,274	\$5,772,001	3.98%
Juvenile Justice Fund	124,477	133,068	171,881	29.17%
Court Administration & Training Fund	8,086	12,904	23,633	83.14%
Capital Improvement Projects Fund	0	25,000	25,000	0.00%
<b>Total All Funds</b>	<b>\$5,598,425</b>	<b>\$5,722,246</b>	<b>\$5,992,515</b>	<b>4.72%</b>

# POSITIONS

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	5.64	5.59	4.59	-17.89%
Civil Litigation	12.36	11.41	11.41	0.00%
Contracts	2.84	2.84	2.84	0.00%
Criminal Justice	13.79	13.79	14.64	6.16%
Labor and Employment Law	6.77	7.27	6.42	-11.69%
Land Use and Economic Development	6.35	5.85	6.85	17.09%
Trusts, Utilities, and Finance	4.25	5.25	7.25	38.10%
<b>Department Total</b>	<b>52.00</b>	<b>52.00</b>	<b>54.00</b>	<b>3.85%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	49.80	48.80	49.50	1.43%
Airports Cash Fund	0.00	1.00	1.00	0.00%
Police Sales Tax Fund	1.00	1.00	1.00	0.00%
Water and Wastewater Funds	0.00	0.00	1.00	N/A
Juvenile Justice Fund	1.20	1.20	1.50	25.00%
<b>Department Total</b>	<b>52.00</b>	<b>52.00</b>	<b>54.00</b>	<b>3.85%</b>

## LINES OF BUSINESS

**ADMINISTRATION** - 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to Executive Leaders and Program Managers so they can effectively manage operations.

Business Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of departmental expenditures spent on programs that achieve result performance targets	91%	47%	77%	77%
Result	% of Department-owned applications for which the department has met the departmental responsibilities outlined in the IT Service Level Agreement	100%	100%	75%	75%
Result	% of employees will be provided ergonomic furniture and equipment needed to avoid repetitive motion injury	12%	15%	20%	19%
Result	% of terminations submitted to Personnel Department by termination date	25%	100%	75%	75%
Result	% of actual to budgeted expenditures	100%	98%	97%	97%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	100%	100%	100%	100%
Output	# of FTE's supported	52	52	52	54
Output	Dollar amount of operating expenditures (actual) managed	\$5,589,815	\$5,560,318	\$5,697,246	\$5,967,515

## LINES OF BUSINESS

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of strategic results (or interim targets) achieved	100%	100%	85%	85%
Result	% of Department Heads receiving monthly communications	100%	100%	97%	97%
Result	% of performance evaluations completed by the review date	90%	93%	95%	95%
Result	% of key measures achieved	87%	42%	75%	75%

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	5.04	\$1,055,191	4.99	\$1,074,053	3.99	\$1,000,156
Executive Leadership	0.60	85,906	0.60	\$93,086	0.60	\$94,353
<b>Line of Business Total</b>	<b>5.64</b>	<b>\$1,141,096</b>	<b>5.59</b>	<b>\$1,167,139</b>	<b>4.59</b>	<b>\$1,094,509</b>

## LINES OF BUSINESS

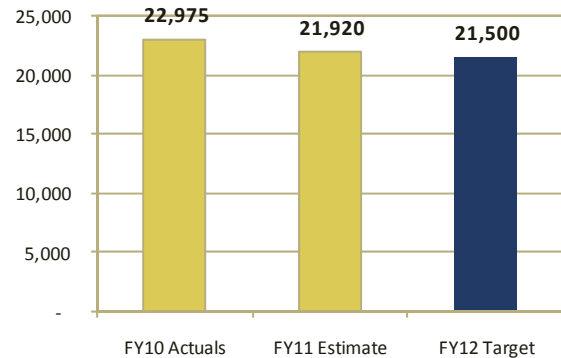
**CIVIL LITIGATION** – The purpose of the Civil Litigation Line of Business is to provide advice, consultations and legal representation services to the City, its Public Trusts and their officials and employees so they can avoid or limit liability.

### PROGRAMS AND PERFORMANCE MEASURES

“# of legal services provided by Civil Litigation attorneys”

#### WHY IS THIS MEASURE IMPORTANT?

This line of business tracks the amount of times this program provides legal advice, consultations and representations to City departments and City trusts. This measure provides an indicator of the workload of the program required to help the City and its Trusts avoid or limit liability. The attorneys in this line of business defend the City and its employees in all tort cases including auto accidents, slip and falls on City property, as well as, lawsuits claiming that the City violated a person’s civil rights, i.e., false arrests, excessive use of force by police, and wrongful convictions. The division also defends the City in certain breach of contract cases, such as the claimed failure of the City to fulfill its obligations under a contract.



#### WHAT DO THESE NUMBERS TELL US?

Despite the loss of an attorney position in the current year budget, Civil Litigation has kept up with its responsibilities and assignments. The number of legal services provided by Civil Litigation attorneys is projected to be 21,920 for the current year which represents 12% more services provided than what was expected. This increase is due to the complexity of recent lawsuits that are anticipated to continue into the foreseeable future.



## LINES OF BUSINESS

Civil Litigation Legal Services provides advice, consultations and legal representation services to the City, its Public Trusts and their officials and employees so they can avoid or limit liability.

Civil Litigation Legal Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of responding clients surveyed who are satisfied with the timeliness, effectiveness and overall provision of legal services	100%	100%	100%	100%
Result	% of employees identified by Department Heads that are provided Litigation legal risk mitigation training	100%	N/A	80%	80%
Result	% of employees trained who rate Litigation training as good or excellent	96%	N/A	75%	75%
Output	# of legal services provided by Civil Litigation attorneys	22,975	21,920	19,500	21,500

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Civil Litigation Legal Services	12.36	\$1,078,473	11.41	\$1,036,850	11.41	\$1,052,961
<b>Line of Business Total</b>	<b>12.36</b>	<b>\$1,078,473</b>	<b>11.41</b>	<b>\$1,036,850</b>	<b>11.41</b>	<b>\$1,052,961</b>

## LINES OF BUSINESS

**CONTRACTS** – The purpose of the Contracts Line of Business is to provide consultations, representations, and document preparation and review services to the City, its Public Trusts and their officers, appointees and employees so they can timely and lawfully procure desired goods and services to complete their projects.

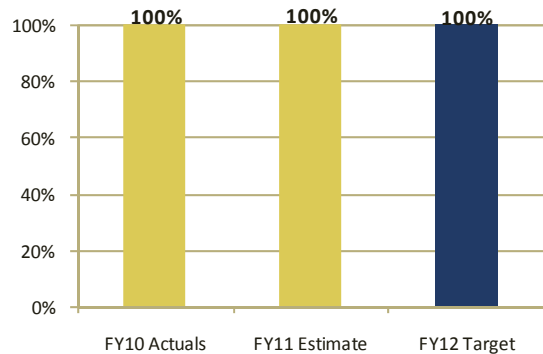


### PROGRAMS AND PERFORMANCE MEASURES

“% of contract/procurement agenda items approved by the City Clerk’s agenda deadline”

**WHY IS THIS MEASURE IMPORTANT?**

The Contract Legal Services program provides consultations to departments to help them prepare documents required to procure goods and services. Part of the assistance they provide includes reviewing procurement-related agenda items in a timely manner. Monitoring performance in this area is important because missing an agenda deadline could mean that a department would not be able to purchase the goods and services needed to complete projects on time and provide services to citizens.



**WHAT DO THESE NUMBERS TELL US?**

Over the last two years, staff in this program has not missed an agenda deadline for approving a procurement related agenda item. The program has reviewed over 400 contracts year to date and is on pace to review 820 contracts in the current year which represents a decline from 1,179 in FY10.

## LINES OF BUSINESS

Contract Legal Services provides consultations, representations, and document preparation and review services to the City, its Public Trusts and their officers, appointees and employees so they can timely and lawfully procure desired goods and services to complete their projects.

<b>Contract Legal Services</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of contracts awarded without successful dispute from contractors or vendors	100%	100%	98%	98%
Result	% of contract/procurement agenda items (in final form) approved by the City Clerk's deadline	100%	100%	100%	100%
Result	% of employees identified by Department Heads that are provided Procurement Contracts legal risk mitigation of legal liability training	100%	100%	90%	75%
Output	# of Contracts agenda items reviewed	1,179	828	820	850
Output	# of Contracts legal services provided	4,316	3,856	2,030	3,500

## PROGRAM POSITIONS AND BUDGET

<b>Program</b>	<b>FY 09-10</b>		<b>FY 10-11</b>		<b>FY 11-12</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Contract Legal Services	2.84	\$349,771	2.84	\$347,199	2.84	\$355,223
<b>Line of Business Total</b>	<b>2.84</b>	<b>\$349,771</b>	<b>2.84</b>	<b>\$347,199</b>	<b>2.84</b>	<b>\$355,223</b>

## LINES OF BUSINESS

**CRIMINAL JUSTICE** – The purpose of the Criminal Justice Line of Business is to provide consultations, representations and document services to the City, Police and Court Administration so they can receive prompt and effective legal guidance and resolve criminal complaints.

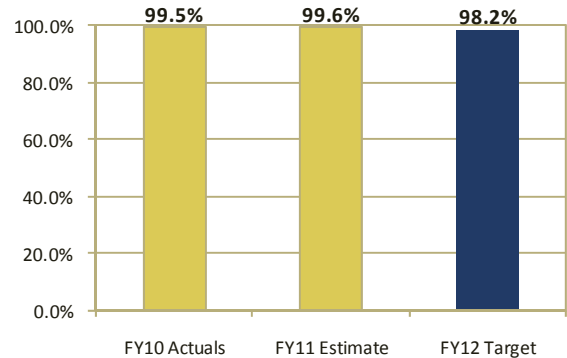


### PROGRAMS AND PERFORMANCE MEASURES

“% of Municipal Counselor Jury Division charges filed or declined within 45 days of bond posting”

**WHY IS THIS MEASURE IMPORTANT?**

This measure demonstrates timeliness of the criminal charge review process, with the goal being to have charges either filed or declined as soon as possible and avoid “no-file” status whenever possible. Processing charges within 45 days of bond posting allows defendants to know at arraignment whether or not they will face charges. Timely charge reviews also provide for more efficient arraignment dockets.



**WHAT DO THESE NUMBERS TELL US?**

Criminal justice consistently meets the 45-day target, typically reviewing over 20,000 jury division charges each year. Charge reviews typically involve review of OCPD incident reports and, depending on the type of charge, may involve the review of supplemental reports, accident reports, Department of Public Safety driving records, store reports, videos, medical records and/or photographs. The cases not meeting the filing deadline often are a result of matters such as delayed lab results and State filing decisions.

Police and Courts Legal Services provides legal consultations, representations and document services to the police and court administration departments so they can receive prompt, clear and direct legal guidance in order to lawfully conduct their business.

Police and Courts Legal Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of responding clients surveyed who are satisfied with the timeliness, effectiveness and overall provision of legal services	100%	100%	90%	90%
Output	# of hours spent on Police and Courts legal services	3,052	2,558	2,424	2,424
Output	# of Police and Courts legal services provided	7,742	5,670	5,052	5,052

## LINES OF BUSINESS

Prosecution Legal Services provides municipal ordinance prosecution services to The City of Oklahoma City so it can have a just and efficient resolution of criminal complaints.

Prosecution Legal Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of employees trained who rate Prosecution training as good or excellent	100%	0%	75%	75%
Result	% of employees identified by Department Heads that are provided Prosecution legal risk mitigation training	100%	0%	80%	80%
Result	% of Municipal Court Jury Division charges filed or declined within 45 days of bond posting	99%	99.6%	98%	98%
Output	# of hours in Court for docket appearances	1,402	1,483	1,400	1,400
Output	# of cases not tried resolved by guilty or no contest plea	84,901	99,635	1 *	1 *
Output	# of cases tried that resulted in a guilty verdict	437	617	1 *	1 *
Output	# of prosecutions resolved	104,987	121,160	1 *	1 *
Output	# of charges reviewed	139,827	146,668	129,000	129,000
Output	# of charges filed	130,936	144,210	1 *	1 *

\*Due to legal ethics requirements, targets cannot be set on these measures as it could be interpreted as promising a specific outcome. A target of "1" has been set in those areas.

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Police & Courts Legal Services	2.72	\$307,713	2.72	\$308,432	1.02	\$119,579
Prosecution Legal Services	11.07	871,217	11.07	942,969	13.62	1,295,733
<b>Line of Business Total</b>	<b>13.79</b>	<b>\$1,178,930</b>	<b>13.79</b>	<b>\$1,251,401</b>	<b>14.64</b>	<b>\$1,415,312</b>

## LINES OF BUSINESS

**LABOR AND EMPLOYMENT LAW** – The purpose of the Labor and Employment Law Line of Business is to provide labor advice, trainings, representations and document services to City Council and City Management so they can manage their employees without undue delay and reduce legal liability associated with labor management issues.

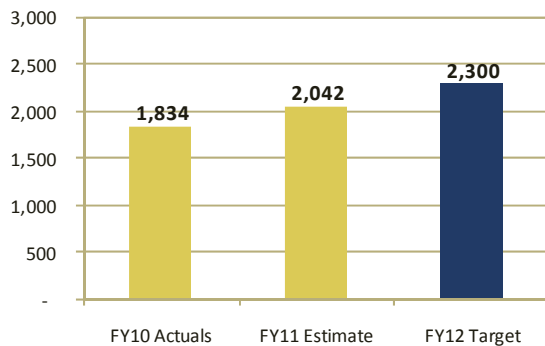


### PROGRAMS AND PERFORMANCE MEASURES

“# of Labor Relations and Labor Litigation legal services provided”

#### WHY IS THIS MEASURE IMPORTANT?

This measure demonstrates the workload of the Labor Relations and Litigation program by providing a total for all legal services provided to the City including legal advice and counseling to the Mayor, City Council and management executives on matters addressing employment discrimination, collective bargaining, family leave, pensions, and wages and hours before local, state, federal and agency tribunals whenever the City is a named defendant.



#### WHAT DO THESE NUMBERS TELL US?

The number of legal services provided by Labor Relations and Labor Litigation attorneys is projected to be 2,042 for the current year which represents 20% more services provided than what was expected. The performance target for this measure has been increased in FY12 to better reflect the recent increase in the workload of the program.

## LINES OF BUSINESS

Labor Litigation Legal Services provides civil representation services to City Council members and City Supervisors so they can resolve disputes and reduce legal liability associated with labor management issues.

<b>Labor Litigation Legal Services</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of responding clients surveyed who are satisfied with the timeliness, effectiveness and overall provision of legal services	100%	100%	90%	90%
Result	% of employees identified by Department Heads that are provided Labor Litigation legal risk mitigation training	100%	100%	90%	90%
Result	% of employees trained who rate Labor Litigation training as good or excellent	82%	80%	80%	80%
Output	# of hours spent providing Labor risk mitigation training	25	84	50	100
Output	# of hours spent providing Labor Litigation services	2,400	2,050	2,000	2,000
Output	# of Labor Litigation legal services provided	822	426	800	800

Labor Relations Legal Services provides general counsel, legal consultations, administrative representations and document services to City Council members and City Management so they can increase their awareness and understanding of labor issues to better plan and better manage their employees in a timely manner.

<b>Labor Relations Legal Services</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of responding clients surveyed who are satisfied with the timeliness, effectiveness and overall provision of legal services	100%	100%	90%	90%
Output	# of Labor Relations legal services provided	1,012	1,616	900	1,500
Output	# of hours spent on general counsel legal services	466	642	475	500
Output	# of hours spent on Labor Relations legal services	515	602	700	700

# LINES OF BUSINESS

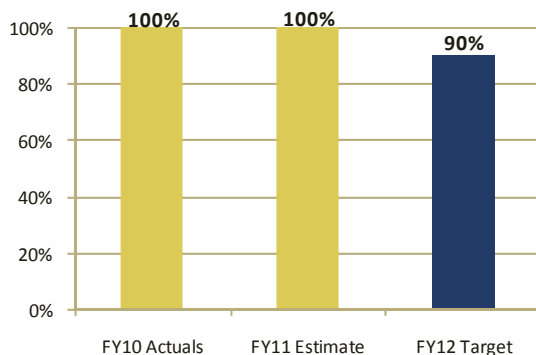
## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Relations Legal Services	2.97	\$258,594	3.57	\$303,823	3.37	\$318,151
Labor Litigation Legal Services	3.80	243,024	3.70	290,172	3.05	303,947
<b>Line of Business Total</b>	<b>6.77</b>	<b>\$501,617</b>	<b>7.27</b>	<b>\$593,995</b>	<b>6.42</b>	<b>\$622,098</b>

**LAND USE AND ECONOMIC DEVELOPMENT** – The purpose of the Land Use and Economic Development Line of Business is to provide legal consultations, client representation and document drafting and review services to the City, its Officers, Departments, Boards, Commissions and Trusts so they can promptly and effectively implement their Land Use and economic development goals, policies and objectives.

## PROGRAMS AND PERFORMANCE MEASURES

“% of responding clients surveyed who are satisfied with the timeliness, effectiveness and overall provision of Land Use and Economic Development legal services”



### WHY IS THIS MEASURE IMPORTANT?

Internal feedback is crucial in helping to determine the effectiveness of this line of business in providing timely consultations, document review and drafting, and client representations. Each year the Municipal Counselor’s Office conducts a survey of clients regarding their satisfaction with legal services provided by their office.

### WHAT DO THESE NUMBERS TELL US?

This line of business has an extremely high client satisfaction rating, as reflected by recent client surveys. The satisfaction ratings are attributable to continued

efforts by the Land Use and Economic Development attorneys to provide prompt, effective legal services so the client could make informed, timely decisions to implement policies and spend money legally and efficiently.



## LINES OF BUSINESS

Economic Development Legal Services provides consultations, document review and drafting and client representation services to the City and its officers, Trusts and Authorities so they can receive timely and effective legal services to help them promote Economic Development.

<b>Economic Development Legal Services</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of responding clients surveyed who are satisfied with the timeliness, effectiveness and overall provision of Economic Development legal services	100%	100%	90%	90%
Output	# of Economic Development legal services provided	6,247	7,554	5,500	7,550

Land Use Legal Services provides legal consultations, representations and documents to Mayor and Council, City Departments and City Boards, Commissions and Trusts so they can obtain the services requested to implement and develop effective Land Use policies and objectives.

<b>Land Use Legal Services</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of responding clients surveyed who are satisfied with the timeliness, effectiveness and overall provision of Land Use legal services	100%	100%	90%	90%
Output	# of Land Use legal services provided	12,314	12,390	14,000	14,000

## PROGRAM POSITIONS AND BUDGET

<b>Program</b>	<b>FY 09-10</b>		<b>FY 10-11</b>		<b>FY 11-12</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Economic Development Legal Services	3.23	\$397,308	2.73	\$355,090	3.73	\$470,584
Land Use Legal Services	3.12	400,385	3.12	373,689	3.12	377,957
<b>Line of Business Total</b>	<b>6.35</b>	<b>\$797,693</b>	<b>5.85</b>	<b>\$728,779</b>	<b>6.85</b>	<b>\$848,541</b>

## LINES OF BUSINESS

**Trusts, Utilities, and Finance** - The purpose of the Trusts, Utilities and Finance Line of Business is to provide consultations, representations and document review and drafting services to the clients so they can make legally informed, timely decisions.

### PROGRAMS AND PERFORMANCE MEASURES

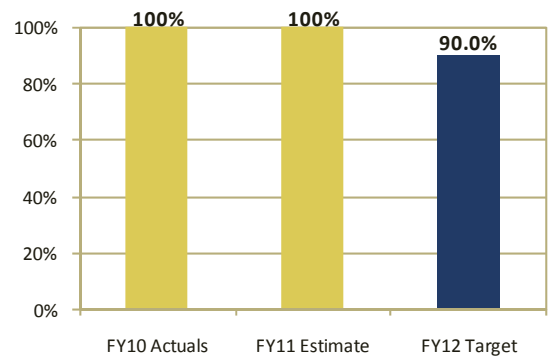
“% of responding clients surveyed who are satisfied with the timeliness, effectiveness and overall provision of legal services”

#### WHY IS THIS MEASURE IMPORTANT?

Each year, the Municipal Counselor’s Office conducts a survey of clients regarding their satisfaction with legal services provided by their office. Internal feedback is crucial to help to identify the effectiveness of this line of business in providing timely consultations, document review and drafting, and client representations in support of the various Trusts and the Utilities and Finance Departments.

#### WHAT DO THESE NUMBERS TELL US?

Services provided include consultation, legal representation, and document review and drafting services as they relate to Trusts, Utilities and Finance. The outstanding satisfaction ratings achieved in both FY09 and FY10 on the client survey are attributable to continued efforts to provide prompt, effective legal services so the client could make informed, timely decisions to implement policies and spend money legally and efficiently.



## LINES OF BUSINESS

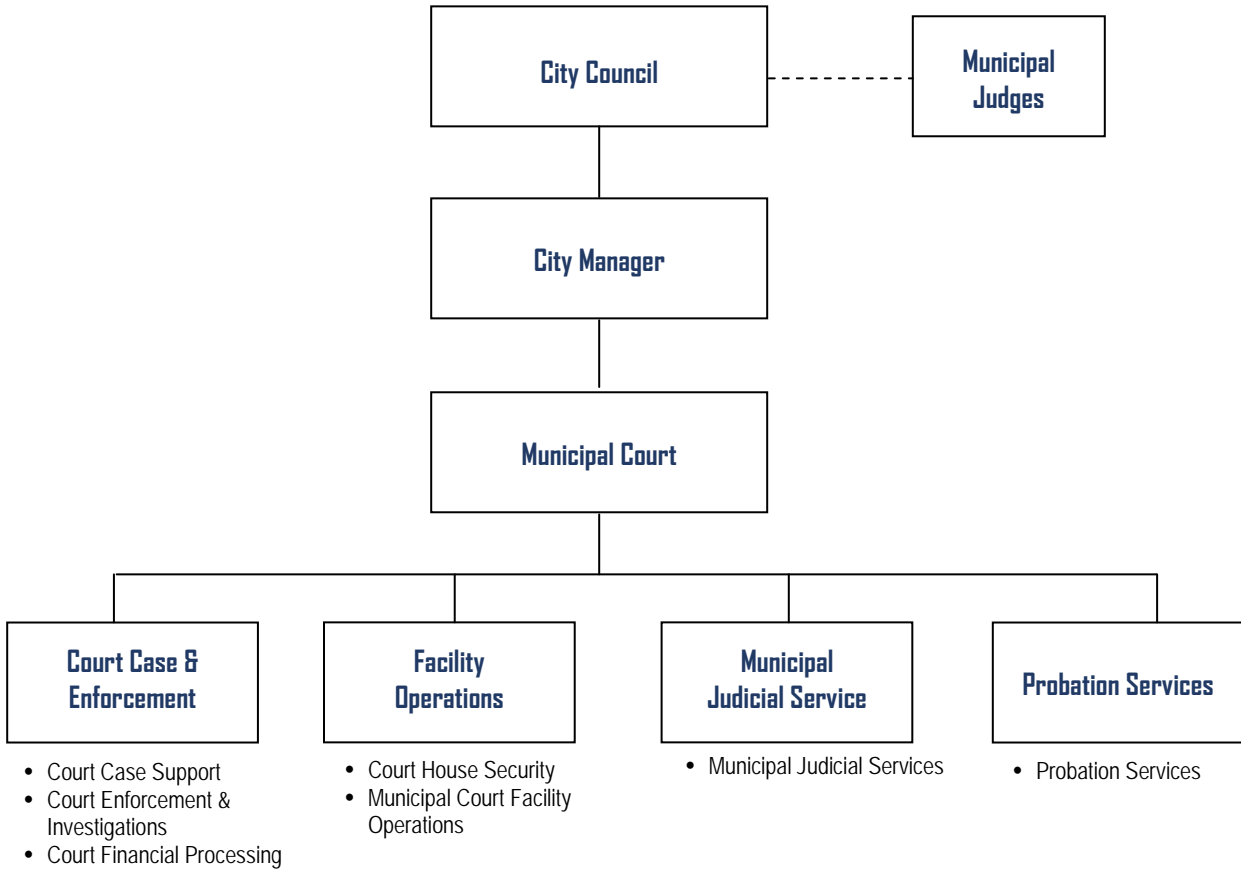
Trusts, Utilities, and Finance Legal Services provides consultations, representation and document review and drafting services to City Council, Appointees, Trustees and City Management so they can make legally informed, timely decisions, implement policies and spend money legally and efficiently.

Trusts, Utilities and Finance Legal Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of responding clients surveyed who are satisfied with the timeliness, effectiveness and overall provision of legal services	100%	100%	90%	90%
Output	# of Trust, Utilities and Finance legal services provided	20,532	15,114	14,400	14,400

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Trusts, Utilities, and Finance Legal Services	4.25	550,844	5.25	571,883	7.25	578,871
<b>Line of Business Total</b>	<b>4.25</b>	<b>\$550,844</b>	<b>5.25</b>	<b>\$571,883</b>	<b>7.25</b>	<b>\$578,871</b>

# MUNICIPAL COURT



## DEPARTMENT MISSION



Stacey Davis  
Director  
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The mission of the Municipal Court is to provide court information, case processing, judicial and accountability services to all people affected by a violation of Oklahoma City ordinances, so they can be assured of timely and equitable justice.

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

The increasing inadequacy of court facilities, if not regularly addressed, will continue to result in decreased productivity due to:

- Court staff relocated to remote sites
- Unhealthy, unsafe, and uncomfortable conditions for employees and customers
- Non-compliance with applicable rules, regulations, and codes
- Inadequate workspace and storage
- Loss of court records
- Increased operating/maintenance costs



### Strategic Result

By 2015, 100% of Court facilities will meet standards for safety, accessibility, and comfort.

- % of Court facilities meeting standards for safety, accessibility and comfort.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	20%	20%

### Strategy

- Continue identifying facility inadequacies and retain funding for repair and/or replacements.
- Develop a long-term strategic plan regarding court facilities.

## 2 Issue

The increasing difficulty to develop and maintain an adequately compensated, skilled and well trained workforce due to retirements, reduction in workforce, technology changes and employee promotions, if not adequately addressed, will result in:

- Delays in court transactions
- Frustrated customers
- Increased exposure to lawsuits

### Strategy

Continue to work with the Personnel Department regarding employee classifications.

## ISSUES, STRATEGIES, AND RESULTS

### 3 Issue

The increasing number of non-English speaking customers requesting services, coupled with the continued inability to recruit and retain bilingual staff, if not adequately addressed, will result in the customers:

- Inability to make informed decisions about available service options
- Diminished satisfaction with court services
- Experiencing delays and errors in case processing
- Experiencing unnecessary costs

#### Strategic Result

By 2013, 80% of court related documents will be available for Spanish speaking customers.

- % of court related documents available for Spanish speaking customers.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
20%	20%	20%	20%

#### Strategy

- Continue efforts to translate court information into formats for non-English speaking customers.
- Continue to participate in the City’s Command Spanish for Office Environment training.
- Develop a follow-up Command Spanish class for Municipal Court employees.

### 4 Issue

The continuing number of proposed and actual changes in court-impacting legislation, if not adequately addressed, will result in the passing of laws that adversely affect municipal court operations, revenues, liabilities and customer service.

#### Strategy

Aggressively identify and properly react to proposed legislation that affects the Oklahoma City Municipal Court.

# ISSUES, STRATEGIES, AND RESULTS

## 5 Issue

The increase in customer expectations for court information and electronic services, if not adequately addressed, will result in:

- Lost opportunities for increased efficiency
- Decreased levels of customer satisfaction with court services



### Strategic Result

By 2013, 40% of customer court transactions will be available for online completion.

- % of customer court transactions available for online completion.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
30%	33%	33%	33%

### Strategy

- Continue working on the new court computer system enabling the Municipal Court to expand on the services it provides electronically.
- Continue working with the Information Technology Department and vendors to increase the number of electronic transactions.

## 6 Issue

The increasing complexity of juvenile referrals combined with limited resources for juvenile services will result in the following:

- Increase in juvenile crime rates
- Increase in school drop-out rates
- Increase substance abuse among juveniles
- Increase in probation workloads

### Strategic Result

By 2012, 85% of the juvenile offenders will successfully complete probation and not have further involvement with the OKC justice system.

- % of juvenile offenders referred to probation services who successfully complete probation within established period of time.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
88%	94%	88%	88%

- % of juvenile offenders will complete probation without further involvement with the OKC justice system within a two-year period.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
79%	81%	85%	85%

## ISSUES, STRATEGIES, AND RESULTS

### Strategy

- Continue to identify juvenile referral sources.
- Explore additional funding resources to employ additional juvenile probation officers and/or case managers.

### 7 Issue

There is a heightened public expectation for secured court facilities, which if not adequately addressed, will result in:

- Diminished customer perception of courts as a safe place to conduct business
- Increased fear for personal safety
- Increased risk of incidents resulting in personal injury to customers or employees

### Strategic Result

By 2013, 100% of Court facilities will meet standards for safety, accessibility, and comfort.

- % of Court facilities meeting standards for safety, accessibility and comfort

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	20%	20%

### Strategy

- Continue monitoring and assessing the security needs of the Municipal Court to ensure the safety of customers and employees.
- Monitor current criminal activity of the court system in order to identify specific improvements needed to secure court facilities.



## MAJOR BUDGET CHANGES

<b>General Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$106,640	-
2.	Adds a Deputy Marshal to the Court Enforcement Program to assist with courthouse security and to assist in the clearance of warrants.	\$53,022	1
3.	Adds 2 Customer Service Representative III's to the Court Financial Processing Program to assist customers.	\$84,642	2
4.	Adds a transfer to Capital Improvement Fund for costs related to the new Court Building.	\$608,837	-

<b>Court Administration and Training Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Increases the budget for transfers to various State agencies due to increased court activity	\$266,760	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$925,520	\$974,163	\$971,557	-0.27%
Court Case and Enforcement	5,681,695	6,695,995	6,675,949	-0.30%
Facility Operations	470,523	705,166	1,288,582	82.73%
Municipal Judicial Services	437,136	444,404	447,388	0.67%
Probation Services	628,974	740,982	749,229	1.11%
<b>Total Operating Expenditures</b>	<b>\$8,143,847</b>	<b>\$9,560,710</b>	<b>\$10,132,705</b>	<b>5.98%</b>
Capital Expenditures	\$0	\$150,107	\$10,000	-93.34%
<b>Department Total</b>	<b>\$8,143,847</b>	<b>\$9,710,817</b>	<b>\$10,142,705</b>	<b>4.45%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Proposed Budget	Percent Change
General Fund	\$6,002,031	\$6,731,833	\$7,471,541	10.99%
Court Administration & Training Fund	1,498,690	2,076,115	1,917,875	-7.62%
Juvenile Justice Fund	643,126	752,762	743,289	-1.26%
Capital Improvement Projects Fund	0	150,107	10,000	-93.34%
<b>Total All Funding Sources</b>	<b>\$8,143,847</b>	<b>\$9,710,817</b>	<b>\$10,142,705</b>	<b>4.45%</b>

# POSITIONS

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Proposed Budget	Percent Change
Administration	3.40	3.40	3.40	0.00%
Court Case and Enforcement	53.40	53.40	56.35	5.52%
Facility Operations	5.20	5.20	5.25	0.96%
Municipal Judicial Services	4.00	4.00	4.00	0.00%
Probation Services	11.00	11.00	11.00	0.00%
<b>Department Total</b>	<b>77.00</b>	<b>77.00</b>	<b>80.00</b>	<b>3.90%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Proposed Budget	Percent Change
General Fund	77.00	77.00	80.00	3.90%
<b>Total All Funding Sources</b>	<b>77.00</b>	<b>77.00</b>	<b>80.00</b>	<b>3.90%</b>

## LINES OF BUSINESS

**ADMINISTRATION** - 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

<b>Business Services</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of actual to budgeted expenditures	87%	87%	97%	97%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	98%	99%	100%	100%
Result	% of terminations submitted to Personnel Department by termination date	25%	100%	75%	75%
Result	% of departmental expenditures spent on programs that achieve result performance targets	86%	48%	77%	77%
Result	% of Department-owned applications for which the department has met the departmental responsibilities outlined in the IT Service Level Agreement	100%	100%	75%	75%
Output	# of FTEs supported	71	69	77	80
Output	Dollar amount of operating expenditures (actual) managed	\$8,084,996	\$7,931,974	\$9,560,710	\$10,132,705

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

<b>Executive Leadership</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of strategic results (or interim targets) achieved	20%	N/A	85%	85%
Result	% of key measures achieved	68%	63%	75%	75%
Result	% of critical operations covered by a Continuity of Operations Plan	N/A	N/A	N/A	N/A
Result	% of performance evaluations completed by the review date	66%	45%	95%	95%

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	1.90	\$726,080	1.90	\$761,974	1.90	\$753,773
Executive Leadership	1.50	\$199,439	1.50	212,189	1.50	217,784
<b>Line of Business Total</b>	<b>3.40</b>	<b>\$925,520</b>	<b>3.40</b>	<b>\$974,163</b>	<b>3.40</b>	<b>\$971,557</b>

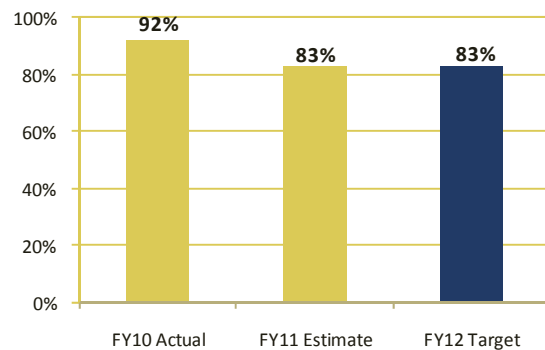
**COURT CASE AND ENFORCEMENT** – The purpose of the Court Case and Enforcement Line of Business is to provide case processing and warrant enforcement to officers of the court and court patrons so they can experience accurate and timely adjudication of court cases.

## PROGRAMS AND PERFORMANCE MEASURES

“% of total warrants cleared of total received”

### WHY IS THIS MEASURE IMPORTANT?

When a warrant is cleared, an offender previously not complying with the justice system has, essentially, been brought into compliance or the case has been disposed. Tracking the number of warrants generated by the Court system compared to the number of warrants cleared by the Marshal’s Office helps demonstrate the amount of offenders who have been “brought to justice” which contributes to citizen confidence.



### WHAT DO THESE NUMBERS TELL US?

For the current fiscal year, 83% of the warrants issued have been cleared. Although this percentage represents a decline from the previous year, activity levels have increased. Through the reporting period there have been 3,192 more warrants issued and 1,668 more warrants being cleared than this time last year. The additional warrants issued are attributed to an increase in the number of citations issued by the Police department.

## LINES OF BUSINESS

Court Case Support provides scheduling, case processing, and information services to enforcement agencies, court officers, and patrons so they can experience accurate and timely adjudication of cases.

<b>Court Case Support</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of cases updated by close of business day in which transaction occurred	100%	100%	100%	100%
Result	% of cases audited determined to be accurately updated	98%	99%	96%	96%
Output	# of cases disposed	196,067	200,348	190,000	190,000
Output	# of days until disposal on average	357	113	100	100

Court Enforcement and Investigations provides warrant enforcement and investigative services to the Municipal Court so it can clear warrants on cases.

<b>Court Enforcement and Investigations</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of total warrants cleared of total received	92%	83%	96%	83%
Output	# of warrants cleared	42,964	44,842	45,000	45,000

Court Financial Processing provides bond and fine payment processing and daily deposit services to court patrons so they can receive an accurate financial disposition of their court case.

<b>Court Financial Processing</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of payments processed and posted to proper case	100%	100%	100%	100%
Result	% of court payment transactions processed electronically	26%	31%	25%	25%
Output	# of of court payment transactions processed - Electronic	43,154	55,818	43,000	43,000
Output	# of of court payment transactions processed - In Person	125,917	123,292	126,000	126,000

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Court Case Support	25.10	\$3,970,727	25.10	\$4,830,156	25.10	\$4,627,842
Court Enforcement and Investigations	14.80	929,753	14.80	1,012,452	15.75	1,105,254
Court Financial Processing	13.50	781,215	13.50	853,387	15.50	942,853
<b>Line of Business Total</b>	<b>53.40</b>	<b>\$5,681,695</b>	<b>53.40</b>	<b>\$6,695,995</b>	<b>56.35</b>	<b>\$6,675,949</b>

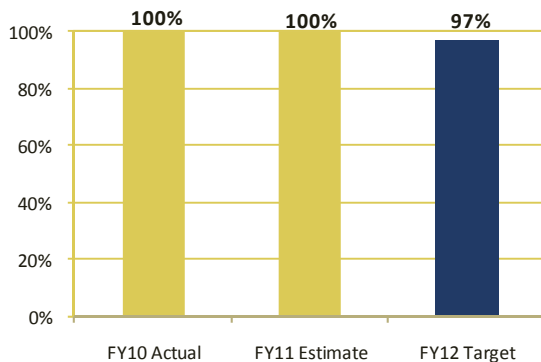
**FACILITY OPERATIONS** - The purpose of the Facility Operations Line of Business is to provide security and facility management services to building occupants and visitors so they can conduct business in an environment that is conducive to court operations.

## PROGRAMS AND PERFORMANCE MEASURES

“% of days per year without security breach”

### WHY IS THIS MEASURE IMPORTANT?

This measure helps reflect the safety of the court facilities by indicating how many days out of the year the Municipal Court operated without a security incident. This measure helps demonstrate the importance the department places on providing an environment that is safe and conducive to court operations.



### WHAT DO THESE NUMBERS TELL US?

Consistently, the department has maintained a high level of security and safety with 100% of the current year operating days being incident free. The Facility Operations program uses complex electronic security systems and an entry-point screening process designed to prevent unauthorized individuals and weapons from being brought into the Municipal Court Facility. In addition, the Marshal’s Office provides security patrols throughout the facility.

## LINES OF BUSINESS

Courthouse Security provides screening, protection, and security services to Court staff and all individuals conducting business with the court so they can experience a safe and secure environment without incident.

<b>Courthouse Security</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of days per year without security breach	100%	100%	97%	97%
Output	# of unauthorized items denied entry at security screening point	3,215	2,818	3,500	3,500
Output	# of security hours provided	4,388	4,757	4,500	4,500

Municipal Court Facility Operations provides facility preparation, maintenance, repairs, and cleaning services to building occupants and visitors so they can conduct business in an environment that is conducive to court operations.

<b>Municipal Court Facility Operations</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of building occupants who rate the facility maintenance and cleanliness as acceptable or above on annual survey	N/A	N/A	85%	85%
Output	# of square feet of space maintained	42,863	42,863	42,863	42,863

## PROGRAM POSITIONS AND BUDGET

<b>Program</b>	<b>FY 09-10</b>		<b>FY 10-11</b>		<b>FY 11-12</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Courthouse Security	3.20	\$271,379	3.20	\$304,866	3.25	\$314,722
Municipal Court Facility Ops	2.00	199,143	2.00	400,300	2.00	973,860
<b>Line of Business Total</b>	<b>5.20</b>	<b>\$470,523</b>	<b>5.20</b>	<b>\$705,166</b>	<b>5.25</b>	<b>\$1,288,582</b>



## LINES OF BUSINESS

**MUNICIPAL JUDICIAL SERVICES** - The purpose of the Municipal Judicial Services Line of Business is to provide Judicial Decisions and Court Procedure Guidance to citizens of Oklahoma City and court patrons so they can receive a fair and just hearing or experience in accordance with the Oklahoma City Municipal Code and State and Federal laws.



## PROGRAMS AND PERFORMANCE MEASURES

Municipal Judicial Services provides Judicial Decisions and Court Procedure Guidance to citizens of Oklahoma City and court patrons so they can receive a fair and just hearing or experience in accordance with the Oklahoma City Municipal Code and State and Federal laws.

<b>Municipal Judicial Services</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of appealed judicial decisions upheld by the Appellate Court	100%	100%	100%	100%
Result	% of court participants (employees, defense attorneys and prosecutors) satisfied or very satisfied with judicial services	95%	97%	95%	95%
Output	# of hearings provided	123,103	124,000	121,244	121,244

## PROGRAM POSITIONS AND BUDGET

<b>Program</b>	<b>FY 09-10</b>		<b>FY 10-11</b>		<b>FY 11-12</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Municipal Judicial Services	4.00	\$437,136	4.00	\$444,404	4.00	\$447,388
<b>Line of Business Total</b>	<b>4.00</b>	<b>\$437,136</b>	<b>4.00</b>	<b>\$444,404</b>	<b>4.00</b>	<b>\$447,388</b>

## LINES OF BUSINESS

**PROBATION SERVICES** - The purpose of the Probation Services Line of Business is to provide referral and supervision services to offenders so they can successfully complete their court ordered requirements within the established period of time and reduce recidivism.

### PROGRAMS AND PERFORMANCE MEASURES

“% of juvenile defendants not re-offending in 2 years”

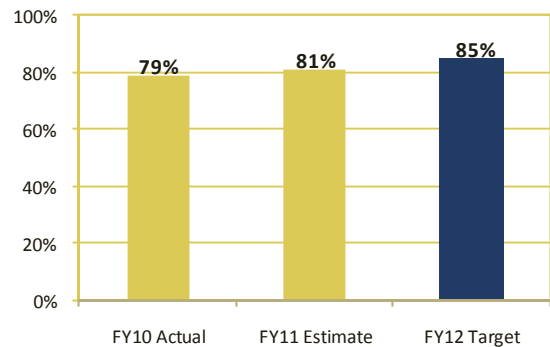
#### WHY IS THIS MEASURE IMPORTANT?

This measure helps illustrate the impact that the Probation Services program is having on the City’s youth offenders by monitoring the percent of juveniles who have not re-entered the Oklahoma City Justice System within two years of the disposition of their previous case. Performance in this area is important as it measures relapse in criminal behavior after an offender has participated in a court ordered probation/intervention plan

#### WHAT DO THESE NUMBERS TELL US?

Performance has remained steady over the last two years with 80% of juvenile defends not re-offending in two years.

The performance data suggests that additional review and monitoring is needed for probation violations and arrest of defendants who have been on probation within the two previous years (20%) to determine if a trend exists that could be addressed through modifications to the probation program and/or referrals to outside social service agencies. The department anticipates performance in FY12 to remain at or near the previous year’s level.



## LINES OF BUSINESS

Probation Services provides referral and case management services to offenders so they can successfully complete their court ordered requirements within the established period of time and reduce recidivism.

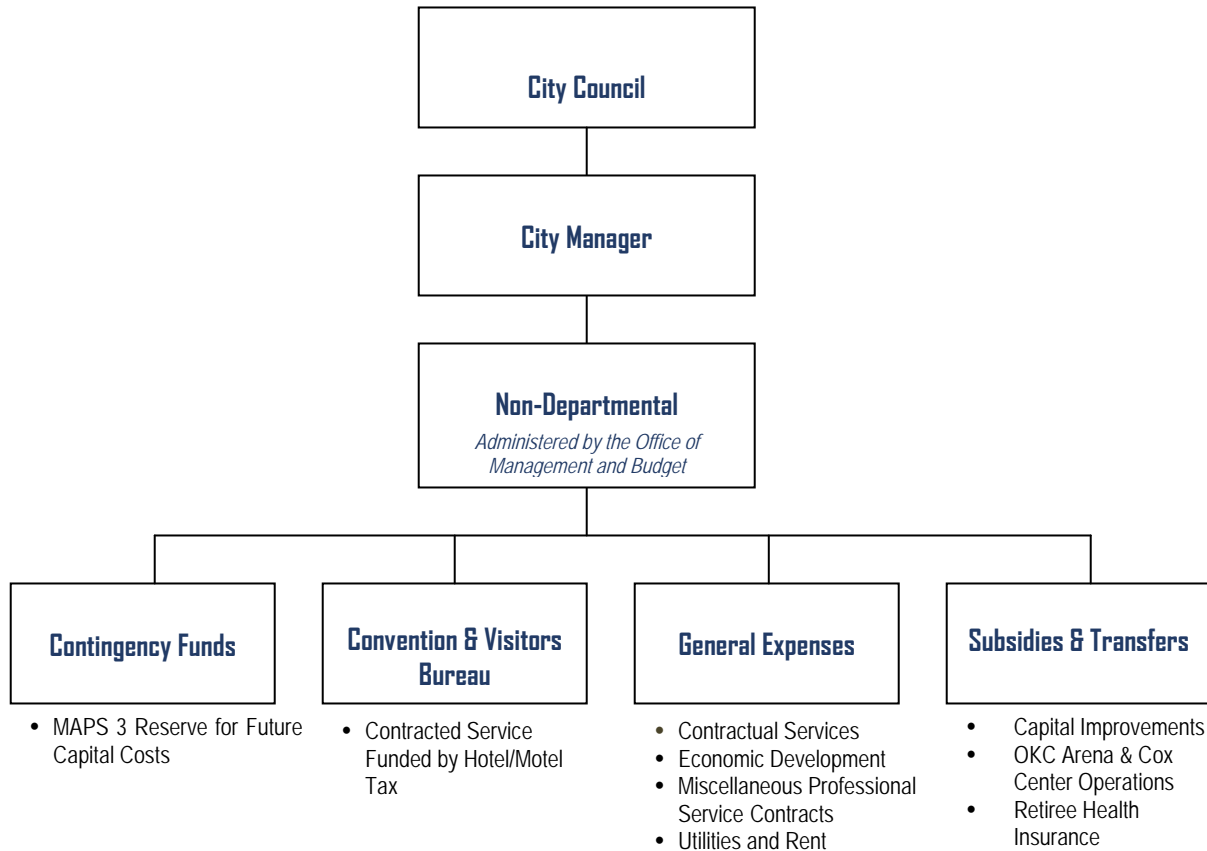
Probation Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of adult offenders successfully completing supervised probation within established period of time	60%	64%	57%	57%
Result	% of juvenile offenders successfully completing probation within established period of time	88%	94%	88%	88%
Result	% of juvenile defendants not re-offending in 2 years	79%	81%	85%	85%
Result	% of adult defendants not re-offending in 2 years	81%	95%	82%	82%
Output	# of adult offenders successfully completing supervised probation within a specified time frame	631	346	700	700
Output	# of juvenile offenders successfully completing probation within a specified time frame	1,168	994	1,600	1,600
Output	# of juvenile community service hours performed	14,446	20,168	20,000	20,000

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Probation Services	11.00	\$628,974	11.00	\$740,982	11.00	\$749,229
<b>Line of Business Total</b>	<b>11.00</b>	<b>\$628,974</b>	<b>11.00</b>	<b>\$740,982</b>	<b>11.00</b>	<b>\$749,229</b>



# NON-DEPARTMENTAL ALLOCATIONS



## DEPARTMENT MISSION

The mission of Non-Departmental is to aggregate citywide funding needs that are not identified with any one department.

## MAJOR BUDGET CHANGES

General Fund		Amount	Positions
1.	Increases transfer to the Capital Improvement Projects (CIP) Fund for additional general fleet replacement, information technology projects, capital maintenance of City-owned facilities including several fire stations.	\$2,000,000	-
2.	Increases transfer to the Other Post Employment Benefits (OPEB) trust for retiree health insurance subsidy.	\$1,128,585	-
3.	Increases contingency to bring budgeted reserves to 1.9% of the General Fund budget.	\$1,041,988	-
4.	Reinstates the transfer to the OPEB trust for Medicare Part D reimbursement received in the General Fund.	\$972,025	-
5.	Increases funding for utilities and management of the Oklahoma City Arena and Cox Center.	\$573,489	-
6.	Adds funding for streetscape maintenance not included in the downtown business improvement district budget.	\$250,000	-
7.	Adds funding to support West Town Resource Center day shelter operations.	\$70,000	-

Arbitrage Fund		Amount	Positions
1.	Transfers remaining balance in the fund to the CIP Fund to use towards capital projects since G.O. Bond interest is now used to pay any arbitrage amounts.	\$683,443	-

City and Schools Capital Projects Use Tax Fund		Amount	Positions
1.	Increases Non-Departmental reserve to serve as contingency for Police and Fire fleet replacement projects.	\$362,081	-

Positions Hotel/Motel Tax Fund		Amount	Positions
1.	Reduces budget for Fairgrounds Capital because Fund Balance was budgeted in FY 2011 to support additional projects at the Fairgrounds and no fund balance is needed to fund projects in FY 2012.	(\$4,500,000)	-
2.	Increases Hotel/Motel Tax funding for Convention and Tourism, promotion, event sponsorship and Fairgrounds capital based on increased tax revenue.	\$1,049,299	-

## MAJOR BUDGET CHANGES

<b>MAPS Operations Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Increases budget for capital maintenance at various MAPS projects including the Bricktown Canal, AT&T Bricktown Ballpark, Oklahoma City Arena, Civic Center, and the Cox Convention Center.	\$546,237	-

<b>Medical Service Program Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Increases budget in the Medical Service Program for EMSA ambulance service costs and program administration.	\$387,730	-

<b>Sports Facilities Use Tax Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Eliminates Non-Departmental contingency in the Sports Facilities Use Tax Fund and moves all remaining funding to the City Manager's Office. All remaining funds are planned for use in completing the sports facilities projects.	(\$589,442)	-

## EXPENDITURES





Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$40,787,044	\$47,557,035	\$56,914,540	19.68%
Hotel/Motel Tax Special Revenue Fund	14,337,319	20,291,598	16,840,897	-17.01%
MAPS Operations Fund	256,256	3,953,584	4,499,821	13.82%
Grants Management Fund	79,371	0	0	N/A
Police & Fire Capital Equipmnet	0	1,413,894	1,283,962	-9.19%
Sales Tax Fund				
OKC Improv & Spec Svcs Assess Dist	1,586,227	2,292,237	2,178,336	-4.97%
Arbitrage Reserve Fund	0	0	683,443	N/A
Debt Service Fund	63,466,062	83,445,180	83,217,649	-0.27%
City/Schools Capital Proj. Use Tax Fund	0	1,637,919	2,000,000	22.11%
Capital Improvement Projects Fund	0	2,037,843	2,395,593	17.56%
MAPS 3 Use Tax Fund	0	0	10,641,971	N/A
Medical Service Program	3,515,064	7,224,000	7,611,730	5.37%
Sports Facilities Use Tax Fund	0	589,442	0	-100.00%
<b>Department Total</b>	<b>\$124,027,342</b>	<b>\$170,442,732</b>	<b>\$188,267,942</b>	<b>10.46%</b>

# RESPONSIBILITIES

## SUMMARY OF DEPARTMENTAL RESPONSIBILITIES

Non-Departmental is a budgeting mechanism for identifying and funding programs that are City-wide in nature. Non-Departmental also funds miscellaneous projects that reflect Council policy.

Included under this mechanism are such expenses as:

-  Utilities
-  Economic Development Resources
-  Contingency Reserves
-  Retiree Health Subsidy

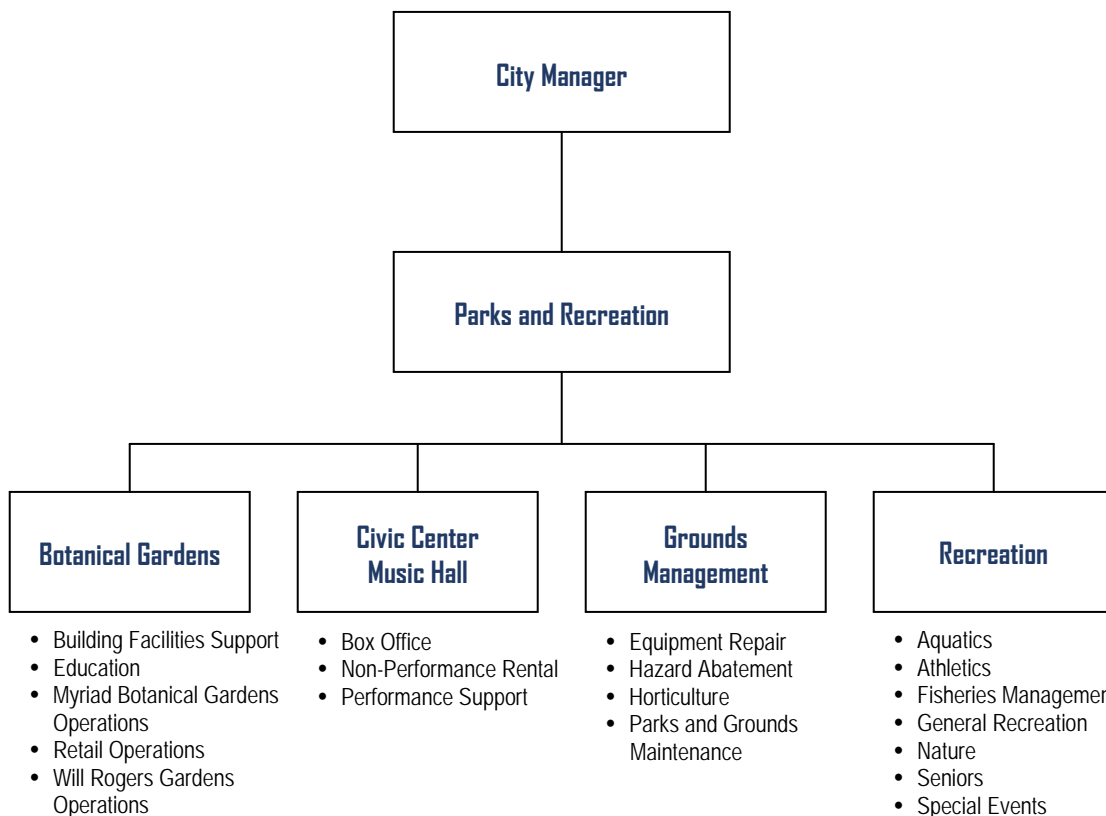
No direct services are provided to citizens and no staff positions are assigned to this department.





The City of  
**OKLAHOMA CITY**

# PARKS AND RECREATION



Wendel Whisenhunt  
 Director  
 wendell.whisenhunt@okc.gov

## DEPARTMENT MISSION

The mission of the Parks and Recreation Department is to provide parks, recreational, and cultural services to Oklahoma City residents and visitors so they can enjoy an enhanced quality of life.

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

Significant changes in demographics and community growth patterns combined with increased leisure alternatives and changes in recreational preferences will continue to cause requests for new and different facilities and programs.



### Strategic Result

By 2015, develop new facilities and programs and adapt existing resources such that citizen satisfaction with the Parks and Recreation Department will increase 10% over 2008 survey results (59% satisfaction).

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
62%	62%	62%	64%

### Strategy

The Department will identify new and different facilities and programs desired by citizens through user surveys, citizen surveys and public comment at meetings and forums. The Department will also consult with industry experts and parks and recreation departments in peer cities regarding trends in parks and recreation facilities and programs.

## 2 Issue

Increasing public expectations for improved facilities and quality programs without a corresponding reallocation or increase of resources will result in a decrease in community participation and support.



### Strategic Result

Citizens observing parkland and public spaces will experience an attractive leisure environment as evidenced by reducing dissatisfaction with maintenance of City parks to 10% or less by 2012.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
8%	8%	10%	8%

### Strategy

The Department will provide improved facilities and quality programs to meet changing public expectations by continuously examining existing facilities and programs to determine if any should be eliminated due to lack of participation or obsolescence, and by focusing departmental resources on improving the quality of facilities and programs which are shown to have potential for high participation and/or public benefit.

# ISSUES, STRATEGIES, AND RESULTS

## 3 Issue

The current labor and energy intensive service delivery model and its associated increase in cost will reduce the quality and quantity of parks and recreation services available to the community, resulting in fewer recreational opportunities and deterioration of park grounds, facilities, and other public properties.



### Strategic Result

Maximize the number of park users through efficient and effective use of available resources.

By 2012, overall use of parks and participation in park programs will increase 10% from a baseline of 70% of the population visiting a park and/or participating in a park program as established in FY 2008 through the Citizen Survey.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
69%	69%	75%	75%

### Strategy

The Department will reduce the current labor-intensive services delivery model by providing facilities and services that are cost effective (e.g., replace low-performing standard pools with spraygrounds, maintain minimum size park standards to increase maintenance efficiency, request funding for multi-purpose/multi-generation community centers that are more cost-effective than small limited-purpose recreation centers, etc.).

# ISSUES, STRATEGIES, AND RESULTS

## 4 Issue

The addition of new or upgraded parks, facilities, streetscapes and beautification projects without a corresponding reallocation or increase of resources will result in reduced citizen confidence in the City to successfully implement and maintain such capital improvements.



### Strategic Result

By 2012, citizens observing or using new or upgraded parks, facilities, streetscapes and beautification projects will experience attractive, well-maintained areas as evidenced by limiting dissatisfaction with maintenance of:

- New or upgraded parks and facilities to 10%.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
8%	8%	10%	8%

- Walking and biking trails to 15%.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
17%	17%	16%	16%

- Streetscapes to 20%.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
12%	12%	23%	12%

### Strategy

- Increase mowing efficiency.
- Review plans for future capital projects to ensure sustainable maintenance costs.
- Partner with volunteer groups such as OKC Beautiful to provide litter pick up and maintenance of beautification projects on certain medians and parks.
- Request adequate funding for ongoing maintenance of future capital projects.

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$359,307	0
2. Adds budget to cover operating costs for Myriad Botanical Gardens as a result of extensive renovations and remodeling that included the addition of an onsite restaurant, children's garden, grand lawn and stage, water features, dog park, public seating areas, additional restroom facilities, and redesigned plantings.	\$1,164,728	3
3. Adds budget to cover operating costs to open three swimming pools (Woodson, Minnis-Lakeview and Macklanburg Park pools).	\$135,053	0
4. Adds an Aquatic Program Coordinator to help supervise and manage the aquatics program and a Management Specialist to provide program analysis and administrative support to all seven recreation programs.	\$121,098	2
5. Adds an Engineering Assistant II to manage General Obligation Bond Projects.	\$64,578	1
6. Adds a Building Heat and Air Mechanic, in lieu of contracting with a vendor, to improve responsiveness to temperature control issues and adds an Event Coordinator, by reducing part-time staff, to improve consistency and service at Civic Center.	\$0	2
7. Increases part-time budget at Civic Center for improved customer service in the box office, marketing of non-performance rental spaces, and technical support of performances. Increase is funded by new revenue generated from fee increases, renegotiated services agreements and direct billing for services.	\$136,395	0
8. Increases the subsidy for Stewart Golf Course to cover increased operational costs associated with a full-time Golf Pro and re-opening of the onsite restaurant.	\$145,000	0
9. Moves the MAPS Operations supply budget to the General Fund as a part of the plan to gradually migrate all operating costs to the General Fund.	\$212,274	0

MAPS Operations Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	(\$39,166)	0
2. Moves the MAPS Operations supply budget to the General Fund as part of a plan to slowly migrate all operating costs to the General Fund.	(\$212,274)	0

## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$3,874,181	\$3,983,397	\$3,808,634	-4.39%
Botanical Gardens	1,736,461	1,654,740	3,176,577	91.97%
Civic Center Music Hall	2,559,833	2,377,736	2,785,694	17.16%
Grounds Management	8,360,948	10,095,256	9,982,196	-1.12%
Recreation	4,912,096	4,597,202	5,010,225	8.98%
<b>Total Operating Expenditures</b>	<b>\$21,443,518</b>	<b>\$22,708,331</b>	<b>\$24,763,326</b>	<b>9.05%</b>
Capital Expenditures	\$1,050,057	\$406,150	\$49,007	-87.93%
Other Non-Operating Expenditures	93,371	1,473,532	2,941,245	99.61%
<b>Department Total</b>	<b>\$22,586,947</b>	<b>\$24,588,013</b>	<b>\$27,753,578</b>	<b>12.87%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$19,989,867	\$20,794,090	\$23,142,479	11.29%
Capital Improvements Projects Fund	1,050,057	406,150	49,007	-87.93%
Special Purpose Fund	93,371	1,473,532	2,941,245	99.61%
MAPS Operations Fund	1,453,651	1,914,241	1,620,847	-15.33%
<b>Department Total</b>	<b>\$22,586,947</b>	<b>\$24,588,013</b>	<b>\$27,753,578</b>	<b>12.87%</b>

## POSITIONS

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	22.60	21.92	21.02	-4.11%
Botanical Gardens	16.90	15.10	20.00	32.45%
Civic Center Music Hall	21.45	17.95	19.95	11.14%
Grounds Management	109.39	107.83	107.83	0.00%
Recreation	25.66	22.20	24.20	9.01%
<b>Department Total</b>	<b>196.00</b>	<b>185.00</b>	<b>193.00</b>	<b>4.32%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	185.85	175.85	183.85	4.55%
MAPS Operations Fund	10.15	9.15	9.15	0.00%
<b>Department Total</b>	<b>196.00</b>	<b>185.00</b>	<b>193.00</b>	<b>4.32%</b>



## LINES OF BUSINESS

**ADMINISTRATION** – 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

<b>Business Services</b>		<b>FY 09-10</b>	<b>FY10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of terminations submitted to Personnel Department by termination date	34%	77%	95%	95%
Result	% of departmental expenditures spent on programs that achieve result performance targets	69%	66%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	89%	85%	97%	97%
Result	% of actual to budgeted expenditures	88%	88%	97%	97%
Output	Dollar amount of operating expenditures (actual) managed	\$22,511,821	\$19,979,278	\$22,708,331	\$24,763,326
Output	# of FTE's supported	179	164	185	193

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

<b>Executive Leadership</b>		<b>FY 09-10</b>	<b>FY10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of performance evaluations completed by the review date	74%	78%	95%	95%
Result	% of key measures achieved	80%	70%	78%	78%
Result	% of strategic results (or interim targets) achieved	67%	50%	75%	75%

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGETS

Program	FY 09-10		FY 10-11		FY 11-12	
	Proposed Positions	Proposed Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	13.65	\$2,924,914	13.16	\$2,831,968	11.46	\$2,628,769
Executive Leadership	8.95	949,267	8.76	1,151,429	9.56	1,179,865
<b>Line of Business Total</b>	<b>22.60</b>	<b>\$3,874,181</b>	<b>21.92</b>	<b>\$3,983,397</b>	<b>21.02</b>	<b>\$3,808,634</b>

**BOTANICAL GARDENS** - The purpose of the Botanical Gardens Line of Business is to provide botanical exhibits, education, and event support services to citizens and visitors so they can increase their appreciation and knowledge of botanical exhibits and displays.



## PROGRAMS AND PERFORMANCE MEASURES

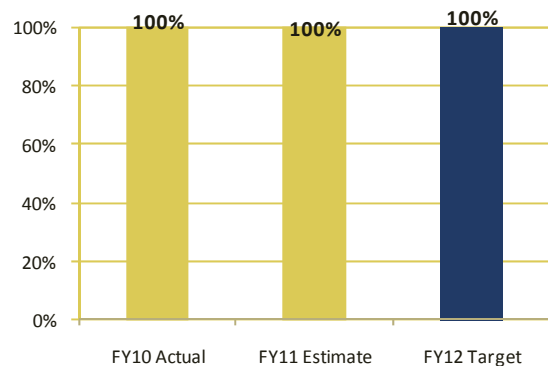
“% of Will Rogers Gardens’ class participants surveyed who were satisfied or very satisfied with Will Rogers Gardens education programs”

### WHY IS THIS MEASURE IMPORTANT?

Surveying participants of the Will Rogers Gardens’ education programs allows the program to gauge customer satisfaction, which helps staff decide what new adult programs and activities to develop to meet the needs and desires of community residents. The high satisfaction rates result from a focused effort to provide quality programming and instructors.

### WHAT DO THESE NUMBERS TELL US?

The consistent 100% satisfaction rating shows that the education programs offered at Will Rogers Gardens have been received very well by class participants. The mix of classes offered, the quality of the instructors, and the material covered is meeting the expectations of the community.



## LINES OF BUSINESS

Botanical Operations provides landscaped gardens, tropical conservatory, and special plant exhibit services to Myriad Botanical Gardens visitors so they can observe unique plants and gardens in their natural habitat.

Botanical Operations		FY 09-10	FY10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	# of Crystal Bridge visitors per operating day	192	0	397	397
Result	% of survey respondents who rate their botanical gardens experience as good or better	N/A	N/A	100%	100%
Output	# of special exhibits held	12	N/A	3	3
Output	# of Crystal Bridge visitors	60,716	N/A	29,000	90,000

Note: The Crystal Bridge at the Myriad Botanical Gardens was closed for renovations from April 2010 through April 2011.

Building Facilities Support provides space, equipment and operational support services to individual facility users, other City staff and Parks and Recreation Department staff so individual users and other City staff can host their functions in clean and safe multi-use facilities; and Parks and Recreation Department staff can be assured that the tropical plant environment will receive required temperature and water levels.

Building Facilities Support		FY 09-10	FY10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of time that optimal temperature ranges are maintained in the Crystal Bridge Tropical Conservatory	100%	N/A	100%	100%
Result	% of botanical garden facility renters surveyed who rated the cleanliness and safety of facilities as good or better	94%	N/A	100%	100%
Output	# of botanical garden rental function hours booked	467	N/A	12	500
Output	# of maintenance work orders completed	1,057	N/A	780	2,220

Botanical Education provides tours, classes, and informational services to special interest, educational, and travel tour groups so they can have the opportunity to grow in botanical knowledge.

Botanical Education		FY 09-10	FY10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of botanical garden class participants surveyed who were satisfied or very satisfied with education programs	100%	N/A	100%	100%
Output	# of botanical garden class participants	3,504	N/A	800	3,600

## LINES OF BUSINESS

Retail Operations provides Botanical Gardens admissions and related merchandise services to citizens and visitors so they can access a world-class botanical facility and help support the cost of operations.

Retail Operations		FY 09-10	FY10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of botanical garden operating expenditures supported through revenue	27%	N/A	13%	17%
Output	\$ total revenue collected	\$373,888	N/A	\$175,000	\$561,000



Will Rogers Gardens Operations provides landscaped gardens, special plant exhibit services, and a Garden Exhibition Center for Will Rogers Gardens' visitors and horticultural organizations so they can observe unique plants and gardens in their natural habitat and have a meeting place for horticultural activities.

Will Rogers Gardens		FY 09-10	FY10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of Will Rogers Gardens rental survey respondents who rate their rental experience as good or better	98%	99%	100%	100%
Result	% of Will Rogers Gardens' class participants surveyed who were satisfied or very satisfied with Will Rogers Gardens education programs	100%	100%	100%	100%
Output	# of hours non city rental groups use Will Rogers Gardens Exhibition Building	1,221	1,402	1,625	1,625
Output	# of Will Rogers Gardens class participants	1,405	784	1,110	1,110

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Proposed Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Botanical Education	1.40	\$110,501	1.40	\$130,594	1.63	\$324,217
Botanical Operations	6.80	495,067	6.80	535,095	8.63	726,406
Building Facilities Support	3.70	632,216	3.70	644,491	5.63	918,686
Retail Operations	2.00	225,610	0.20	58,678	0.63	864,840
Will Rogers Gardens Operations	3.00	273,068	3.00	285,882	3.48	342,428
<b>Line of Business Total</b>	<b>16.90</b>	<b>\$1,736,461</b>	<b>15.10</b>	<b>\$1,654,740</b>	<b>20.00</b>	<b>\$3,176,577</b>

# LINES OF BUSINESS

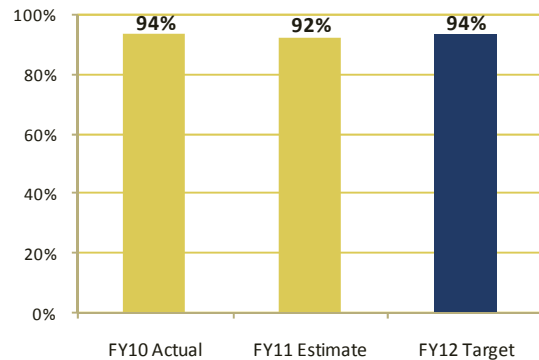
**CIVIC CENTER MUSIC HALL** - The purpose of the Civic Center Music Hall Line of Business is to provide ticket sales, performances, and non-performance facility rental services to patrons, customers, and guests so they can have convenient access to a variety of performances and facilities for private use.

## PROGRAMS AND PERFORMANCE MEASURES

“% of patrons satisfied with Civic Center facilities and amenities”

### WHY IS THIS MEASURE IMPORTANT?

Measuring our citizen’s satisfaction with Civic Center facilities and amenities helps determine if the City is meeting the growing demand of its citizens for cultural and entertainment choices in state of the art, well appointed surroundings. This supports City Council’s priority to enhance the quality of life in Oklahoma City. The Civic Center line of business, which manages the City’s major live performance venues, conducts regular surveys of its customers and reports those satisfaction ratings quarterly.



### WHAT DO THESE NUMBERS TELL US?

For FY11, satisfaction ratings with Civic Center facilities for performances which recently included Norah Jones, James Taylor, Disney’s Beauty and the Beast, and the Oklahoma City Philharmonic continue to meet and exceed patron demand and remained high at 92% .



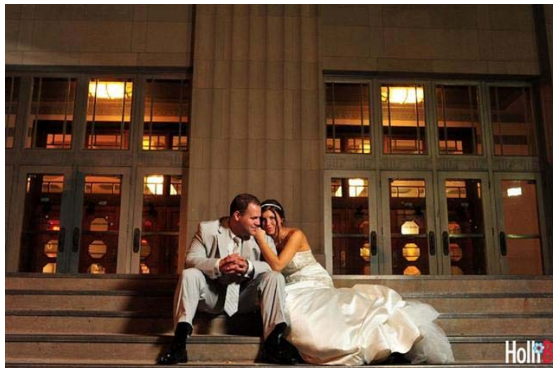
## LINES OF BUSINESS

**Box Office** provides tickets and performance information to patrons and citizens of Oklahoma City so they can receive timely and convenient ticket transactions.

<b>Box Office</b>		<b>FY 09-10</b>	<b>FY10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of ticket sale transactions completed within 5 minutes	100%	100%	100%	100%
Result	% of box office expenses supported by box office revenues	116%	98%	145%	133%
Result	% of tickets sold by the web	16%	14%	18%	15%
Result	% of informational calls completed within 5 minutes	100%	100%	100%	100%
Output	# of informational calls answered	10,189	10,602	22,030	10,200
Output	# of tickets sold by all locations	264,237	369,842	356,869	290,000

**Non-Performance Rental** provides space and equipment to individuals and private organizations so they can have facilities to meet business and private needs.

<b>Non-Performance Rental</b>		<b>FY 09-10</b>	<b>FY10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	Utilization rate of rented facilities	N/A	80%	96%	96%
Result	% of customers surveyed who are satisfied with the rented facility	N/A	96%	90%	94%
Result	% of non-performance expenses supported by non-performance revenues	N/A	130%	120%	106%
Output	Dollars of rental revenue collected	N/A	\$101,201	\$148,782	\$130,584
Output	# of event days rented	N/A	202	201	191



The Civic Center is a popular place for wedding receptions. At right is the elegant Meinders Hall of Mirrors.



## LINES OF BUSINESS

Performance Support provides facilities, equipment, and staff support services to performing arts patrons so they can experience quality, diverse, and revenue-supported performances.

<b>Performance Support</b>		<b>FY 09-10</b>	<b>FY10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of patrons satisfied with the quality of Civic Center facilities and amenities.	94%	92%	90%	94%
Result	% of performance expenses supported by performance revenues	58%	74%	67%	68%
Output	# of event days scheduled	1,251	954	920	959
Output	# of patrons attending performances	335,776	239,440	299,095	317,964

## PROGRAM POSITIONS AND BUDGETS

<b>Program</b>	<b>FY 09-10</b>		<b>FY 10-11</b>		<b>FY 11-12</b>	
	<b>Proposed</b>	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Adopted</b>
	<b>Positions</b>	<b>Expenses</b>	<b>Positions</b>	<b>Budget</b>	<b>Positions</b>	<b>Budget</b>
Box Office	2.95	\$286,065	1.80	\$247,946	1.80	\$277,797
Non-Performance Rental	1.58	225,262	0.75	115,426	0.80	123,677
Performance Support	16.92	2,048,506	15.40	2,014,364	17.35	2,384,220
<b>Line of Business Total</b>	<b>21.45</b>	<b>\$2,559,833</b>	<b>17.95</b>	<b>\$2,377,736</b>	<b>19.95</b>	<b>\$2,785,694</b>



Performances at the Civic Center/Music Hall include Kevin Eubanks, Canterbury Choral Society: Music From Two Shores and 9 TO 5: The Musical, direct from Broadway.

## LINES OF BUSINESS

**GROUNDS MANAGEMENT** - The purpose of the Grounds Management Line of Business is to provide landscape maintenance, horticulture, and hazard response services to Oklahoma City residents and visitors so they can have safe parks, center medians, trails, and City properties maintained according to schedule.

### PROGRAMS AND PERFORMANCE MEASURES

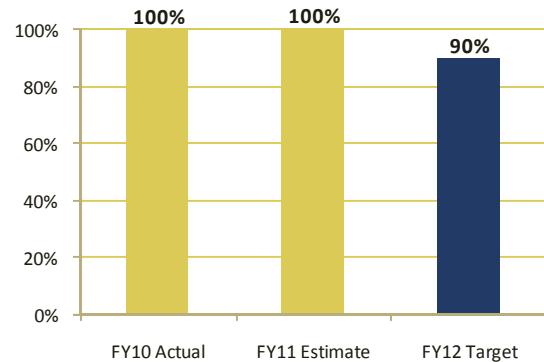
“% of parks and public grounds maintained on schedule”

**HOW IS THIS MEASURE IMPORTANT?**

Adhering to the grounds maintenance schedule is important in maintaining citizen satisfaction with the City’s parks and impacts citizen’s quality of life. This measure demonstrates how often parks, medians and lake reservation properties are maintained according to schedule.

**WHAT DO THESE NUMBERS TELL US?**

There were no interruptions in the maintenance schedule for public grounds in the current year. For the last two years the maintenance schedule has been achieved 100% of the time despite periods of inclement weather such as the extremely wet spring in FY11. Efficient scheduling and effective allocation of resources has resulted in consistently high performance ratings.



Equipment Repair provides grounds equipment repair and maintenance services to Parks Department maintenance crews so they can have the equipment to complete their work in a timely manner.

		FY 09-10	FY10-11	FY 11-12
<b>Equipment Repair</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% of equipment in service	98%	97%	96%
Result	% of equipment repairs completed on time	93%	N/A	91%
Output	# of equipment repairs completed	793	892	800



# LINES OF BUSINESS

**Hazard Abatement** provides right-of-way vegetation abatement and City-owned walkway snow and ice removal services to Oklahoma City residents and visitors so they can receive a timely resolution to complaints of view obstructions at intersections and a proactive abatement of snow and ice from walkways.

<b>Hazard Abatement</b>		<b>FY 09-10</b>	<b>FY10-11</b>	<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% of identified traffic hazards abated within 3 working days	81%	72%	80%
Result	% of identified public nuisances abated within 30	100%	100%	100%
Output	# hazards abated	146	280	220
Output	# of hazard inspections conducted	573	662	700
Output	# of public nuisances abated (N/S)	41	60	33

**Horticulture** provides landscaped areas for citizens and tourists so they can experience an attractive environment at City parks, medians, and lake reservations.

<b>Horticulture</b>		<b>FY 09-10</b>	<b>FY10-11</b>	<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% of tree trimming work orders completed	91%	85%	98%
Result	% of parks and public grounds with designed plantings	43%	43%	43%
Output	# of tree trimming work orders completed	302	288	230
Output	# of new trees planted	226	104	75
Output	# square-feet of beds planted and maintained	131,815	103,189	103,189



*Oklahoma City has an abundance of parks and trails.*

## LINES OF BUSINESS

Parks & Grounds Maintenance provides mowing, litter removal, and park amenity and trail maintenance services to Oklahoma City residents and visitors so they can have parks, center medians, trails, and city properties that are maintained according to schedule.

<b>Parks and Grounds Maintenance</b>		<b>FY 09-10</b>	<b>FY10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of parks and public grounds maintained on schedule	100%	100%	80%	90%
Result	% of citizens surveyed who are satisfied or very satisfied with maintenance of City parks	70%	70%	50%	70%
Result	% of citizen survey respondents satisfied or very satisfied with City walking and biking trails	62%	62%	50%	62%
Output	# of acres maintained	4,590	4,590	4,590	4,590

## PROGRAM POSITIONS AND BUDGET

<b>Program</b>	<b>FY 09-10</b>		<b>FY 10-11</b>		<b>FY 11-12</b>	
	<b>Proposed Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>
Equipment Repair	7.25	\$550,326	7.16	\$639,629	7.16	\$685,597
Hazard Abatement	2.50	185,385	2.28	194,817	2.28	186,263
Horticulture	13.73	1,234,881	12.94	1,376,252	12.94	1,388,924
Parks and Grounds Maintenance	85.91	6,390,357	85.45	7,884,557	85.45	7,721,412
<b>Line of Business Total</b>	<b>109.39</b>	<b>\$8,360,948</b>	<b>107.83</b>	<b>\$10,095,255</b>	<b>107.83</b>	<b>\$9,982,196</b>

# LINES OF BUSINESS

**RECREATION** - The purpose of the Recreation Line of Business is to provide recreational opportunities to citizens and visitors so they can socialize, develop skills, and participate in activities that reflect community needs and interests.

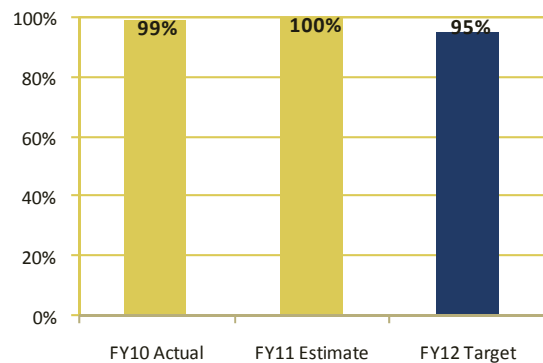


## PROGRAMS AND PERFORMANCE MEASURES

“% of senior participants who rate the overall quality of classes and events as good”

### WHY IS THIS MEASURE IMPORTANT?

Asking seniors to rate the quality of classes offered by the Seniors Program helps staff identify programs that are working well and those where improvements can be made. Senior citizen programs are operated at Woodson and Will Rogers Park and offer a variety of activities. Participants of two classes per month are asked to complete surveys and the resulting data is averaged throughout the year to determine the satisfaction rate.



### WHAT DO THESE NUMBERS TELL US?

The Seniors Program exceeded its already high rating with 100% of survey respondents indicating the classes they attended in FY11 were “good”. The program has maintained consistent performance in this area and attributes the high satisfaction to the responsiveness of staff, enhanced customer service, and variety of classes offered.

Aquatics provide leisure and educational aquatic services to the Oklahoma City community and visitors so they can participate in aquatic classes and enjoy safe and cost-effective aquatic facilities.

Aquatics		FY 09-10	FY10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of citizen survey respondents satisfied or very satisfied with City aquatic facilities and programs	53%	53%	50%	50%
Result	# of accidents per 1,000 aquatic facility visits	0.06	0.16	0.10	0.10
Result	# of sprayground participations per operating day	2,722	2,586	3,100	3,500
Result	# of swim participations per operating day	1,412	1,431	950	900
Result	% of aquatic class participants completing classes	84%	100%	95%	95%
Output	# of visits to family aquatic centers	78,501	103,749	76,000	77,000
Output	# of visits to swimming pools	43,132	42,499	30,000	20,000
Output	# of visits to spraygrounds	278,729	269,035	319,300	320,000

## LINES OF BUSINESS

**Athletics** provides athletic services to youth and adults so they can participate in well-organized athletic activities and the youth can develop basic athletic skills.

Athletics		FY 09-10	FY10-11	FY 11-12
		Actual	Estimate	Target
Result	% of Citizen survey respondents satisfied or very satisfied with athletic programs	N/A	N/A	85%
Result	% of sports participants surveyed who rate the organization of the sports activity as good or better	95%	93%	90%
Result	% of youth that complete the organized sports	100%	96%	97%
Output	# of youth participations	11,772	4,439	12,800
Output	# of adult participations	3,800	6,389	2,000

**Fisheries Management** provides recreational sport fishing opportunities and education to anglers so they can fish for well-stocked and catchable fish populations within a major urban area.

Fisheries Management		FY 09-10	FY10-11	FY 11-12
		Actual	Estimate	Target
Result	% of Citizen survey respondents satisfied or very satisfied with recreation opportunities at the lakes	65%	65%	85%
Result	% of sampled fishing waters with fair or better fishing based on established Oklahoma Department of Wildlife Conservation standards	100%	90%	95%
Output	# of class attendees served	1,028	190	970
Output	# of permits sold	14,919	10,951	17,250
Output	# of fish stocked	1,514,316	198,294	0
Output	# of classes held	15	10	12



*The Lion Children's Playground was dedicated earlier this year.*

# LINES OF BUSINESS

General Recreation provides free or affordable recreational services to the Oklahoma City community so they can enjoy a variety of supervised play and learning opportunities that reflect community needs and interests.

<b>General Recreation</b>		<b>FY 09-10</b>	<b>FY10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of citizen survey respondents satisfied or very satisfied with availability of City recreation centers	55%	55%	85%	85%
Result	% of classes offered at no charge	81%	85%	80%	80%
Result	% of class/activity participants surveyed rating the overall quality of classes/activities as good or better	98%	71%	90%	95%
Result	# of recreation center participations per operating day	805	834	630	750
Output	# of class participants	96,624	89,155	85,000	81,000
Output	# of participations	344,750	307,310	266,000	275,000
Output	# of classes offered	2,006	1,908	1,600	1,500

Nature provides a variety of nature experiences, educational, and recreational services to the Oklahoma City community and visitors so they can enjoy a well maintained, educational, and accessible natural preserve.

<b>Nature</b>		<b>FY 09-10</b>	<b>FY10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	# of nature center visitors per operating day	113	141	131	135
Result	% of customers surveyed that rate nature preserve, trail access, and educational opportunities as good or better	96%	100%	95%	95%
Output	# of Nature Center and Nature Trail visitors	67,761	191,674	65,000	70,000
Output	# of nature class and tour participants	6,912	25,911	10,000	8,000
Output	# of nature classes and tours conducted	175	155	150	150



## LINES OF BUSINESS

Seniors provides classes and events to senior citizens so they can have opportunities to socialize, learn, and recreate with their peers.

Seniors		FY 09-10	FY10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of senior participants surveyed who rate the overall quality of classes and events as good or	99%	100%	95%	95%
Result	# of senior center participations per operating day	189	203	170	200
Output	# of senior classes and events	867	1,043	550	575
Output	# of senior visits	46,769	50,470	32,000	35,000

Special Events provides event facilitation, permitting, set-up, and post cleanup services to event organizers so they can have the permits, facilities, and services they need to hold their event.

Special Events		FY 09-10	FY10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of special event/revocable permits issued at least 5 days prior to the event	58%	46%	65%	65%
Result	% of permittees surveyed who are satisfied with facilities and services	92%	93%	90%	90%
Output	# of permits issued	2,326	2,154	2,300	2,400

## PROGRAM POSITIONS AND BUDGET

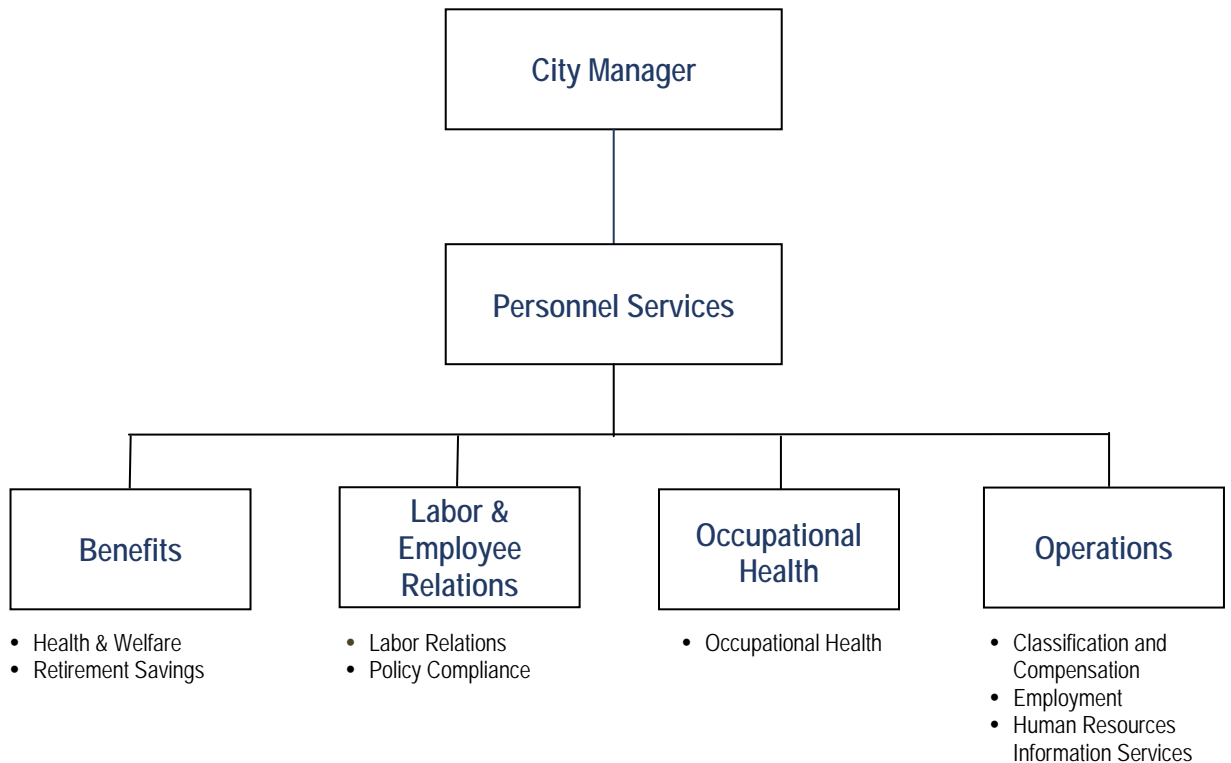
Program	FY 09-10		FY 10-11		FY 11-12	
	Proposed	Actual	Adopted	Adopted	Adopted	Adopted
	Positions	Expenses	Positions	Budget	Positions	Budget
Aquatics	1.07	\$1,192,695	1.04	\$748,340	2.24	\$870,208
Athletics	4.00	769,772	1.97	494,953	2.17	657,216
Fisheries Management	1.22	131,306	1.00	150,749	1.10	148,571
General Recreation	10.91	2,155,350	10.78	2,363,550	10.98	2,507,986
Nature	2.30	150,080	1.35	171,147	1.45	164,944
Seniors	2.30	198,640	2.32	278,322	2.32	264,142
Special Events	3.86	314,252	3.74	390,141	3.94	397,158
<b>Line of Business Total</b>	<b>25.66</b>	<b>\$4,912,096</b>	<b>22.20</b>	<b>\$4,597,202</b>	<b>24.20</b>	<b>\$5,010,225</b>



The City of  
**OKLAHOMA CITY**



# PERSONNEL



## DEPARTMENT MISSION



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 Director  
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The mission of the Personnel Services Department is to provide employment, health and welfare, and employee relations and development services to the City and its employees so they can have the resources needed to successfully deliver services and accomplish their professional goals.



# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

The increasing challenge to recruit, develop and retain a skilled, diverse and motivated workforce combined with inadequate staffing and financial resources, if not addressed, will result in:

- A reduction in the quality and speed of service
- Increased exposure to litigation
- Loss of critical operational knowledge
- Decreased citizen confidence
- Decreased government efficiency



### Strategic Result

By 2015, City departments will benefit from a skilled and diverse workforce, as evidenced by:

- City staff will reflect the ethnic diversity of the community by meeting at least 90% of the diversity of each of 7 ethnic categories of the available workforce. \*

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	70%

- At least 90% of full-time, non-uniformed City employees will continue City employment for at least 24 months beyond date of hire.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
73%	68%	70%	70%

### Strategy

- Increase attendance at local job fairs to attract candidates to City employment.
- Establish relationships with universities to assist where there is difficulty in recruiting candidates in certain disciplines.

\* This is a new measure developed when the department updated their Strategic Business Plan during FY11. The department will begin collecting and reporting data in FY12.

## ISSUES, STRATEGIES, AND RESULTS

### 2 Issue

Accelerating job complexity and changing job requirements, coupled with a frequently changing classification/compensation system, if not addressed, will result in:

- Increased risk of exposure to litigation
- Increased turnover
- Increased training time and cost
- Diminished customer service due to a mismatch of employee skills to job requirements.
- Decreased government efficiency

### Strategic Result

By 2015, City departments will benefit from a skilled and diverse workforce, as evidenced by:

- City staff will reflect the ethnic diversity of the community by meeting at least 90% of the diversity of each of seven ethnic categories of the available workforce.\*

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	70%

- At least 90% of full-time, non-uniformed City employees will continue City employment for at least 24 months beyond date of hire.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
73%	68%	70%	70%

### Strategy

- Increase attendance at local job fairs to attract diverse candidates to City employment.
- Implementation of the consultant’s classification recommendations resulting from the comprehensive classification & compensation study.

\* This is a new measure developed when the department updated their Strategic Business Plan during FY11. The department will begin collecting and reporting data in FY12.

# ISSUES, STRATEGIES, AND RESULTS

## 3 Issue

The increasing demand for and changes in technology to conduct HR business, if not addressed, will result in:

- Limited access to HR information and services
- Increased time to receive requested information
- Decreased customer satisfaction
- Increased potential for confidential HR information security breaches
- Employees who lack necessary skills to use required technology

### Strategic Result

By 2015, internal customers will be satisfied with the ability of technology to conduct HR-related business, as evidenced by:

- At least 75% of employees enrolled in the City’s healthcare program will use online self-service enrollment for annual benefit selections and report that they are satisfied or very satisfied with the online service.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
84%	90%	90%	90%

- At least 85% of employees who use the City’s Peoplesoft system to update personal information will report that they are satisfied with the online service.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
85%	85%	85%	85%

- At least 50% of employment applications will be submitted online.\*

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
N/A	N/A	N/A	50%

- 100% of prospective employees will have a nationwide background check conducted as one of the final steps in the employment process.\*

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
0%	0%	Continue Legislative Efforts	

### Strategy

- Collaborate with the IT Department to implement technology to allow for the electronic completion and submission of employment applications.
- Survey internal customers to determine the level of satisfaction with technology available for conducting HR-related business
- Continue efforts to effect changes at the legislative level to allow access to national databases.

\*This is a new measure developed when the department updated their Strategic Business Plan during FY11. The department will begin collecting and reporting data in FY12.

# ISSUES, STRATEGIES, AND RESULTS

## 4 Issue

The increasing costs of providing comprehensive health and welfare benefits, if not addressed, will result in:

- Reduced funding for other city services
- Reduced plan utilization leading to increased absenteeism and a higher risk for workplace injuries



### Strategic Result

- By 2012, the City's average health and welfare program costs per plan member will be at or below the national average.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
78%	81%	85%	85%

### Strategy

- Health plan modifications and wellness initiatives (e.g., behavioral modifications, disease management, fitness programs).
- Negotiation of favorable healthcare contracts.

## 5 Issue

An increased demand for citizen and workplace security related to applicant background checks, if not addressed, will result in:

- Increased potential of litigation for negligent hiring and retention
- Compromised citizen and employee safety

### Strategic Result

By 2015, City departments will have a nationwide background check conducted as one of the final steps in the employment process.

- 100% of prospective employees will have a nationwide background check conducted as one of the final steps in the employment process.\*

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
0%	0%	Continue Legislative Efforts	

### Strategy

A federal legislative issue has already been adopted by the City Council recommending an amendment to existing federal law to authorize municipalities to access the National Crime Information Center (NCIC) system to conduct national criminal background checks on all prospective employees. Staff will continue efforts to affect changes at the legislative level to allow access to national databases.

\* This is a new measure developed when the department updated their Strategic Business Plan during FY11. The department will begin collecting and reporting data in FY12.

# ISSUES, STRATEGIES, AND RESULTS

## 6 Issue

An increased demand for occupational health services combined with inadequate facilities and funding, if not addressed, will result in:

- Delays in conducting post job-offer medical evaluations
- Delays in conducting or inability to conduct department-directed and/or regulatory medical exams
- Increased risk to employee health and safety
- Decreased customer satisfaction

### Strategic Result

By 2014, City departments will benefit from a safer and healthier workforce, as evidenced by:

- 100% of the Fire Department’s uniformed workforce will be medically evaluated annually according to the NFPA standards.\*

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
N/A	N/A	N/A	66%

- 100% of City Departments’ occupational health and regulatory medical needs will be identified and a schedule of evaluations developed to ensure needs are met.\*

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
N/A	N/A	N/A	100%

- 100% of City Departments will report that the quality and timeliness of services provided by the Occupational Health Clinic are satisfactory.\*

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
N/A	N/A	N/A	100%

### Strategy

Clinic staff will conduct interviews and surveys of City departments to determine/identify any occupational health and regulatory medical needs and implement evaluation schedules/programs as necessary.

\*This is a new measure developed when the department updated their Strategic Business Plan during FY11. The department will begin collecting and reporting data in FY12.

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$4,713	-
2. Adds a Physician's Assistant position at the Occupational Health Clinic to respond to increased demand for physical examinations.	\$79,393	1

## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$469,508	\$456,140	\$466,625	2.30%
Benefits	431,267	403,531	381,084	-5.56%
Labor and Employee Relations	486,499	480,186	487,443	1.51%
Occupational Health	310,727	310,185	376,489	21.38%
Operations	869,563	785,878	800,395	1.85%
<b>Total Operating Expenditures</b>	<b>\$2,567,563</b>	<b>\$2,435,920</b>	<b>\$2,512,036</b>	<b>3.12%</b>
Other Non-Operating Expenditures	-\$42,125	\$600	\$0	-100.00%
<b>Total Non-Operating Expenditures</b>	<b>(\$42,125)</b>	<b>\$600</b>	<b>\$0</b>	<b>-100.00%</b>
<b>Department Total</b>	<b>\$2,525,438</b>	<b>\$2,436,520</b>	<b>\$2,512,036</b>	<b>3.10%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$2,567,563	\$2,435,920	\$2,512,036	3.12%
Grant Fund *	(42,125)	0	0	N/A
Special Purpose Fund	0	600	0	-100.00%
<b>Total All Funding Sources</b>	<b>\$2,525,438</b>	<b>\$2,436,520</b>	<b>\$2,512,036</b>	<b>3.10%</b>

\*The negative expenditures in the grant fund for Personnel in FY09-10 represent a reclassification of expenses from previous years. These prior year grant expenditures were not reimbursed by the granting agency; therefore, they are no longer accounted for as grant fund expenditures for the department. The amount is negative because the adjustment was made in FY09-10 when there were no other grant expenditures to offset the reduction.

# POSITIONS

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	2.40	2.40	2.40	0.00%
Benefits	6.35	5.35	5.35	0.00%
Labor and Employee Relations	4.90	4.90	4.90	0.00%
Occupational Health	0.90	0.90	1.90	111.11%
Operations	11.45	10.45	10.45	0.00%
<b>Department Total</b>	<b>26.00</b>	<b>24.00</b>	<b>25.00</b>	<b>4.17%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	26.00	24.00	25.00	4.17%
<b>Department Total</b>	<b>26.00</b>	<b>24.00</b>	<b>25.00</b>	<b>4.17%</b>



## ADMINISTRATION

**ADMINISTRATION** - 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 PERFORMANCE MEASURE

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

Business Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of actual to budgeted expenditures	96%	96%	97%	97%
Result	% of terminations submitted to Personnel Department by termination date	100%	100%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	100%	100%	100%	100%
Result	% of departmental expenditures spent on programs that achieve result performance targets	56%	76%	75%	75%
Output	# of FTE's supported	25	23	24	25
Output	Dollar amount of operating expenditures (actual) managed	\$2,558,124	\$2,330,234	\$2,435,920	\$2,512,036

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of strategic results (or interim targets) achieved	86%	75%	75%	75%
Result	% of key measures achieved	54%	67%	75%	75%
Result	% of performance evaluations completed by the review date	67%	57%	95%	95%

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Budget	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	1.60	\$320,474	1.60	\$310,884	1.60	\$317,758
Executive Leadership	0.80	149,033	0.80	145,256	0.80	148,867
<b>Line of Business Total</b>	<b>2.40</b>	<b>\$469,508</b>	<b>2.40</b>	<b>\$456,140</b>	<b>2.40</b>	<b>\$466,625</b>

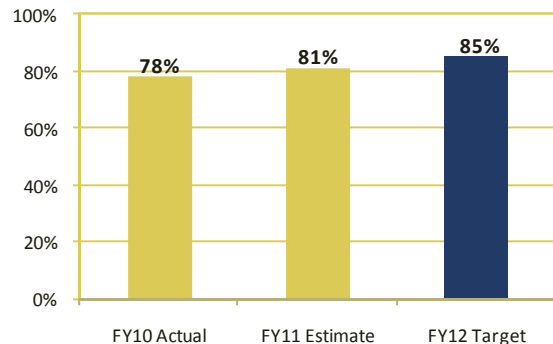
**BENEFITS** - The purpose of the Benefits Line of Business is to provide insurance and retirement savings plan services to employees and retirees so they can have access to cost-effective and comprehensive medical services.

## PROGRAMS AND PERFORMANCE MEASURES

“% of annual health and welfare program costs per plan member at or below the national average”

### WHY IS THIS MEASURE IMPORTANT?

This performance measure sets a comparison benchmark for the cost of benefits offered to City employees as compared to the national average. The data helps determine the overall cost of the City’s healthcare program for active employees and can be used to determine what actions (i.e., plan design changes, modifications to contribution levels, etc.) are needed to ensure a long-term cost effective and sustainable healthcare program.



### WHAT DO THESE NUMBERS TELL US?

The cost of health and welfare insurance benefits for City employees continues to be below the national average. As of February 28, 2011, the City’s annual cost per plan member was \$10,454. For the year, these costs are projected to finish at 81% of the national average which is about 3% higher than last year indicating that the City’s costs are rising faster than the costs nationally. National healthcare reform is expected to impact these numbers moving forward.

## LINES OF BUSINESS

Health and Welfare Benefits provides insurance and benefit related services to employees and retirees so they can experience good health and quality of life.

Health and Welfare Benefits		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of active employees participating in the medical plan rating benefits as satisfactory	70%	81%	75%	75%
Result	% of annual health and welfare program costs per plan member at or below the national average	78%	81%	85%	85%
Result	% of employees surveyed that rate the self-service, on-line enrollment as satisfactory	84%	90%	90%	90%
Output	# of employees who use on-line, self-service enrollment for annual benefit selection	692	584	532	492
Output	# of plan members enrolled in a medical insurance plan	3,302	3,156	3,198	3,075

Retirement Savings provides retirement planning and investment education services to active and retired City employees so they can plan for a more secure financial future beyond employment.

Retirement Savings		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of active employees who report that they received the information they needed to plan for post-employment needs most or all the time	78%	69%	80%	80%
Result	% of eligible employees (active) participating in the 457 tax-deferred savings plan	57%	57%	58%	58%
Output	# of savings plan/investment education sessions provided	4	3	6	4
Output	# of active participating employees	2,550	2,481	2,538	2,509

## PROGRAM POSITIONS AND BUDGET

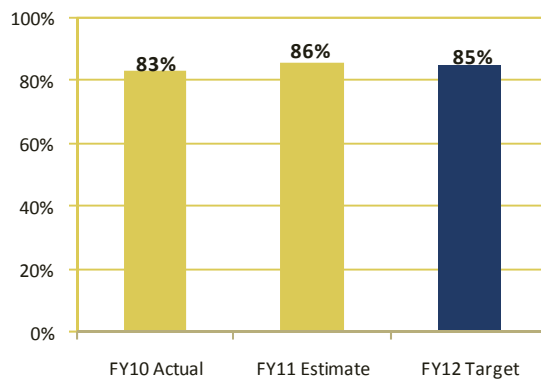
Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Budget	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Health and Welfare Benefits	6.30	\$424,869	5.30	\$396,982	5.30	\$374,497
Retirement Savings	0.05	6,398	0.05	6,549	0.05	6,587
<b>Line of Business Total</b>	<b>6.35</b>	<b>\$431,267</b>	<b>5.35</b>	<b>\$403,531</b>	<b>5.35</b>	<b>\$381,084</b>

## LINES OF BUSINESS

**LABOR AND EMPLOYEE RELATIONS** -The purpose of the Labor and Employee Relations Line of Business is to provide union contract administration, policy development and compliance services to City departments so they can conduct business in an ethical and consistent manner and promote positive employee relations.

### PROGRAMS AND PERFORMANCE MEASURES

“% of grievances resolved without arbitration”



**WHY IS THIS MEASURE IMPORTANT?**

This performance measure is an indicator of staff’s ability to resolve disputes internally, without the need to procure an external arbitrator. The department uses this information to determine the effectiveness of the internal grievance resolution process.

This measure is important because it reflects how well the parties to the collective bargaining agreements work together to resolve disputes, thereby, avoiding costly arbitration proceedings.

**WHAT DO THESE NUMBERS TELL US?**

It is estimated that through the end of FY11, 86% of grievances will be resolved without arbitration. This estimate is based on the year to date trend where the parties to the collective bargaining agreements worked together to resolve 20 of the 23 total grievances. Although this resolution rate is less than target, it does represent an increase of 3% over last year’s performance.

Labor Relations provides union contract administration and negotiation services to City departments so they can maintain positive employee relations.

		FY 09-10	FY 10-11		FY 11-12
<b>Labor Relations</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of grievances resolved without arbitration	83%	86%	89%	85%
Output	# of predetermination meetings attended	202	206	140	180
Output	# of total grievances resolved	60	56	45	50
Output	# of grievances resolved with arbitration	10	2	5	7
Output	# of grievances resolved without arbitration	50	56	40	43

## LINES OF BUSINESS

Policy Compliance provides policy development, interpretation and compliance services to City departments so they can receive timely notification that business is being conducted in an ethical manner and within the scope of established City policies.

Policy Compliance		FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
Result	% of all personnel-related policy violation complaints that are substantiated	47%	33%	40%	40%
Result	% of investigation reports provided within 90 days of initiating the investigation	53%	33%	80%	80%
Result	# of substantiated policy violation complaints per 1,000 employees	0.2	0.1	1.2	1.2
Output	# of investigation reports provided	20	12	15	15

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Budget	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Relations	3.35	\$298,808	3.35	\$302,458	3.35	\$313,200
Policy Compliance	1.55	187,691	1.55	177,728	1.55	174,243
<b>Line of Business Total</b>	<b>4.90</b>	<b>\$486,499</b>	<b>4.90</b>	<b>\$480,186</b>	<b>4.90</b>	<b>\$487,443</b>



## LINES OF BUSINESS

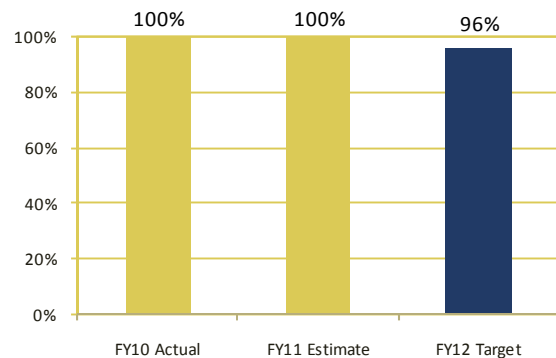
**OCCUPATIONAL HEALTH** - The purpose of the Occupational Health Line of Business is to provide post job-offer and incumbent medical evaluations for City departments so they can employ and maintain a safe and healthy workforce.

### PROGRAMS AND PERFORMANCE MEASURES

“% of employment candidate (non-uniform) referrals who are examined within 2 business days of the exam request date”

**WHY IS THIS MEASURE IMPORTANT?**

This measure indicates the percentage of employees examined within two days from the time the clinic is contacted by the requesting party until the exam is completed. Data on the timeliness of pre-employment medical exams is also included and is important to City departments trying to fill vacant positions since exams are required before individuals can begin employment. The measure is also used to evaluate the efficiency of the clinic and the adequacy of resources based on service demand levels.



**WHAT DO THESE NUMBERS TELL US?**

The clinic performs many vital services for the organization including pre-employment exams, Police and Fire health assessments, and vaccinations required for compliance with various federal and state regulations. The program is currently exceeding its goal for providing physical exams within two days but anticipates a significant increase in demand in the coming year as additional physical exam requirements are implemented in the Fire Department and the clinic begins providing services to the Central Oklahoma Transportation and Parking Authority.

Occupational Health provides post job-offer and incumbent medical evaluations for City departments so they can employ and maintain a safe and healthy workforce.

Occupational Health		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of City Departments' occupational health and regulatory medical needs identified and evaluated *	N/A	N/A	N/A	100%
Result	% of employment candidate (non-uniform) referrals who are examined within 2 business days of the exam request date	100%	100%	95%	96%
Output	# of medical consultations provided	2,663	2,444	2,550	2,550
Output	# of physical examinations provided	1,792	4,166	2,500	3,500

\*This is a new measure developed when the department updated their Strategic Business Plan during FY11. The department will begin collecting and reporting data in FY12.

# LINES OF BUSINESS

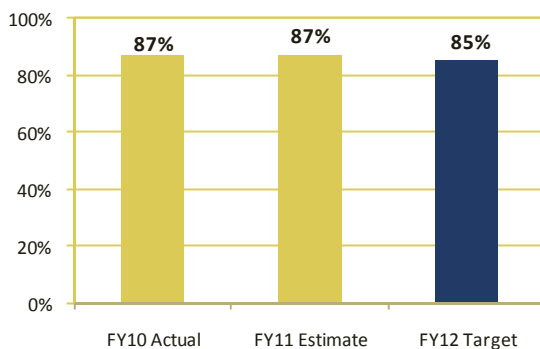
## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Budget	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Occupational Health	0.90	\$310,727	0.90	\$310,185	1.90	\$376,489
<b>Line of Business Total</b>	<b>0.90</b>	<b>\$310,727</b>	<b>0.90</b>	<b>\$310,185</b>	<b>1.90</b>	<b>\$376,489</b>

**OPERATIONS** - The purpose of the Operations Line of Business is to provide human resources information management, employment, and classification/compensation services to City departments so they can recruit, hire, and retain a qualified, productive workforce.

## PROGRAMS AND PERFORMANCE MEASURES

"% of final candidate referrals sent to hiring supervisors within 30 business days of the close of the vacancy advertisement"



### WHY IS THIS MEASURE IMPORTANT?

This measure illustrates the effectiveness of the Employment Program in the Operations line of business in meeting the staffing needs of the organization in a timely manner; thereby, ensuring departments have qualified employees available to provide services to citizens.

### WHAT DO THESE NUMBERS TELL US?

The data indicates that hiring supervisors in City departments had a list of final candidates to interview within 30 days of the vacancy announcement closing 87% of the time during the current fiscal year; consistent

with the previous year. Since Employment Program staff involves the hiring department in every aspect of the hiring process, delays by the hiring department in providing information or making decisions regarding the selection process can impact this measure. Nonetheless, the Employment Program can significantly influence the outcome and works closely with department to achieve their performance target in this area.

## LINES OF BUSINESS

Classification and Compensation provides job analysis and salary administration services to City departments so they can have accurate job classifications and descriptions, and organizational and pay structure for recruiting and retaining a qualified workforce.

Classification and Compensation		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of classification and compensation reviews completed in 60 days or less from receipt of the completed job content questionnaire	37%	100% *	40%	70%
Result	% of full time, non-uniformed City employees who continue City employment for at least 24 months beyond date of hire	73%	69%	70%	70%
Output	# of classification and compensation reviews completed	107	20	20	20
Output	# of job descriptions developed or updated	4	200 **	200 **	15 **

\* Performance is the result of completing only special exception classification and compensation reviews, as all other reviews are on hold pending implementation of the classification and compensation study.

\*\*The City has completed a classification and compensation study that included a review of all positions and updated job descriptions. Once implemented, the number of job descriptions requiring development or updating will be significantly reduced.

Employment provides recruitment, assessment, placement, and consulting services to City departments so they can hire qualified employees in a timely manner.

Employment		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of final candidate referrals sent to hiring supervisors within 30 business days of the close of the vacancy advertisement	87%	87%	85%	85%
Result	% of newly hired employees (non-uniform) who remain employed with the City past their probationary period	78%	92%	85%	85%
Output	# of selection procedures	86	250	120	240 *
Output	# of applications processed	4,099	10,448	3,750	7,500 *
Output	# of positions filled	187	542	250	350 *

\* Targets increased due to elimination of the hiring freeze.



## LINES OF BUSINESS

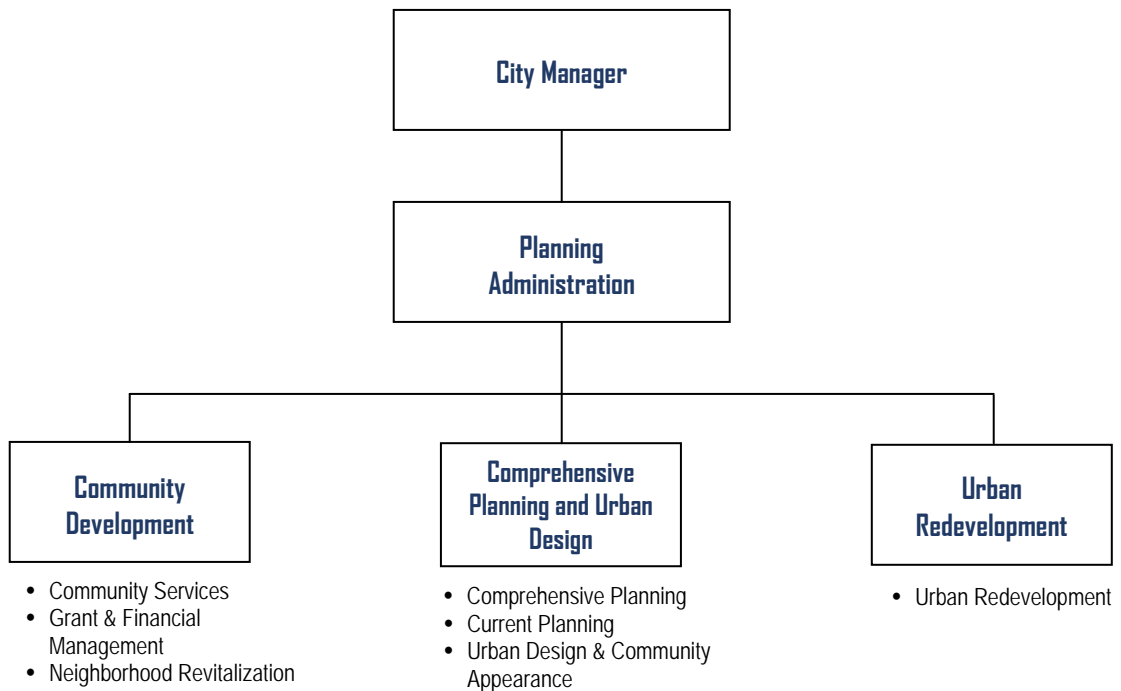
Human Resources Information Services provides personnel records management, information, and reporting services to City departments so they can have accurate and timely information needed to make personnel-related decisions.

Human Resources Information Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of employee record updates completed within 7 business days of receipt	93%	90%	90%	90%
Result	% of customers surveyed that are satisfied with the accuracy of personnel related information provided	76%	76%	80%	80%
Result	% of customers surveyed that are satisfied with the timeliness of personnel related information provided	69%	69%	75%	75%
Result	% of employees who use on-line, self-service to update personal information that rate the on-line service as satisfactory	85%	85%	85%	85%
Output	# of employee record updates completed	11,562	18,434	12,000	12,000

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Budget	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Classification and Compensation	2.60	\$247,875	1.60	\$150,214	1.60	\$154,947
Employment	5.55	356,196	5.55	376,464	5.55	398,418
HR Information Services	3.30	265,491	3.30	259,200	3.30	247,030
<b>Line of Business Total</b>	<b>11.45</b>	<b>\$869,563</b>	<b>10.45</b>	<b>\$785,878</b>	<b>10.45</b>	<b>\$800,395</b>

# PLANNING DEPARTMENT



## DEPARTMENT MISSION



**Russell Claus**  
 Director  
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The mission of the Planning Department is to provide comprehensive community planning and economic development services to current and future Oklahoma City residents and businesses so they can live and work in vibrant and sustainable neighborhoods and business districts.

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

Poverty, homelessness, lack of quality housing for low and moderate-income families, decreasing community involvement in neighborhood schools, and declining community appearance, if not adequately addressed, will result in:

- Increased crime
- Reduced ability to provide public services
- Decreased property values and neighborhood decline
- Reduced ability to attract economic development



### Strategic Result

By 2012, the Planning Department will promote community vitality, as evidenced by:

- 40% or more occupied single-family residences within the Neighborhood Revitalization Strategy Area (NRSA) will be owner occupied.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
40%	40%	42%	42%

- 65% of citizens surveyed will be satisfied with the appearance of the community.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
66%	66%	65%	65%

- 75% of homeless served will obtain permanent housing within two years of entering the Continuum of Care program.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
94%	90%	75%	75%

## ISSUES, STRATEGIES, AND RESULTS

### Strategy

Owner occupancy of single-family residences in the NRSA has been on the decline while vacancy rates have risen. The strategy is to stop and/or reverse the trends by:

- Stabilizing at risk neighborhoods through Strong Neighborhood initiative to make more attractive for single family residential development.
- Implement the new Neighborhood Stabilization Program to purchase and rehabilitate foreclosed single-family vacant bank owned properties for the benefit of low/moderate/medium income families that are affordable.
- The appearance of any community is based on many broad factors; however, the Department's strategy is to strengthen existing programs that contribute to the enhancement of our community's appearance as follows:
  - ✚ Continue providing professional development workshops to increase the design review capacity of Board and Commission members.
  - ✚ Implement "Releaf Oklahoma City" program that is still in the draft phase due to unfunded request for staff resources for the program.
  - ✚ Providing permanent supportive housing for homeless families and individuals is the most comprehensive solution to the challenge of ending homelessness in our city. The HUD funded Continuum of Care Program (CoC) continues to be the major funding source for providing additional units of permanent supportive housing. CoC funding supplemented by HOME dollars added 44 units from 2006 funding and 24 units from 2007 funding. The additional housing units were instrumental in outperforming the goal of 71.83% of CoC participants that obtained permanent housing within 2 years of entering the CoC program. Continued success in this program is assured (in the short-term) with the CoC announcement of the City's award of \$2.3 million for use next year and beyond. This measure is reported annually.

# ISSUES, STRATEGIES, AND RESULTS

## 2 Issue

The growing demand for planning services generated by increasing development in the downtown area, if not adequately satisfied, will result in:

- Underutilization of existing properties and infrastructure
- Inadequate system of public spaces
- Reduced connectivity and compatibility of new development
- Continued deterioration of commercial districts

### Strategic Result

By 2013, the Planning Department will increase business and residential activity in the downtown area evidenced by an:

- 18% increase (6% annually) in property values.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
N/A	8%	6%	6%

### Strategy

Urban redevelopment will focus on implementation of the numerous plans and studies developed over the last several years: Core to Shore, Downtown Strategic Initiative: Doin' Business, Movin' Around, Dressin' It Up, Bricktown Parking, and Medical Business District.

Additional strategies include:

- Target Brownfields' resources to assist with implementation of MAPS 3, Core to Shore, and other major public initiatives
- Strengthen capacity of commercial districts to deliver more meaningful social, economic, and aesthetic results through Commercial District Revitalization Program
- Strategically concentrate revitalization efforts in Neighborhoods; reverse decline early and leverage private investment and support
- Target downtown planning and implementation projects to deliver maximum economic and community benefits
- Renew City's implementation contract with Medical Business District

# ISSUES, STRATEGIES, AND RESULTS

## 3 Issue

New development that does not incorporate sustainability principles that promote a balance among economic growth, environmental health, socio-economic and financial considerations, will result in:

- Increased costs to provide public services
- Reduced functionality of the multi-modal transportation system
- Reduction in quality, accessibility, and availability of natural resources (air, water, natural areas)
- Less sustainable built environment
- Diminished options for access to community services and employment opportunities
- Increased road construction and maintenance costs for taxpayers
- Failure to meet federal air quality standards leading to a loss of federal funding and inability to support new or expanding industry
- Diminished attractiveness for economic development



### Strategic Result

By 2012, the Planning Department will help to ensure that OKC’s future development will achieve a balance among economic growth, environmental health, socio-economic and financial considerations, as evidenced by:

- Adopting a new Comprehensive Plan.
- Implementing impact fees to offset public costs of private sector development.
- 100% of rezoning applications approved by Council will be consistent with the Comprehensive Plan.
- Developing an Urban Forestry Management and Reforestation Plan for the City of Oklahoma City.
- 100% of departments will commit to implement assigned Comprehensive Plan action

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	100%	100%

- 20% of development/redevelopment will be in the inner-loop.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
24%	24%	24%	24%

- 100% of Green Infrastructure Task Force and Office of Sustainability recommendations will result in implementation.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	N/A

# ISSUES, STRATEGIES, AND RESULTS

## Strategy

- New Comprehensive Plan
  - ✚ Contract with consultants for studies and surveys funded through HUD Sustainable Communities Grant
  - ✚ Initiate and complete Phase 2: Goal Development of the public input process
  - ✚ Begin drafting plan policies based on data, analysis, and public input
- Involve City departments in the development of actions in the Comprehensive Plan, and require them to assign a liaison to communicate progress toward implementing actions with Planning staff.
- Initiate public meetings and proceed to Planning Commission and City Council for adoption of Impact Fee ordinance.
- Develop and promote incentives that encourage inner-city development and redevelopment, Subdivision and Zoning Divisions and other City agencies and the development community.
- Develop an Urban Forestry Management Plan and establish a “Releaf OKC” program that enables public-private investment for urban forestry projects, and establish a committee to oversee program and project development.
- Present GIT recommendations to departments and other implementing agencies to gain support and establish an implementation program and tracking process.

## 4 Issue

Inadequate coordination between all City departments and agencies in the development and implementation of the City’s plans and policies, if not addressed, will result in:

- Inefficient use of City resources
- Inefficient and unsustainable growth
- Misalignment of departmental goals
- Poor execution of City policies, plans and Council priorities

## Strategic Result

By 2012, the Planning Department will help facilitate better participation and support from other City departments, school system and other agencies by:

- Establishing a methodology to ensure participation in the development and implementation of plans.
- 100% of departments will participate in planning initiatives where cross-departmental issues have been identified.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	N/A

## Strategy

- Identify and recruit interested and involved stakeholders to participate on implementation teams.
- Establish and solidify agreements committing resources and staff with departments to assist with implementing initiatives that have cross-departmental issues.
- Involve City departments in the development of actions in the Comprehensive Plan, and obtain a commitment to assign a liaison to communicate progress toward implementing actions items with Planning staff.

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$112,740	0

Grant Fund	Amount	Positions
1. Adjusts funding from Housing and Urban Development (HUD) to reflect reallocation of positions to General Fund and recognition of the Neighborhood Stabilization pass through award from the State as a HUD award instead of a State grant award.	\$4,856,457	(2)
2. Adjusts funding from State and Local Grants to reflect spend down of grant awards and recognize stimulus grants for Neighborhood Stabilization as a HUD grant instead of a state grant.	(\$8,134,339)	0
3. Adjusts funding from the Environmental Protection Agency (EPA) to reflect reallocation of positions to the General Fund and a new grant award.	\$117,774	(1.14)



## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$722,355	\$482,915	\$554,076	14.74%
Community Development	369,850	321,384	491,852	53.04%
Comprehensive Planning & Urban Design	865,140	958,677	885,024	-7.68%
Urban Redevelopment	402,649	460,172	566,853	23.18%
<b>Total Operating Expenditures</b>	<b>\$2,359,995</b>	<b>\$2,223,148</b>	<b>\$2,497,805</b>	<b>12.35%</b>
<b>Non-Operating Expenditures</b>				
Administration	\$0	\$159,695	\$598,871	275.01%
Community Development	19,611,152	29,801,290	31,454,786	5.55%
Comprehensive Planning & Urban Design	0	57,574	654,676	1037.10%
Urban Redevelopment	598,798	8,722,207	2,710,917	-68.92%
<b>Total Grant Expenditures</b>	<b>\$20,209,950</b>	<b>\$38,740,766</b>	<b>\$35,419,250</b>	<b>-8.57%</b>
Other Non-Operating Expenditures	\$54,570	\$55,000	\$72,539	31.89%
<b>Department Total</b>	<b>\$22,624,515</b>	<b>\$41,018,914</b>	<b>\$37,989,594</b>	<b>-7.39%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$2,359,995	\$2,223,148	\$2,497,805	12.35%
Grants Management Fund	20,209,950	38,740,766	35,419,250	-8.57%
Capital Improvement Projects Fund	0	0	0	N/A
Special Purpose Fund	54,570	55,000	72,539	31.89%
<b>Total All Funds</b>	<b>\$22,624,515</b>	<b>\$41,018,914</b>	<b>\$37,989,594</b>	<b>-7.39%</b>

# POSITIONS

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	7.15	4.10	10.00	143.90%
Community Development	17.90	20.00	14.00	-30.00%
Comprehensive Planning & Urban Design	10.95	11.90	11.00	-7.56%
Urban Redevelopment	8.00	7.00	8.00	14.29%
<b>Department Total</b>	<b>44.00</b>	<b>43.00</b>	<b>43.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	19.81	18.22	21.30	16.90%
Grants Management Fund	24.19	24.78	21.70	-12.43%
<b>Department Total</b>	<b>44.00</b>	<b>43.00</b>	<b>43.00</b>	<b>0.00%</b>

## LINES OF BUSINESS

**ADMINISTRATION** – 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

<b>Business Services</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimated</b>	<b>Target</b>	<b>Target</b>
Result	% of terminations submitted to Personnel Department by termination date	50%	56%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	100%	100%	100%
Result	% of actual to budgeted expenditures	96%	95%	97%	97%
Result	% of departmental expenditures spent on programs that achieve result performance targets	56%	66%	75%	75%
Output	Dollar amount of operating expenditures (actual) managed	\$2,400,040	\$2,115,268	\$2,223,148	\$2,497,805
Output	# of FTE's supported	31	41	43	43

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

<b>Executive Leadership</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimated</b>	<b>Target</b>	<b>Target</b>
Result	% of key measures achieved	40%	79%	78%	78%
Result	% of performance evaluations completed by the review date	69%	58%	95%	95%
Result	% of strategic results (or interim targets) achieved	100%	80%	75%	75%

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	4.95	\$412,215	3.54	\$480,314	8.54	\$916,000
Commissions & Boards	1.65	94,641	0.00	1,075	0.00	0
Executive Leadership	0.55	215,499	0.56	161,221	1.46	236,947
<b>Line of Business Total</b>	<b>7.15</b>	<b>\$722,355</b>	<b>4.10</b>	<b>\$642,610</b>	<b>10.00</b>	<b>\$1,152,947</b>

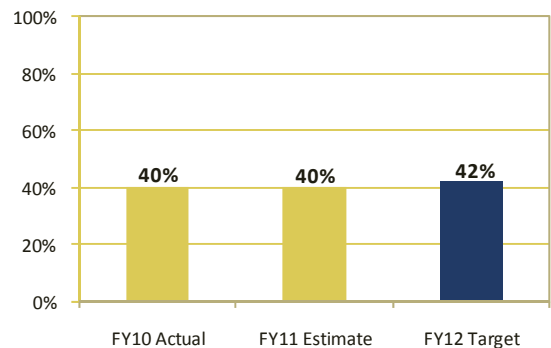
**COMMUNITY DEVELOPMENT** – The purpose of the Community Development Line of Business is to provide neighborhood revitalization, financial, technical, and community support services to policy makers and program beneficiaries so they can receive and disburse financial resources to improve neighborhoods and increase housing opportunities.

## PROGRAMS AND PERFORMANCE MEASURES

“% of single family residences that are owner occupied in the Neighborhood Revitalization Strategy Area (NRSA)”

### WHY IS THIS MEASURE IMPORTANT?

Typically, homes occupied by owners will result in better property care and an increased sense of community. A higher percentage of owner-occupants reduces the potential for area crime, contributes to an increase in the local business development and leads to an increased interest in protecting the original character of the area. Therefore, evaluating the percentage of housing units that are owner-occupied helps determine neighborhood vitality.



### WHAT DO THESE NUMBERS TELL US?

For the last two year, owner-occupancy has remained stable. Given the challenges of the national housing crisis and a tight mortgage lending climate, the department’s emphasis on housing programs such as the Down Payment Assistance Program and the Community Housing Development Organizations helped offset what might have been a decline. These programs allowed the department to create or maintain 188 owner-occupied units.

## LINES OF BUSINESS

Community Services provides stable housing, employment opportunities, and supportive services to homeless and low-income individuals and families so they can increase their income and obtain or remain in permanent housing.

<b>Community Services</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimated</b>	<b>Target</b>	<b>Target</b>
Result	% of people served by the Continuum of Care Program that remain in permanent housing six months after obtaining permanent housing	66%	66%	95%	95%
Result	% of homeless served who obtained permanent housing within two years of entering the Continuum of Care Program	94%	90%	75%	75%
Result	% of people served by the Continuum of Care Program who increase their income upon exiting the program.	44%	43%	41%	41%
Output	# of permanent supportive housing units	210	20	180	180
Output	# of individuals and families served	271	269	1,400	1,400

Grant and Financial Management provides program and fiscal administration services to the Mayor, Council, City Manager, and granting organizations so they can receive and/or disburse grant and loan funds in compliance with relevant rules and regulations.

<b>Grant and Financial Management</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimated</b>	<b>Target</b>	<b>Target</b>
Result	% of grant awards that are in compliance with the terms of their agreement	N/A	100%	100%	100%
Output	\$ of grants disbursed	\$16,930,726	\$24,026,642	\$15,675,000	\$15,675,000

Neighborhood Revitalization provides financial and technical assistance services to prospective and current residents of low- and moderate-income neighborhoods so they can live in stable, well-maintained neighborhoods.

<b>Neighborhood Revitalization</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimated</b>	<b>Target</b>	<b>Target</b>
Result	% of single family residences that are owner occupied in the Neighborhood Revitalization Strategy Area (NRSA)	40%	40%	42%	42%
Output	# of households assisted	182	282	300	300

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Community Services	2.10	\$3,233,245	2.30	\$480,943	2.30	\$458,362
Grant and Loan Management	4.90	7,945,959	4.75	20,295,523	1.35	30,605,279
Neighborhood Revitalization	10.90	8,801,798	12.95	9,346,208	10.35	882,997
<b>Line of Business Total</b>	<b>17.90</b>	<b>\$19,981,002</b>	<b>20.00</b>	<b>\$30,122,674</b>	<b>14.00</b>	<b>\$31,946,638</b>

**COMPREHENSIVE PLANNING AND URBAN DESIGN** - The purpose of the Comprehensive Planning and Urban Design Line of Business is to provide plans, studies, and design services to policy makers, residents, community groups, and development interests so they can have information to make planning, development, and investment decisions that promote a vibrant, attractive, and functional community.

## PROGRAMS AND PERFORMANCE MEASURES

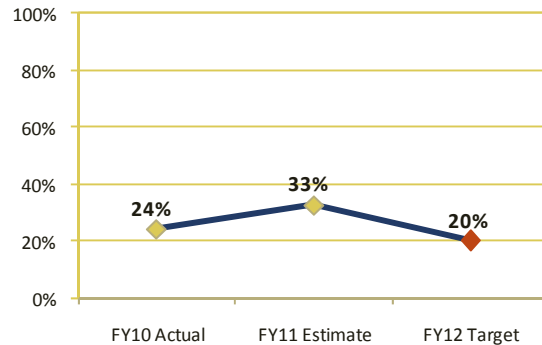
“% of new development and redevelopment that occurs in the inner-loop”

### WHY IS THIS MEASURE IMPORTANT?

Assessing the amount of development near the center of the City helps determine if the City is experiencing sustainable and efficient growth patterns, both of which are overriding objectives in the City’s Comprehensive Planning program. This measure was developed in order to gauge the success of this objective.

### WHAT DO THESE NUMBERS TELL US?

In FY11, development within the inner loop increased by 9% from the year before. Most of this development is attributed to the new Devon Tower corporate office, Project 180, and the continued expansion of the Chesapeake campus. Looking forward, the Department expects next year’s data to be similar to FY10 levels as some of the projects that affected the FY11 data begin to wrap up.



# LINES OF BUSINESS

Comprehensive Planning provides plans and studies to policy makers, community groups, and development interests so they can implement the vision of the community as established in the Comprehensive Plan.

<b>Comprehensive Planning</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
Result	% of new development and redevelopment that occurs in the inner-loop	24%	33%	20%	20%
Result	% of Benchmarks achieved (within deadline) on the development of PlanOKC	N/A	71%	100%	100%
Output	# of benchmarks completed	0	7	10	10
Output	# of square feet of development city wide	21,499,860	15,742,852	20,000,000	20,000,000

Current Planning provides policies, regulations, reviews and studies to the City Council and Planning Commission so they can make informed decisions regarding growth and development that implement the Comprehensive Plan.

<b>Current Planning</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimated</b>	<b>Target</b>	<b>Target</b>
Result	% of Planning Commission decisions on Comprehensive Plan amendments that agree with staff recommendations	N/A	100%	100%	100%
Result	% of rezoning applications approved by City Council that are consistent with the comprehensive plan	N/A	95%	100%	100%
Output	# of rezoning applications approved that are consistent with the Comprehensive Plan	N/A	82	50	50





## LINES OF BUSINESS

Urban Design and Community Appearance provides design ordinance implementation, evaluation, and advice services to residents, property owners, developers, and visitors so they can experience a vibrant, attractive community and realize improved property values.

Urban Design and Community Appearance		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimated	Target	Target
Result	% of citizens surveyed who say they are satisfied or very satisfied with the appearance of the community	66%	66%	65%	65%
Output	# of applications (action items) submitted for design review that are approved (or conditionally approved)	328	434	400	400

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Comprehensive Planning	4.30	\$344,461	5.00	\$505,527	6.00	\$1,113,303
Current Planning	0.00	962	2.15	162,446	1.10	82,931
Transportation Planning	1.75	132,526	0.00	0	0.00	0
Urb Dsgn & Community Appear	4.9	387,190	4.75	348,278	3.90	343,466
<b>Line of Business Total</b>	<b>10.95</b>	<b>\$865,140</b>	<b>11.90</b>	<b>\$1,016,251</b>	<b>11.00</b>	<b>\$1,539,700</b>



*The Deep Deuce area of Bricktown in downtown Oklahoma City is just one area of ongoing revitalization.*



# LINES OF BUSINESS

**URBAN REDEVELOPMENT** - The purpose of the Urban Redevelopment Line of Business is to provide initiatives and redevelopment services to policy makers, property owners and stakeholders so they can create a healthy, sustainable and vibrant urban environment to live, work, and play.

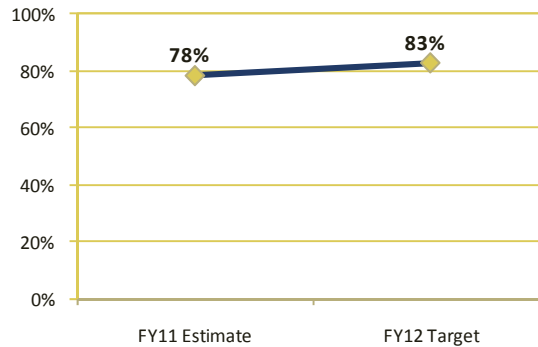


## PROGRAMS AND PERFORMANCE MEASURES

“% of urban initiatives implemented”

### WHY IS THIS MEASURE IMPORTANT?

The Urban Redevelopment program prepares various plans and policy studies and makes recommendations. These tasks are then reported as initiatives. Tracking the number of initiatives that are implemented is important because the value of the work that is provided or flows to citizens can be demonstrated. For example, a “Downtown Retail Study” once implemented, could bring additional retail options to citizens that live and work in the downtown area.



### WHAT DO THESE NUMBERS TELL US?

The goal of the program is to have 83% of its initiatives implemented. Although Urban Redevelopment does not directly control whether or not every initiative is implemented, it does influence the various initiatives by determining which requests to work and prioritizing them for implementation. In FY11, the first year this performance measure was implemented, 78% of the 83 initiatives managed by the programs were implemented.

## LINES OF BUSINESS

Urban Redevelopment provides initiatives and redevelopment services to policy makers, property owners and stakeholders so they can create a healthy, sustainable and vibrant urban environment to live, work, and play.

Urban Redevelopment		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimated	Target	Target
Result	% increase in property values downtown	N/A	8%	6%	6%
Result	% of urban initiatives implemented	0%	78%	83%	83%
Output	# of urban initiatives delivered	N/A	106	110	110

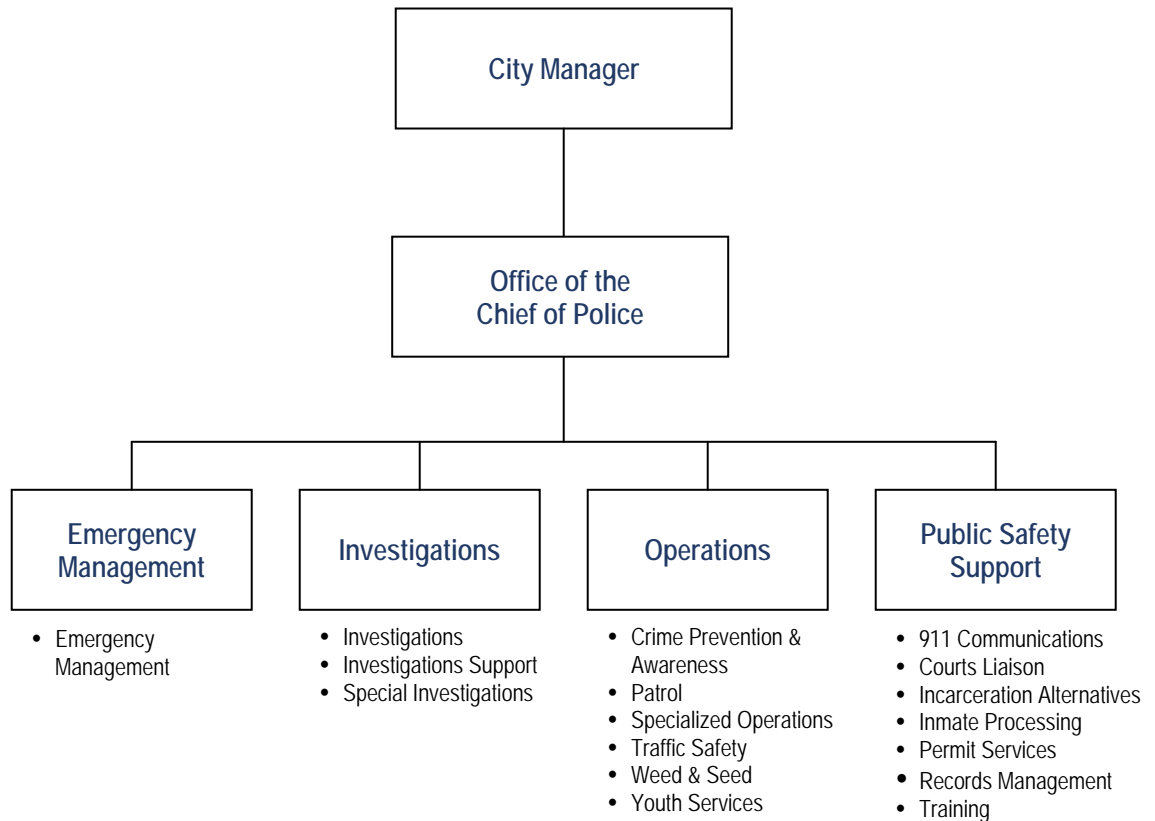
## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Brownfields	0.79	\$556,193	0.00	\$2,405,514	0.00	\$0
Urban Redevelopment	3.06	188,080	7.00	568,364	8.00	3,277,770
Urban Redev Implementation	4.15	257,175	0.00	6,208,501	0.00	0
<b>Line of Business Total</b>	<b>8.00</b>	<b>\$1,001,448</b>	<b>7.00</b>	<b>\$9,182,379</b>	<b>8.00</b>	<b>\$3,277,770</b>



The City of  
**OKLAHOMA CITY**

# POLICE DEPARTMENT



**William City**  
Police Chief  
william.city@okc.gov

## DEPARTMENT MISSION

The mission of the Police Department is to provide public safety services that promote a safe environment and lessen the fear of crime to the Oklahoma City community, so they can experience an enhanced quality of life.

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

The growing demand for police presence and services coupled with the increasing scope and complexity of police investigations, if not adequately addressed, will result in:

- Slower police response times
- Increasing crime rate and reduced percentage of crimes solved
- Decreased citizen satisfaction with police services and feelings of community safety
- Decreased traffic enforcement

### Strategic Result

By 2015, police presence and services will adequately increase while maintaining the level of core services citywide, as evidenced by:



- 55% or more of citizens report they feel safe living or visiting downtown.\*

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
53%	53%	55%	55%

- 55% or more of citizens citywide report they feel safe or very safe.\*

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
60%	60%	55%	55%

- 72% or more of citizens will be satisfied or very satisfied with quality of police services citywide. \*

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
71%	71%	72%	72%

- 90% or more of life threatening calls (Priority 1) will be responded to within 9 minutes 30 seconds from the time a 911 call is answered to officer arrival.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
73%	75%	90%	90%

\* Target based on the 2005 Citizen Survey Results

## ISSUES, STRATEGIES, AND RESULTS

- Investigative unit clearance rates equal to or above the national average. The current national clearance rates are 48.2% for violent crime and 15.5% for property crime, based on 2009 statistics from the latest available data published by the FBI.

### Violent Crime

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
51.0%	49.6%	48.2%	48.2%

### Property Crime

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
13.0%	13.5%	15.5%	15.5%

### Strategy

Continue the use of overtime programs to address high crime areas, traffic enforcement and increased presence in entertainment districts. Additional personnel assigned to Investigations and Operations through Program Improvement Requests.

## 2 Issue

A continuing trend of graffiti vandalism, if not adequately addressed, will result in:

- Increased perception of crime
- Increased demand for City services
- Increased gang related crimes
- Decrease feeling of public safety

### Strategic Result

- By 2012, increase the percentage of graffiti cases presented for prosecution by 100%.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	381% *	100%	862% *

\*The department presented 78 graffiti investigations for prosecution in FY 09-10. Since that time, they have increased resources dedicated to resolving graffiti crimes and have, subsequently, increased the number of investigations presented for prosecution to an estimated 375 for FY 10-11. This resulted in an increase of 297 investigations (381%). For FY 11-12, the department is comparing the target of 750 graffiti investigations presented for prosecution to the original 78 cases from FY 09-10 which is an increase of 672 cases (862%).

### Strategy

Improve the tracking and investigation of graffiti vandalism through increased use of technology and coordination with other City departments, agencies, neighborhoods and community leaders. More aggressively address graffiti vandalism by reallocating resources for graffiti investigations.

# ISSUES, STRATEGIES, AND RESULTS

## 3 Issue

Minority population growth and changing demographics will result in:

- A growing demand for police officers with bilingual skills
- A growing gap between the diversity of the Police Department and the community

### Strategic Result

By 2012, the Police Department will improve workforce diversity among police officers by recruiting, selecting and hiring the most qualified individuals through a comprehensive and proactive recruiting strategy that provides an applicant pool that is reflective of our City’s diversity, as evidenced by:

- 30% of applications received from minority applicants will be as a result of recruiting efforts.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
68%	N/A *	30%	40%

\*No Police Academy was conducted during FY 10-11.

### Strategy

Continue the recruiting campaign directed at qualified women and men of all ethnic and minority backgrounds. Continue increased bilingual training for police recruits.

## 4 Issue

The increased demand for advanced technology in law enforcement, if not adequately addressed, will result in:

- Increased time and resource requirements for investigations
- Increased complexity of criminal investigations requiring advanced skills
- Unsolved crimes
- Increased crime

### Strategic Result

The Police Department will successfully adapt to the challenges posed by the growing availability of advanced technology, as evidenced by the following:

- By 2015, increase the number of computer forensic examinations by 100% (over FY 08 totals) to 208 annually.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
154	130	145	160

### Strategy

Continue to improve Intelligence-Led policing and forensic computer investigation capabilities.

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$1,307,915	-
2. Reallocates 55 officers and line item expenses from the MAPS 3 Use Tax to the General Fund.	\$4,188,966	55
3. Increases overtime funding for Specialized Traffic Enforcement Program that was previously funded by the Department of Justice through American Recovery and Reinvestment Act (ARRA) funding that is no longer available.	\$300,000	-
4. Increases transfer to the Emergency Management Fund (E-911) to cover higher costs not supported by increased telephone tariff revenue.	\$276,033	-
5. Increases funding for the Gang Enforcement Overtime Program that was previously funded by the Department of Justice through ARRA funding that is no longer available.	\$225,000	-
6. Deletes three officers that were working in Oklahoma City Public Schools after the contract with the school district cut funding for the services provided by the officers.	(\$206,259)	-3
7. Adds three lieutenants for additional supervision in the Operations Program, one of which was previously funded by the Department of Justice through ARRA funding that is no longer available.	\$260,808	3
8. Adds three officers to Burglary Unit to provide more timely investigations and improved clearance rates.	\$188,076	3
9. Adds two officers to Drug Interdiction that were previously funded by the Department of Justice through ARRA funding that is no longer available.	\$125,384	2
10. Adds two officers to Patrol to increase patrol hours.	\$125,384	2
11. Adds one lieutenant to Emergency Services Unit to expand supervision.	\$86,936	1
12. Adds one lieutenant to Gang Enforcement Unit to improve administration and planning.	\$86,936	1
13. Adds one lieutenant to supervise the Interdiction Unit allowing the current lieutenant to focus on the Vice Unit rather than having to supervise both units.	\$86,936	1
14. Adds one officer to Bricktown to promote safety and provide assistance for special events staffing.	\$62,692	1
15. Adds one officer to Intelligence Led Policing to strengthen the department's ability to monitor crime trends and ensure faster resolution of criminal investigations.	\$62,692	1
16. Adds one officer to Office of Professional Standards to promote high standards for employee conduct.	\$62,692	1



## MAJOR BUDGET CHANGES

General Fund		Amount	Positions
17.	Adds one officer to Special Investigations Unit to work on major narcotics trafficking cases.	\$62,692	1
18.	Adds one officer to conduct internal staff inspections and apply for national accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) that was previously funded by the Department of Justice through ARRA funding that is no longer available.	\$62,692	1
19.	Adds one officer to the Derelict Vehicle Enforcement that was previously funded by the Department of Justice through ARRA funding that is no longer available.	\$62,692	1
20.	Adds one officer to the Drug Court that was previously funded by the Department of Justice through ARRA funding that is no longer available.	\$62,692	1
21.	Adds one officer to the Fleet Management Programs that was previously funded by the Department of Justice through ARRA funding that is no longer available.	\$62,692	1
22.	Adds one officer to Information Technology Unit to manage the Police records, personnel and web systems.	\$62,692	1
23.	Adds one Police Identification Technician II to assist with the increased workload related to finger print analysis due to the upgrade in the Automated Fingerprint Identification System (AFIS) and the increased number of potential matches being identified.	\$53,569	1
24.	Increases funding for the Public Inebriate Alternative Program.	\$38,500	-

Police Sales Tax Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$114,894	-
2.	Increases funding for Police recruit class.	\$360,000	-

Emergency Management Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$315,617	-
2.	Increases budget for contingency.	\$40,000	-

## MAJOR BUDGET CHANGES

<b>Grants Management Fund</b>	<b>Amount</b>	<b>Positions</b>
1. Reduces funding from Department of Justice Grants.	(\$2,833,250)	0
2. Reduces funding from other grant sources.	(\$561,441)	0

<b>Asset Forfeiture Fund</b>	<b>Amount</b>	<b>Positions</b>
1. Increases budget for other supplies in Treasury Asset Forfeiture.	\$15,000	-

<b>Court Administration &amp; Training Fund</b>	<b>Amount</b>	<b>Positions</b>
1. Increases budget for various services and supply accounts, such as education and training materials, repair parts and maintenance funding.	\$175,000	-

<b>MAPS3 Use Tax Fund</b>	<b>Amount</b>	<b>Positions</b>
1. Reallocates 55 officers and line item expenses from the MAPS 3 Use Tax to the General Fund.	(\$4,188,966)	(55)

## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$17,043,315	\$17,360,882	\$17,918,560	3.21%
Emergency Management	338,072	296,580	301,613	1.70%
Investigations	29,951,438	29,373,162	29,573,378	0.68%
Operations	80,957,201	85,359,160	84,108,620	-1.47%
Public Safety Support	21,889,826	22,300,563	22,570,116	1.21%
<b>Total Operating Expenditures</b>	<b>\$150,179,853</b>	<b>\$154,690,347</b>	<b>\$154,472,287</b>	<b>-0.14%</b>
<b>Non-Operating Expenditures</b>				
Administration	\$125,623	\$215,880	\$206,100	-4.53%
Emergency Management	16,892	43,036	12,500	-70.95%
Investigations	1,073,335	5,713,902	3,948,512	-30.90%
Operations	786,254	6,896,848	3,302,000	-52.12%
Public Safety Support	11,748	196,289	171,200	-12.78%
Capital Expenditures	2,756,850	6,023,795	6,171,539	2.45%
Other Non-Operating	1,626,071	12,811	15,178	18.48%
<b>Total Non-Operating Expenditures</b>	<b>\$6,396,774</b>	<b>\$19,102,561</b>	<b>\$13,827,029</b>	<b>-27.62%</b>
<b>Total Department</b>	<b>\$156,576,627</b>	<b>\$173,792,908</b>	<b>\$168,299,316</b>	<b>-3.16%</b>
Less Transfers to City Funds	(\$11,072,443)	(\$15,393,475)	(\$10,999,662)	-28.54%
<b>Total All Funds</b>	<b>\$145,504,184</b>	<b>\$158,399,433</b>	<b>\$157,299,654</b>	<b>-0.69%</b>

## EXPENDITURES

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$107,976,476	\$108,290,663	\$110,542,123	2.08%
Emergency Management Fund	7,089,105	7,427,289	7,681,435	3.42%
MAPS 3 Use Tax	66,068	4,433,017	0	-100.00%
Police Sales Tax Fund	34,950,665	35,773,758	37,327,913	4.34%
Court Administration & Training Fund	110,553	210,004	365,200	73.90%
Asset Forfeiture Fund	2,013,852	6,204,264	4,173,312	-32.73%
Police & Fire Cap Equip Sales Tax Fund	0	95,375	95,375	0.00%
Grants Management Fund	1,625,234	6,861,691	3,467,000	-49.47%
Capital Improvements Projects Fund	3,749	460,493	468,493	1.74%
City and Schools Capital Use Tax Fund	2,740,088	4,023,543	4,163,287	3.47%
Special Purpose Fund	837	12,811	15,178	18.48%
<b>Total All Funding Sources</b>	<b><u>\$156,576,627</u></b>	<b><u>\$173,792,908</u></b>	<b><u>\$168,299,316</u></b>	<b><u>-3.16%</u></b>
Less Interfund Transfers	<u>(\$11,072,443)</u>	<u>(\$15,393,475)</u>	<u>(\$10,999,662)</u>	-28.54%
<b>Grand Total All Funds</b>	<b><u>\$145,504,184</u></b>	<b><u>\$158,399,433</u></b>	<b><u>\$157,299,654</u></b>	<b><u>-0.69%</u></b>

## POSITIONS

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	74.65	70.65	75.35	6.65%
Emergency Management	2.35	2.35	2.35	0.00%
Investigations	270.60	264.50	274.50	3.78%
Operations	762.70	754.70	760.95	0.83%
Public Safety Support	205.70	197.80	196.85	-0.48%
<b>Total Department</b>	<b>1,316.00</b>	<b>1,290.00</b>	<b>1,310.00</b>	<b>1.55%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	981.00	901.00	976.00	8.32%
Emergency Management Fund	82.00	82.00	82.00	0.00%
MAPS 3 Use Tax	0	55	0.00	-100.00%
Police Sales Tax Fund	239.00	246.00	246.00	0.00%
Grants Management Fund	13.00	6.00	6.00	0.00%
Asset Forfeiture Fund	1.00	0.00	0	N/A
<b>Total All Funding Sources</b>	<b>1,316.00</b>	<b>1,290.00</b>	<b>1,310.00</b>	<b>1.55%</b>

## LINES OF BUSINESS

**ADMINISTRATION** - 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 PERFORMANCE MEASURES

Business Services provides financial management and procurement services to Executive Leaders and Program Managers so they can effectively manage operations.

Business Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of actual to budgeted expenditures	91%	97%	97%	97%
Result	% of departmental expenditures spent on programs that achieve result performance targets	68%	54%	77%	77%
Result	% of department owned applications where the department has met the departmental responsibilities outlined in the IT Service Level Agreement	100%	100%	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	97%	96%	100%	100%
Output	# of employees injured on the job	N/A	N/A	N/A	N/A
Output	# of FTE's supported	1,288	1,250	1,309	1,310
Output	Dollar amount of operating expenditures (actual) managed	\$154,073,300	\$144,587,568	\$154,690,347	\$154,472,287

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of strategic results (or interim targets) achieved	80%	0%	85%	85%
Result	% of key measures achieved	68%	51%	75%	75%

## LINES OF BUSINESS

Human Resources provides employee support services to departmental personnel so they can receive timely and accurate performance assessment, compensation, and benefits.

Human Resources		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of performance evaluations completed by the review date	64%	82%	95%	95%
Result	% of applications received from minority applicants as a result of recruiting efforts	68%	N/A *	30%	40%
Result	% of terminations submitted to Personnel Department by termination date	31%	25%	95%	95%
Result	% of performance evaluations in eligible classifications that are integrated with the Strategic Business Plan	N/A	N/A	22%	22%
Output	# of hours spent at community-sponsored recruitment events and job/career fairs	52	80	80	200
Output	# of minority recruits hired as a result of recruiting efforts	0	N/A *	N/A *	7
Output	# of performance evaluations processed	183	66	245	245

\*No Police Academy was conducted during FY 10-11.

Professional Standards provides internal criminal and administrative investigative services to the Chief of Police and Command Staff so they can make informed decisions regarding employee conduct.

Professional Standards		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of investigations accepted as accurate and complete by Command Staff at first presentation	100%	100%	100%	100%
Output	# of criminal investigations completed	8	2	6	6
Output	# of administrative investigations completed	18	20	22	22

Public Information provides media and open record response services to the public so they can be aware of Police Department programs, activities, and cases being investigated.

Public Information		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of citizen/media requests for information responded to within the specified time frame	100%	100%	100%	100%
Output	# of interviews produced through the PIO	N/A	600	600	1,600
Output	# of public information requests responded to	N/A	10,074	8,900	9,900
Output	# of inquiries from the public responded to	556	262	700	900
Output	# of inquiries from the media responded to	N/A	9,812	8,000	9,000
Output	# of written news releases produced through the PIO	463	306	150	189

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGETS

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	22.60	\$2,858,132	21.80	\$10,519,014	23.40	\$10,139,130
Executive Leadership	21.95	3,655,768	18.75	4,161,198	19.85	4,919,906
Human Resources	14.00	1,159,733	14.00	1,193,592	14.00	1,192,475
Procurement	0	0	0	25,916	0	0
Professional Standards	7.90	819,988	7.90	868,234	9.90	1,061,777
Public Information	8.20	803,250	8.20	808,808	8.20	811,372
Safety and Risk Management	0	2,756,797	0	0	0	0
Technology Systems	0	5,115,271	0	0	0	0
<b>Line of Business Total</b>	<b>74.65</b>	<b>\$17,168,938</b>	<b>70.65</b>	<b>\$17,576,762</b>	<b>75.35</b>	<b>\$18,124,660</b>





# LINES OF BUSINESS

**EMERGENCY MANAGEMENT** – The purpose of the Emergency Management Line of Business is to provide disaster preparedness, response and recovery services to emergency responders and the community so they can effectively respond to and recover from natural and manmade disasters.

## PROGRAMS AND PERFORMANCE MEASURES

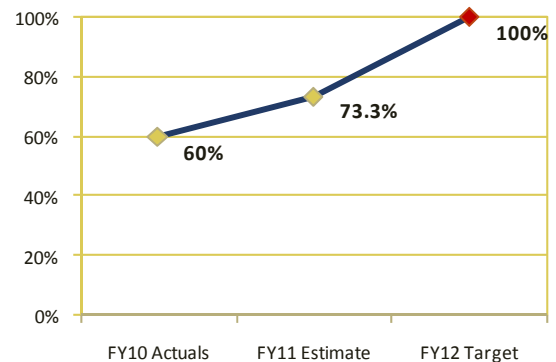
“% of all-hazard emergency or disaster plans developed as required by state and federal governments”

### WHY IS THIS MEASURE IMPORTANT?

This measure demonstrates the City’s compliance with state and federal planning requirements which impacts eligibility to receive federal disaster assistance and hazard mitigation funds. All-Hazard Emergency or Disaster Plans describe how The City of Oklahoma City will mitigate, prepare for, respond to, and recover from major emergencies, disasters, and catastrophic incidents and promote disaster resilience and sustainability of our City.

### WHAT DO THESE NUMBERS TELL US?

In FY11, the Emergency Management Program closed the gap in terms of compliance with state and federal planning requirements and expects to be fully compliant by the end of the next fiscal year. The reason the department has not been 100% compliant for the last two years is due to two additional plans being required by the state and federal government. The performance data in the chart reflects the time required to develop these additional plans which are developed over a period of time using a collaborative process involving other City departments and stakeholders.



The Police Department provides emergency response after tornado moves through Oklahoma City.

## LINES OF BUSINESS

Emergency Management provides emergency and disaster mitigation preparedness, response and recovery services to emergency responders and the community so they can effectively respond to and recover from natural and manmade disasters.

Emergency Management		FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
Result	% of all-hazard emergency or disaster plans developed as required by state and federal governments	60%	73%	100%	100%
Output	# of all-hazard emergency or disaster plans developed, revised, and reviewed as required by state and federal governments	33	60	80	80
Output	# of responder training courses coordinated and disaster/emergency exercises conducted, planned or assisted	16	26	12	20
Output	# of responses to significant events, emergencies or disasters	18	14	12	12

## PROGRAM POSITIONS AND BUDGETS

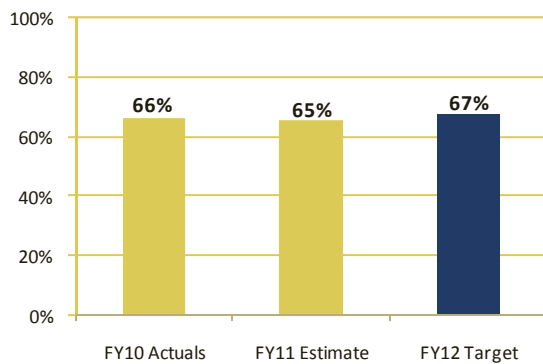
Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Emergency Management	2.35	\$354,964	2.35	\$339,616	2.35	\$314,113
<b>Line of Business Total</b>	<b>2.35</b>	<b>\$354,964</b>	<b>2.35</b>	<b>\$339,616</b>	<b>2.35</b>	<b>\$314,113</b>

# LINES OF BUSINESS

**INVESTIGATIONS** - The purpose of the Investigations Line of Business is to provide criminal investigative services to crime victims and prosecutors so they can achieve successful prosecution of criminal offenders.

## PROGRAMS AND PERFORMANCE MEASURES

“% of persons crimes cleared by arrest, prosecution, or other means”



### WHY IS THIS MEASURE IMPORTANT?

Persons Crimes consist of sex crimes, robbery, assault, domestic violence, homicide, child abuse and kidnapping. This measure shows how often these types of cases are cleared by arrest, prosecution or other means which includes refusal of prosecution by the victim or decline to prosecute by the District Attorney. This measure helps to evaluate the level of service provided to victims and removal of criminals from the community.

### WHAT DO THESE NUMBERS TELL US?

For FY11, the clearance rate for person crimes is 65% which is slightly below last year’s clearance rate short of the target established by the program. In recent months however, the percent of these crimes cleared has been on the rise with clearance rates as high as 67% and 68% in February and March. One contributor to this increase in performance is an 8.5% increase in assault cases cleared. As indicated by the target for FY12, the department expects performance to continue to improve next year.

Investigations provides investigative services to crime victims and prosecutors so they can achieve successful prosecution of criminal offenders.

		FY 09-10	FY 10-11		FY 11-12
<b>Investigations</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of property crimes cleared by arrest, prosecution, or other means	26%	25%	25%	25%
Result	% of persons crimes cleared by arrest, prosecution, or other means	66%	65%	67%	67%
Output	# of cases filed based on DNA profile where suspect is not identified by name	67	132	80	80
Output	# of investigations conducted	2,229	2,024	2,638	2,638

## LINES OF BUSINESS

Investigations Support provides investigative and technical support services to investigators so they can receive accurate and timely information to resolve criminal investigations.

Investigations Support		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of peer reviewed validated crime lab results delivered within time standards - fingerprint 7 business days - controlled substance 30 days - DNA 90 days for crimes against persons - firearm examinations completed within 30 days	81%	79%	100%	100%
Output	# of electronic forensic examinations completed	154	130	145	160
Output	# of crime lab tests conducted	54,533	26,724	55,000	55,000



*Officers at the scene of a crime.*

## LINES OF BUSINESS

Special Investigations provides investigative services to the Oklahoma City community so they can benefit from a reduction in vice, drug and gang criminal activity.

Special Investigations		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	# of Special Projects' illicit drug cases presented for prosecution per 100,000 residents	521	480	515	550
Result	# of drive-by shootings per 100,000 residents	18	20	20	19
Result	% increase in graffiti investigations presented for prosecution	N/A	381% *	100%	862% *
Output	# of graffiti investigations presented for prosecution	78	375	156	750
Output	# of graffiti investigations conducted by Special Investigations	N/A	368	250	300
Output	# of investigations conducted by Special Investigations	5,975	5,648	5,903	5,903

\*The department presented 78 graffiti investigations for prosecution in FY 09-10. Since that time, they have increased resources dedicated to resolving graffiti crimes, and have subsequently increased the number of investigations presented for prosecution to an estimated 375 for FY 10-11. This resulted in an increase of 297 investigations (381%). For FY 11-12, the department is comparing the target of 750 graffiti investigations presented for prosecution to the original 78 cases from FY 09-10, which is an increase of 672 cases (862%).

## PROGRAM POSITIONS AND BUDGETS

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Investigations	138.55	\$15,614,894	138.55	\$15,594,086	141.45	\$15,735,930
Investigations Support	61.55	6,016,137	61.55	8,265,790	62.55	6,185,701
Special Investigations	70.50	9,393,742	64.40	11,227,188	70.50	11,600,259
<b>Line of Business Total</b>	<b>270.60</b>	<b>\$31,024,773</b>	<b>264.50</b>	<b>\$35,087,064</b>	<b>274.50</b>	<b>\$33,521,890</b>

## LINES OF BUSINESS

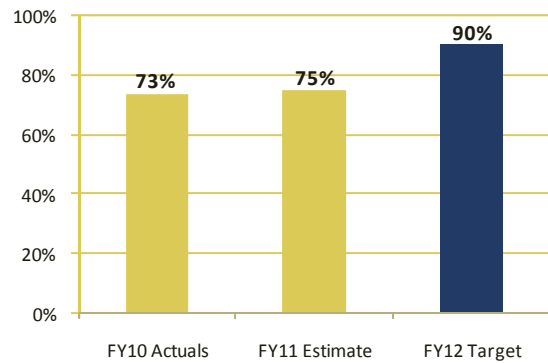
**OPERATIONS** – The purpose of the Operations Line of Business is to provide law enforcement and public safety education services to the Oklahoma City community so they can feel safe and secure.

### PROGRAMS AND PERFORMANCE MEASURES

“% of life threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrival”

#### WHY IS THIS MEASURE IMPORTANT?

Priority 1 calls are defined as calls in which there is an immediate danger to a person’s life or safety, crime related or not; therefore, evaluating and maintaining high levels of performance in this area impact citizen safety. This measure demonstrates the percentage of the time an officer arrives on scene within 9 minutes and 30 seconds from the time the 911 call is answered.



#### WHAT DO THESE NUMBERS TELL US?

The Department has set a target for this measure substantially higher than their current performance but one that represents their ultimate goal in providing the best possible response for citizens. Though the Department is short of the annual target, they are exceeding historical performance of 70% and surpassed the previous year’s response times. The large geographical area of the City, combined with shifts in population density, changing crime patterns and activity, staffing limitations and population growth, will continue to make it difficult to improve response rates.

Crime Prevention and Awareness provides training and education services to the community so they can be informed and involved in crime prevention.

Crime Prevention and Awareness		FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
Result	% of crime prevention and awareness training participants who report they received important/useful information	100%	100%	100%	100%
Output	# of crime prevention and awareness participants trained	7,495	7,648	4,000	7,500
Output	# of criminal nuisance abatement cases	120	88	180	120

## LINES OF BUSINESS

Patrol provides first responder law enforcement services to the citizens and visitors of Oklahoma City so they can experience a prompt and professional response and have a feeling of safety and security in the community.

<b>Patrol</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrival	73%	75%	90%	90%
Result	% of officers that achieve the minimum performance points per hour for their patrol shift and division	78%	85%	85%	85%
Result	% of citizens citywide reporting they feel safe or very safe	60%	60%	55%	55%
Result	% of life threatening calls (Priority 1) responded to within 7 minutes from dispatch to arrival	72%	73%	90%	90%
Result	% of citizens reporting they are satisfied or very satisfied with the quality of police services citywide	71%	71%	72%	72%
Result	% of citizens reporting they feel safe or very safe living or visiting downtown	53%	53%	55%	55%
Output	# of calls for service answered	356,341	359,014	352,000	352,000
Output	# of self-initiated contacts provided	69,468	77,878	65,000	65,000
Output	# of hours of time on call provided	270,561	281,572	250,000	250,000

Specialized Operations provides enhanced response to law enforcement officers and citizens so they can experience a timely response and a safe resolution to specialized incidents.

<b>Specialized Operations</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of specialized unit responses provided within time standards specified in the units' Standard Operating Procedures	100%	100%	100%	100%
Output	# of work hours for public relation demos	918	1,561	900	900
Output	# of helicopter hours flown	1,243	1,369	1,684	1,684
Output	# of special event security hours provided	19,424	21,750	17,500	21,000
Output	# of specialized unit responses provided	92	90	70	90



## LINES OF BUSINESS

**Traffic Safety** provides education, investigation, and enforcement services to the motoring and pedestrian public so they can safely travel throughout the community.

<b>Traffic Safety</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of citizens that are satisfied or very satisfied with traffic enforcement	63%	N/A	58%	58%
Result	# of traffic contacts per 1,000 residents of Oklahoma City metro area	142	157	140	140
Result	# of traffic fatalities per 1,000 residents of Oklahoma City metro area	0.12	0.12	0.12	0.12
Result	# of traffic collisions per 1,000 residents of Oklahoma City metro area	26	27	27	27
Output	# of traffic contacts made	78,285	86,544	74,000	80,000
Output	# of traffic collision investigations completed	13,204	15,104	14,224	14,224

**Weed and Seed** provides crime prevention, education services, and additional police resources to reduce crime in targeted areas of the community.

<b>Weed and Seed Crime Prevention and Intervention</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of Part 1 crimes that are reduced in the Weed and Seed Classen Ten/Penn Site	N/A	-6%	-5%	-5% *
Result	% of program participants who complete the Martial Arts Program	98%	98%	80%	80% *
Result	% of re-entry clients who have completed the program	N/A	12%	50%	50% *
Output	# of Part 1 crimes in the Weed and Seed Classen Ten/Penn site	N/A	38	500	500 *
Output	# of persons receiving services at the Northeast Community Services Center	N/A	5,674	5,600	5,600
Output	# of Code Enforcement Responses for service in the Weed and Seed Classen Ten/Penn site	N/A	1,888	1,600	1,600 *
Output	# of program participants who complete the Martial Arts Program	N/A	1,195	980	980 *

\*The Weed and Seed Classen Ten/Penn Site is funded through a grant that ends in September 2011. The Martial Arts Program and the Re-Entry Program are funded through a grant that ends in August 2011. Unless the grants are extended, these measures will be eliminated in FY 11-12.



# LINES OF BUSINESS

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

Youth Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	# of crimes committed in schools per 1,000 students	5	5	5	5
Output	# of youths processed through juvenile diversion services	1,447	2,014	2,000	2,000
Output	# of youths served in educational programs	4,066	1,800	5,299	1,900
Output	# of youths served by School Resource Officers	12,366	12,774	12,324	12,324

# PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Crime Prevention and Awareness	14.20	\$1,072,103	9.20	\$1,024,300	9.20	\$1,023,105
Patrol	562.85	59,700,909	564.95	67,212,362	569.90	64,655,499
Specialized Operations	38.20	5,046,198	37.20	4,981,443	38.20	4,627,167
Traffic Safety	106.60	11,249,645	105.50	11,615,874	105.80	11,420,704
Weed & Seed	0.00	304,759	4.00	1,507,191	4.00	432,306
Youth Services	40.85	4,369,842	33.85	5,914,838	33.85	5,251,839
<b>Line of Business Total</b>	<b>762.70</b>	<b>\$81,743,455</b>	<b>754.70</b>	<b>\$92,256,008</b>	<b>760.95</b>	<b>\$87,410,620</b>



## LINES OF BUSINESS

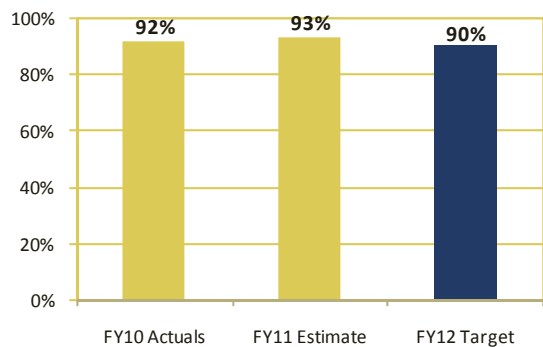
**PUBLIC SAFETY SUPPORT** - The purpose of the Public Safety Support Line of Business is to provide public safety support and training services to law enforcement and other government agencies so they can efficiently respond to public safety incidents.

### PROGRAMS AND PERFORMANCE MEASURES

"% of 911 calls answered within 10 seconds"

**WHY IS THIS MEASURE IMPORTANT?**

Ensuring a high percentage of 911 calls are answered in less than 10 seconds is a significant contributor to keeping overall response times to a minimum. With all 911 calls going into a queue until answered by a dispatcher, this data helps the program evaluate how soon dispatchers are retrieving the calls from the queue which is the point at which citizens actually begin receiving emergency assistance.



**WHAT DO THESE NUMBERS TELL US?**

In FY11, 93% of all calls to 911 were answered within 10 seconds indicating the second consecutive year where the 90% target was exceeded. The total number of 911 calls for FY12 is projected to remain static compared to FY 11. The program’s ability to continue to achieve or improve targeted performance is based on adequate staffing, training, and equipment.

911/Communications provides telephone response, dispatch and emergency notification services to anyone needing City services so they can receive a proper service response and a timely dispatch.

		FY 09-10	FY 10-11		FY 11-12
<b>911 Communications</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of life threatening (Priority 1) calls dispatched within 2 minutes 30 seconds	78%	81%	90%	90%
Result	% of 911 calls answered within 10 seconds	92%	93%	90%	90%
Output	# of calls serviced, both 911 and seven digit calls	896,463	902,994	1,005,000	935,000

## LINES OF BUSINESS

Court Liaison provides court appearance coordination services to police employees so they can appear in court when notified.

<b>Courts Liaison</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of police employees appearing in court when required	100%	100%	100%	100%
Output	# of court appearances provided: On-duty	1,939	1,884	1,730	1,730
Output	# of court appearances provided: Off-duty	1,687	1,472	1,567	1,567
Output	# of court appearance notifications issued	3,292	3,356	3,400	3,400

Incarceration Alternatives provides detoxification or rehabilitative services to eligible offenders so they can avoid incarceration.

<b>Incarceration Alternatives</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of participating offenders who complete alternative sentencing programs	1%	1%	1%	1%
Result	Dollars saved through the Detox program	N/A	N/A	\$209,876	\$209,876
Output	# of Detox admissions provided	6,247	6,186	7,000	6,000
Output	# of alternative sentencing offenders served	15,812	18,480	15,287	16,000

Inmate Processing provides arrestee intake, detention and release services to criminal justice agencies so they can have accurate management of inmate processing.

<b>Inmate Processing</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of arrestees who are accurately identified at the time of intake	96%	97%	100%	100%
Output	# of arrestees processed	25,279	24,322	26,000	20,000
Output	# of inmate days	55,329	49,588	54,750	50,000

## LINES OF BUSINESS

Permit Services provides identification and permit management services to City employees and individuals required to obtain permits so they can be in compliance with City policy or ordinance.

Permit Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of total alarm responses that are false alarms	95%	95%	93%	93%
Result	% of alarm responses with permitted alarm	45%	45%	45%	45%
Output	# of all permits processed	44,590	35,612	40,800	45,000

Records Management provides information collection, storage, and dissemination services to law enforcement, other government agencies, and the public so they can obtain timely information needed to investigate and document public safety incidents.

Records Management Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of priority reports entered within 24 hours	100%	106%	100%	100%
Result	% of non-priority reports entered within 7 days	100%	105%	100%	100%
Output	# of non-priority reports entered within 7 days	43,355	36,496	45,000	45,000
Output	# of priority reports entered within 24 hours	140,411	127,186	145,000	135,000



*The goal of the 911/Communications dispatchers is to answer all calls within 10 seconds and to dispatch Priority 1 calls within 2 minutes 30 seconds.*

## LINES OF BUSINESS

Training provides basic and continuing education services to recruits and officers so they can receive and maintain the knowledge and skills needed to provide public safety services.

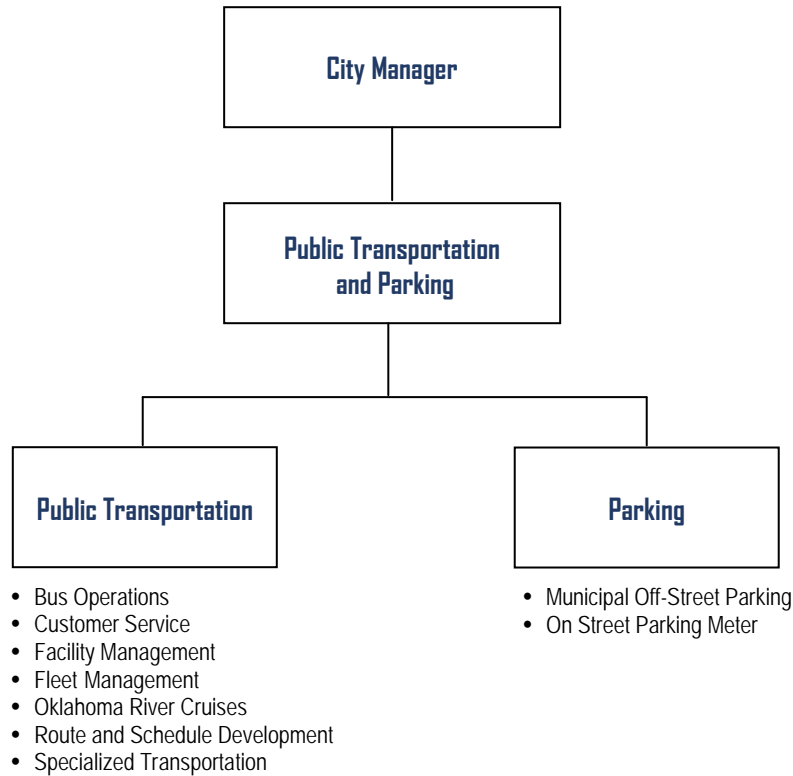
Training		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of graduating recruits with novice level bilingual skills	100%	N/A *	N/A *	100%
Result	% of graduating recruits demonstrating at least 85% proficiency in all major blocks of instruction	91%	N/A *	N/A *	100%
Result	% of officers who rate advanced training as high or very high in supporting the knowledge and skills needed to provide public safety services	71%	85%	75%	75%
Output	# of training hours provided to officers	2,262	2,414	2,400	2,400
Output	# of recruits that graduate from the Police Training Academy	34	N/A *	N/A *	40

\*No Police Academy was conducted during FY 10-11.

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
911 Communications	84.35	\$9,497,750	84.35	\$10,135,231	83.45	\$10,629,503
Court Liaison	3.00	138,548	3.00	156,020	3.00	163,009
Incarceration Alternatives	1.55	484,322	0.65	429,432	0.65	404,418
Inmate Processing	15.80	3,696,286	13.80	3,642,425	13.80	3,566,218
Permit Services	6.15	439,405	6.15	568,975	6.15	541,231
Records Management	83.00	5,073,157	78.00	5,763,180	77.95	5,735,696
Training	11.85	2,572,107	11.85	1,801,589	11.85	1,701,241
<b>Line of Business Total</b>	<b>205.70</b>	<b>\$21,901,574</b>	<b>197.80</b>	<b>\$22,496,852</b>	<b>196.85</b>	<b>\$22,741,316</b>

# PUBLIC TRANSPORTATION AND PARKING



## DEPARTMENT MISSION



**Rick Cain**  
Director  
rick.cain@okc.gov

The mission of the Public Transportation and Parking Department is to provide public transportation and downtown Oklahoma City parking services to the citizens and visitors of the greater Oklahoma City metropolitan area so they can safely and affordably travel and park in a customer friendly environment.

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

The continuing reliance on obsolete technology in public transportation and parking services will result in:

- Loss of revenue
- Decreased customer satisfaction
- Decreased customer safety



### Strategic Result

By the end of 2012, Public Transportation and Parking customers will benefit from more reliable service, as evidenced by:

- At least 92% of time public transportation vehicles will be on schedule.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
90%	94%	90%	95%

- No more than 5% of metered parking hours will be lost to meter malfunction.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
0%	0%	5%	3%

- At least 98% of scheduled service hours will be operated.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
100%	100%	97%	99%

### Strategy

By replacing faulty and out dated parking meters and completing scheduled preventative maintenance on time, obtaining new buses and equipment as required, and adhering to an effective and efficient preventative maintenance program that improves miles between road calls, more reliable service will be achieved.

# ISSUES, STRATEGIES, AND RESULTS

## 2 Issue

Inadequate internal accountability, communication, and teamwork within the Public Transportation and Parking Department, coupled with continuing difficulty to attract, train, develop, and retain qualified employees will jeopardize the ability to provide safe, reliable, and customer-friendly services.

### Strategic Result

By 2012, public transportation and parking customers will benefit from safe service as evidenced by:

- Accidents will be at or below 2 per 100,000 miles.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
1.34	1.26	2.00	2.00

- Customer injury claims will be no more than 1.8 per 100,000 miles.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
1.14	2.34	1.80	1.80

- Reduction in public transportation security incidents to 1 per 200,000 passengers.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
0.29	0.44	1.00	1.00

- Reduction in parking security incidents to less than 1 per 200,000 parking customers.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
N/A	N/A	1.00	1.00

### Strategy

Through regular driver training, the installation of cameras to protect against fraudulent claims, enhanced security patrols, improved lighting, and the promotion of awareness of “walking companions” in parking facilities, transportation and parking customers will benefit from safe service.



# ISSUES, STRATEGIES, AND RESULTS

## 3 Issue

Increased economic development activity in the Oklahoma City area, if not adequately planned for and addressed, will result in:

- An increased gap in the level of services provided and those demanded by an expanded transit and parking customer base
- Fewer alternative public transportation and parking service options to meet diverse and growing customer needs



### Strategic Result

For each year through 2012, in light of funding challenges, public transportation services will make the best use of available resources, as evidenced by:

- Passengers per bus service hour will be at or above 17.5.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
17.73	18.19	16.22	18.00

- Operating expenses will be at or below \$7.00 per passenger.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
7.25	7.29	7.00	7.00

### Strategy

By evaluating each route, reviewing route schedules and eliminating routes that have low ridership, public transportation services will demonstrate the ability to make the best use of available resources demonstrated through the production of route performance reports.

# ISSUES, STRATEGIES, AND RESULTS

## 4 Issue

Decreasing outside funding, combined with a lack of necessary community support for funding public transportation, if not adequately addressed, will result in:

- A reduction or elimination of public transportation services
- Diminished ability for citizens to get to work, medical appointments, shopping, day care, and access to other basic services

### Strategy

Work with Federal and State delegations to maintain or increase current funding levels, search for private partnerships, and seek to establish a new funding source sufficient to meet growing demands.

## 5 Issue

A persistent lack of awareness and understanding of the multiple benefits of public transportation and diverse service options provided by METRO Transit, if not adequately addressed, will result in missed opportunities for new ridership and a decline in public support for funding public transportation services.

### Strategic Result

By 2012, public transportation and parking customers will experience increased customer satisfaction, as shown by:

- Reduction in ridership complaints to an average of 4 per 10,000 customers.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
1.74	1.56	2.00	2.00

- At least 80% of METRO Transit customers surveyed will state they are satisfied or very satisfied with services.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
67%	N/A	75%	80%

- At least 93% of parking services customers surveyed will state that they are satisfied or very satisfied with services.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	88%	93%

### Strategy

An enhanced customer service program, improved and increased driver training, and diligent enforcement of operator contract incentives will increase customer satisfaction by providing on time bus service and parking services in a clean and safe environment with friendly staff.

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Increases the General Fund payment to COTPA to offset the reduction in one time American Recovery and Reinvestment (ARRA) grant revenue for operations; changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits; and provide for increases in the fuel budget.	\$2,301,152	-

Parking Cash Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$10,858	-
2. Increases funding for the installing and maintaining of new automated parking meters in the downtown area.	\$34,680	-

Transit Cash Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$37,994	-

Central Oklahoma Transportation and Parking Authority (COTPA)	Amount	Positions
1. Increases the fuel budget for anticipated higher fuel prices.	\$361,230	-
2. Discontinues the Stage Coach route (Orange Line) due to a lack of ridership.	(\$16,083)	-
3. Adds a Safety/Training Analyst position to help reduce preventable accidents and passenger claims.	\$61,812	1

## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$2,341,649	\$835,533	\$867,877	3.87%
Public Transportation	8,992,124	9,987,576	12,282,904	22.98%
Parking	270,025	289,704	334,500	15.46%
<b>Total Operating Expenditures</b>	<b>\$11,603,799</b>	<b>\$11,112,813</b>	<b>\$13,485,281</b>	<b>21.35%</b>
Capital Expenditures	\$134,031	\$0	\$0	N/A
<b>Department Total</b>	<b>\$11,737,830</b>	<b>\$11,112,813</b>	<b>\$13,485,281</b>	<b>21.35%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$11,269,838	\$9,903,094	\$12,248,707	23.69%
Public Transp. Cash Fund	1,838,542	1,559,517	1,588,862	1.88%
Parking Cash Fund	315,611	349,607	395,478	13.12%
Cap. Improvement Projects Fund	134,031	0	0	N/A
<b>Subtotal</b>	<b>\$13,558,022</b>	<b>\$11,812,218</b>	<b>\$14,233,047</b>	<b>20.49%</b>
<i>Less</i> Interfund Transfers	(\$1,820,192)	(\$699,405)	(\$747,766)	6.91%
<b>Department Total</b>	<b>\$11,737,830</b>	<b>\$11,112,813</b>	<b>\$13,485,281</b>	<b>21.35%</b>

These summaries only detail expenditures in the General Fund, Public Transportation Cash Fund and the Parking Cash Fund which are The City of Oklahoma City funds. The entire budget for Public Transportation and Parking is contained in the Central Oklahoma Transportation and Parking Authority (COTPA) budget and is presented separately to its Board of Trustees. COTPA's adopted FY10-11 budget was \$30.9 million and the proposed FY 11-12 budget is \$30.4 million.

## POSITIONS

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	8.30	8.30	8.30	0.00%
Public Transportation	12.90	11.90	11.90	0.00%
Parking	3.80	3.80	3.80	0.00%
<b>Department Total</b>	<b>25.00</b>	<b>24.00</b>	<b>24.00</b>	<b>0.00%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Public Transportation Cash Fund	20.75	19.75	19.75	0.00%
Parking Cash Fund	4.25	4.25	4.25	0.00%
<b>Department Total</b>	<b>25.00</b>	<b>24.00</b>	<b>24.00</b>	<b>0.00%</b>

These summaries only detail positions in the General Fund, Public Transportation Cash Fund and the Parking Cash Fund which are The City of Oklahoma City funds. The total position count for Public Transportation and Parking includes Central Oklahoma Transportation and Parking Authority (COTPA) employees whose wages and benefits cost are supported directly by the trust. Total positions for Public Transportation and Parking are 215 which includes 191 positions budgeted in COTPA and 24 positions budgeted in City funds.

## LINES OF BUSINESS

**ADMINISTRATION** - 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

<b>Business Services</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of actual to budgeted expenditures	66%	105%	97%	97%
Result	% of departmental expenditures spent on programs that achieve result performance targets	82%	52%	75%	75%
Result	% of terminations submitted to Personnel Department by termination date	100%	100%	95%	95%
Result	% of Department-owned applications for which the department has met the departmental responsibilities outlined in the IT Service Level Agreement	100%	100%	75%	75%
Output	Dollar amount of operating expenditures (actual) managed	\$29,619,189	\$30,908,380	\$30,908,380	\$32,187,183
Output	# of FTE's supported	200	209	214	215

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

<b>Executive Leadership</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of performance evaluations completed by the review date	29%	N/A	95%	95%
Result	% of key measures achieved	80%	74%	75%	75%
Result	% of strategic results (or interim targets) achieved	87%	50%	75%	75%

## LINES OF BUSINESS

Safety and Risk Management provides risk assessments, training, and reporting services to the department so it can have a safe workforce and control costs.

		FY 09-10	FY 10-11		FY 11-12
<b>Safety and Risk Management Program</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	# of security incidents per 200,000 passengers	0.08	0.44	1.00	1.00
Result	% of FTE Employees without an on-the-job injury (OJI) in the current fiscal year	98%	98%	96%	96%
Result	Total OJI cost per injured worker closed claim	N/A	13,890	14,130	13,750
Output	# of safety training sessions conducted	N/A	103	100	120
Output	# of training classes provided	N/A	138	125	110
Output	# of employees trained	N/A	1,378	1,000	1,250
Output	# of risk assessments completed	N/A	18	16	12
Output	# of employees injured on the job	43	44	10	35

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	5.20	\$828,615	5.20	\$432,036	5.20	\$450,195
Executive Leadership	3.10	1,037,356	3.10	403,100	3.10	417,331
Safety and Risk Management	0	475,678	0	397	0	351
<b>Line of Business Total</b>	<b>8.30</b>	<b>\$2,341,649</b>	<b>8.30</b>	<b>\$835,533</b>	<b>8.30</b>	<b>\$867,877</b>



*The Transit Center is conveniently located in downtown Oklahoma City.*

# LINES OF BUSINESS

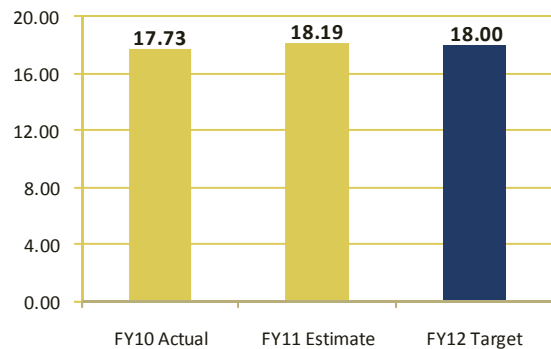
**PUBLIC TRANSPORTATION** - The purpose of the Public Transportation Line of Business is to provide public transportation services to citizens and visitors of the greater Oklahoma City metro area so they can travel in a safe and customer friendly environment.

## PROGRAMS AND PERFORMANCE MEASURES

“# of bus passengers per service hour”

### Why is This Measure Important?

This measure is used to help determine if transit resources are efficiently and effectively meeting transit demand. This measure demonstrates the ratio of total passengers boarding to the total number of hours that buses are available for passenger pick up or drop off.



### What Do These Numbers Tell Us?

In the current year, passengers per service hour increased to 18.19 which exceeded target by 12.3%. The department continues to work to increase public awareness and ridership by broadening the audience and offering ridership incentives via public/private partnerships. Additional service enhancements will include an online trip planner making it easier to plan a trip and real time arrival information available both online and at selected bus stop locations.

Bus Operations provides bus transportation to citizens and visitors in the greater Oklahoma City metropolitan area so they can travel in a timely, safe, customer-friendly environment.

Bus Operations		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of on-time arrivals	90%	94%	90%	90%
Result	# of vehicle accidents per 100,000 miles	1.11	0.91	2.00	2.00
Result	# of passenger claims per 100,000 service miles	1.79	2.52	1.80	1.80
Result	% of METRO Transit customers surveyed saying that bus services are on-time, safe, clean, and comfortable	N/A	N/A	80%	80%
Output	# of service miles driven	2,414,884	2,402,488	2,419,652	2,419,652
Output	# of service hours provided	152,861	152,042	155,000	155,000
Output	# of passenger trips provided	2,710,196	2,766,308	2,676,469	2,676,469



# LINES OF BUSINESS

Customer Service provides ticket sales and customer inquiry and complaint resolution services to citizens and visitors in the greater Oklahoma City metropolitan area so they can have issues resolved and better understand the services offered by the transit system.

Customer Service		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	# of ridership complaints per 10,000 passengers	1.74	1.56	2.00	2.00
Result	% of customers rating customer contact service as good or excellent	N/A	N/A	80%	80%
Result	% of complaints closed within 10 business days	N/A	N/A	90%	90%
Output	# of customer calls answered	1,928	11,388	12,000	13,440

Facilities Management provides building maintenance and repair services to citizens, visitors, and employees so they can conduct their business in a safe environment that is accessible, clean, and comfortable.

Facilities Management		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of customers and employees surveyed that report that transit facilities are safe, accessible, clean, and comfortable	N/A	N/A	80%	80%
Output	# of facility service requests completed	N/A	358	348	400
Output	# of preventive maintenance inspections provided	N/A	12	12	12



Public Transportation is currently testing the feasibility of one electric hybrid and two CNG buses.

## LINES OF BUSINESS

Fleet Management provides vehicle maintenance and repair services to bus operations personnel so they can provide bus service in a safe and dependable vehicle.

Fleet Management		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of service hours lost due to breakdowns	0.85%	0.47%	2%	2%
Result	# of miles driven between road calls	25,430	17,330	15,000	18,500
Output	# of vehicle preventative maintenance procedures completed	N/A	1,598	900	1,400
Output	# of vehicle repair work orders completed	N/A	6,756	6,240	6,000

Oklahoma River Cruises provides river transportation services to the citizens and visitors in the greater Oklahoma City metropolitan area so they can travel along the Oklahoma River in a safe and customer-friendly environment.

Oklahoma River Cruises		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	# of river passengers per service hour	7.20	10.71	10.00	10.00
Result	% of on time performance (river)	100%	92%	100%	100%
Result	# of accidents per 1,000 service miles	N/A	N/A	0	0
Result	% of ridership complaints per 1,000 passengers	1%	N/A	2%	2%
Result	% of customers rating service as good or excellent	99%	100%	100%	100%
Output	# of passengers transported	10,913	13,441	14,310	14,310
Output	# of trips provided	1,029	859	954	954



*The holiday-themed river cruise is one of many offered throughout the year.*

## LINES OF BUSINESS

Route and Schedule Development provides strategic transportation development and compliance monitoring services to transit operators so they can transport passengers to their destinations in a timely manner.



Route & Schedule Development		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	# passengers per service hour	17.73	18.19	17.00	18.00
Result	# passengers per service mile	1.12	1.15	1.10	1.10
Result	% of labor hours to service hours	N/A	N/A	90%	90%
Output	# of route performance reports produced	72	72	25	72
Output	# of route schedules reviewed	10	10	10	10

Specialized Transportation provides a variety of demand responsive, curb to curb transportation services to eligible residents of the greater OKC metro area so they can have safe, reliable, and customer friendly access to employment, health care, nutritional programs, recreation, and other services.

Specialized Transportation		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of METRO Lift trips with on time arrival	92%	90%	90%	90%
Result	% of customers rating specialized transportation services as good or excellent	N/A	N/A	80%	80%
Result	# of METRO Lift transportation accidents per 1,000 service miles	0.01	0.02	1.00	1.00
Result	% of non-mandated service requests that are satisfied	100%	100%	99%	99%
Output	# of specialized trips provided	126,953	125,168	125,000	125,000

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bus Operations	0.20	\$4,651,388	0.20	\$8,603,117	0.20	\$10,920,038
Customer Service	7	385,854	7.00	384,440	7.00	384,946
Fleet Management	0.65	2,289,266	0.65	76,909	0.65	77,384
Oklahoma River Cruises	1	700,000	1.00	700,000	1.00	670,000
Route and Schedule Development	2.75	142,025	2.00	158,036	2.00	164,130
Specialized Transportation	1.30	823,591	1.05	65,074	1.05	66,406
<b>Line of Business Total</b>	<b>12.90</b>	<b>\$8,992,124</b>	<b>11.90</b>	<b>\$9,987,576</b>	<b>11.90</b>	<b>\$12,282,904</b>

# LINES OF BUSINESS

**PARKING** - The purpose of the Parking Line of Business is to provide on and off street parking services to citizens, visitors, and businesses so they can have parking options in the downtown area.

## PROGRAMS AND PERFORMANCE MEASURES

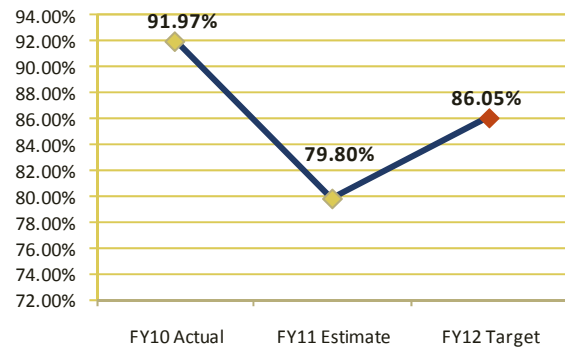
“% of monthly vehicle spaces occupied”

### Why is This Measure Important?

Performance in this area helps determine if the current capacity of the City-owned parking garages is being fully utilized. Monitoring parking trends can indicate whether or not facilities are needed, if parking facilities should be sold, or if marketing plans should be developed to increase customers.

### What Do These Numbers Tell Us?

Occupancy rates have decreased during the current year due, mainly, to one corporation moving parking for its employees into their company-owned parking garage. This transition was expected and reflected in the occupancy target for the current year. Even with this temporary drop in occupancy, additional downtown development increased parking demand and resulted in an 11% greater than expected occupancy rate.



Above is one of four City-owned public parking garages located downtown.

## LINES OF BUSINESS

Municipal Off-Street Parking provides monthly, daily, hourly, and event parking services to downtown area residents, workers, and visitors so they can park their vehicles in secure, customer friendly and well-maintained parking facilities.

Municipal Off Street Parking		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	# of reported security incidents per 200,000 parking customers	31	36	20	20
Result	% of parking customers surveyed who report they are satisfied or very satisfied with services	85%	N/A	88%	88%
Result	% of monthly vehicle spaces occupied	92%	80%	72%	86%
Output	# of off-street parking maintenance work orders completed	56	312	350	350
Output	# of parking customers served	422,172	549,372	600,000	600,000

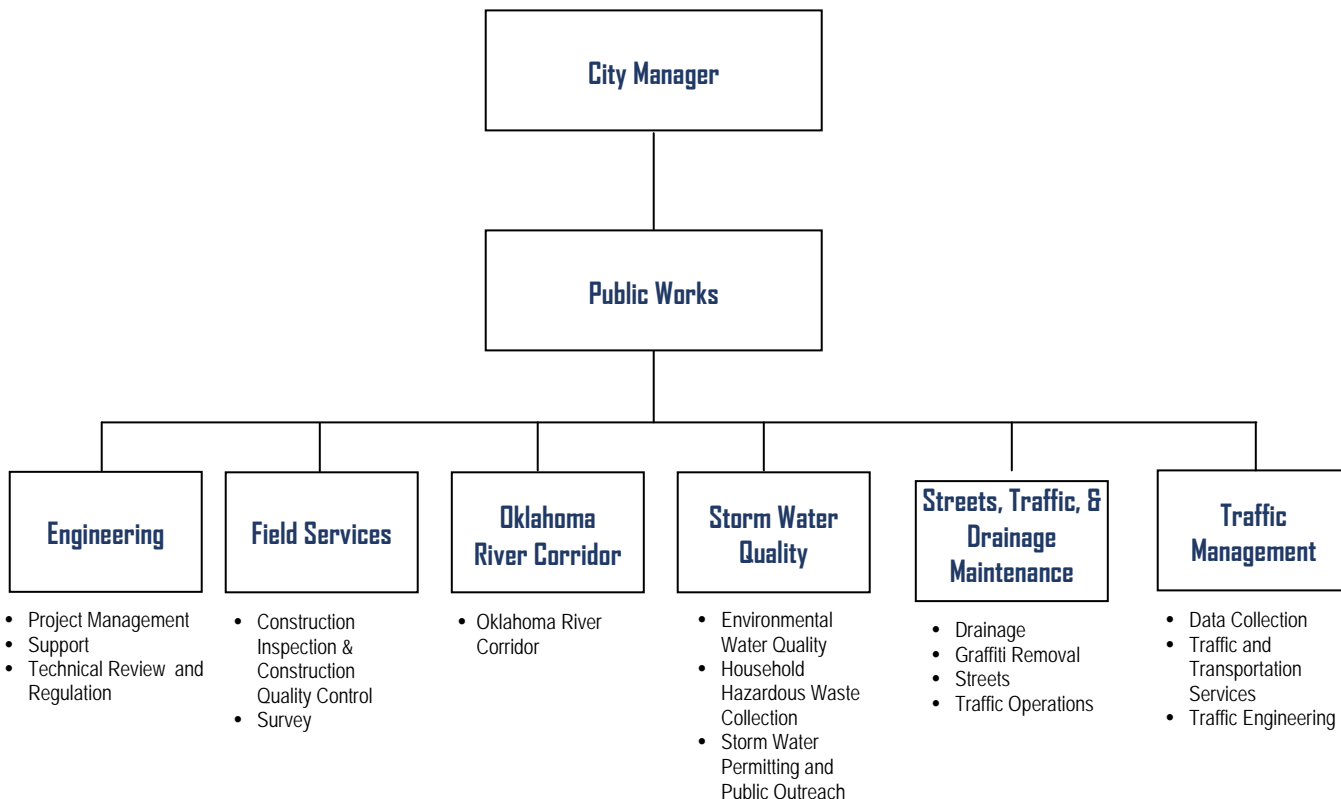
On-Street Parking Meter provides parking meter revenue collection, installation, and maintenance services to citizens, visitors, and businesses so they can have an adequate supply of reliable metered parking.

On Street Parking Meter		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	# of faulty meter complaints per 1,000 metered parking spaces	0.01	0.01	0.01	0.01
Result	% of meter hours lost to malfunction	0%	0%	4%	4%
Output	# of parking meter hours provided	259,855	255,043	259,740	259,740
Output	# of parking meter repairs provided	174	206	160	160

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Municipal Off-Street Parking	1	\$79,756	1.00	\$89,861	1.00	\$93,162
On Street Parking Meter	2.80	190,269	2.80	199,843	2.80	241,338
<b>Line of Business Total</b>	<b>3.80</b>	<b>\$270,025</b>	<b>3.80</b>	<b>\$289,704</b>	<b>3.80</b>	<b>\$334,500</b>

# PUBLIC WORKS



## DEPARTMENT MISSION



**Dennis Clowers**  
 Director  
 dennis.clowers@okc.gov

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

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

Lack of inter-agency coordination of construction and maintenance in the right of way will continue to result in duplicated street repairs, increased cost and prolonged lane closures.

### Strategic Result

By the end of FY 2012, the Public Works Department will improve the timeliness of reviews and inspections, as follows:

- Complete 100% of initial review of private infrastructure plans within 20 working days of submission.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
73%	59%	100%	100%

By the end of 2012, the Public Works Department will improve the timeliness of infrastructure repairs, as follows:

- Complete 80% of pothole repair requests within 3 working days of complaint.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
71%	65%	80%	80%

- Complete 80% of utility cut repairs within 30 calendar days or less of receipt from Line Maintenance.

<b>FY 09-10 Actual</b>	<b>FY 10-11 Estimate</b>	<b>FY 10-11 Target</b>	<b>FY 11-12 Target</b>
35%	60%	80%	80%

### Strategy

- Prioritize and implement recommendations from the Private Development Process Review Study in order to increase the efficiency of plan review, in addition to streamlining procedures and providing training to increase the knowledge base of employees.
- Continue to focus on responding to requests for service while increasing awareness of when, where, and what construction projects are currently in progress and programmed for the future. This can be accomplished through the use of both manual and automated systems, i.e., CityWorks and Map Services.



# ISSUES, STRATEGIES, AND RESULTS

## 2 Issue

Failure to comply with ADA requirements will continue to result in reduced mobility for citizens and an increased exposure to potential lawsuits.

### Strategic Result

By 2013, the Public Works Department will improve the City’s compliance with the American with Disabilities Act (ADA) as evidenced by completing 100% of phase one and 25% of phase two of the sidewalk component of the City’s ADA transition plan:

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
Phase I - 100%	Phase I - 100%	Phase I - 100%	Phase I - 100%
Phase II - 5%	Phase II - 8%	Phase II - 8%	Phase II - 12%

### Strategy

Complete employee and contractor certification regarding ADA improvements. Complete the inventory and priority listing of required improvements. Correct non-compliant locations when encountered in existing programmed work.

## 3 Issue

A lack of consistency and delivery of information to the citizens will continue to cause an increase in complaints associated with traffic delays and project completions.

and

## 4 Issue

The continued urgency to expedite bond project construction will require resources to be focused on the bond program.



### Strategic Result

- By the end of 2012 all approved projects from the 1995 and 2000 G. O. Bond issues will be completed.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
1995-99%	1995-100%	1995-100%	1995-N/A
2000-80%	2000-83%	2000-100%	2000-100%

### Strategy

Complete all remaining 1995 and 2000 listed projects. Ensure consistent delivery and construction program for all listed projects.



# ISSUES, STRATEGIES, AND RESULTS

## 5 Issue

The lack of adequate and timely street improvements, combined with the significant increase in the cost of materials, will result in an increasing number of streets rated below a satisfactory level.



### Strategic Result

By 2012, 50% of citizens will rate the condition of City streets as satisfactory or above.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
23%	34%	50%	50%

### Strategy

Continue the multi-pronged strategy that combines routine maintenance, rural road resurfacing, micro resurfacing, overlay resurfacing, and new construction (widening) to improve the overall condition of city streets.

## 6 Issue

Continued emphasis on the river as a recreational, entertainment and sporting venue without additional resources will contribute to cancelled events and limited river tours that will result in lost revenue and decreased citizen confidence.



### Strategic Result

By 2012, less than 10% of scheduled days of operation and events will be cancelled due to adverse conditions.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	N/A

### Strategy

Continue scheduled preventative maintenance on the locks and dams, and maintain sedimentation basin at a maximum of 75% capacity.

## MAJOR BUDGET CHANGES

Drainage Utility Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$114,861	-
2. Deletes a Civil Engineer II in the Engineering Line of Business.	(\$76,183)	(1.00)
3. Moves a Fuel Technician to Fleet Services.	(\$18,045)	(0.35)
4. Adds funding for erosion control on the Oklahoma River and boat maintenance.	\$405,000	-
5. Replaces 1 truck mounted hydraulic excavator.	\$335,000	-
6. Purchases a cargo van to house a storm drain inspection camera.	\$40,000	-
7. Purchases a replacement paint can crusher for the Household Hazardous Waste Program.	\$25,000	-
8. Purchases a spool to store/transport the river debris barriers.	\$10,000	-
9. Reallocates an Engineering Assistant II to the Oklahoma River Program.	\$46,450	0.50

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$357,146	-
2. Continues funding for five overage positions to provide project management and financial support of Project 180.	\$424,844	-
3. Moves a Fuel Technician to Fleet Services.	(\$33,513)	(0.65)
4. Reallocates an Engineering Assistant II to the Oklahoma River Program.	(\$46,450)	(0.50)
5. Provides funds for an Engineering Aide II in Traffic to assist with lane and street closures related to Project 180.	\$53,022	-
6. Adds two positions (Civil Engineer I and Engineering Assistant II) for MAPS 3 project support.	\$134,673	2.00
7. Adds a Civil Engineer IV in the Traffic Management Line of Business.	\$112,851	1.00
8. Adds funding for streets materials for pothole and street repairs.	\$166,110	-
9. Adds a Traffic Maintenance Worker II – Sign Replacement Program.	\$45,246	1.00
10. Adds two Crew Worker II and one Crew Worker IV – Residential Crack Sealing Program	\$254,006	3.00
11. Adds funds for equipment purchases for Residential Crack Sealing Program	\$100,000	1.00

## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$5,076,798	\$6,863,115	\$6,620,586	-3.53%
Engineering	4,881,845	6,267,018	6,538,591	4.33%
Field Services	3,958,291	3,610,832	3,723,664	3.12%
Oklahoma River	523,634	875,002	1,339,929	53.13%
Storm Water Quality	3,098,153	2,803,445	3,052,153	8.87%
Streets, Traffic & Drainage Maint.	16,575,503	17,694,011	18,781,302	6.14%
Traffic Management	1,187,272	1,180,498	1,256,589	6.45%
<b>Total Operating Expenditures</b>	<b>\$35,301,497</b>	<b>\$39,293,921</b>	<b>\$41,312,814</b>	<b>5.14%</b>
Capital Expenditures	\$5,505,421	\$11,377,164	\$8,199,344	-27.93%
Other Non-Operating Expenditures	2,079,906	9,001,196	10,633,394	18.13%
<b>Department Total</b>	<b>\$42,886,823</b>	<b>\$59,672,281</b>	<b>\$60,145,552</b>	<b>0.79%</b>
Less Interfund Transfers	\$0	\$0	-\$99,000	N/A
<b>Total All Funds</b>	<b>\$42,886,823</b>	<b>\$59,672,281</b>	<b>\$60,046,552</b>	<b>0.63%</b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	\$25,362,315	\$25,014,044	\$26,197,297	4.73%
Street & Alley Fund	3,050,576	7,204,018	4,614,352	-35.95%
Storm Water Drainage Utility Fund	11,786,045	17,508,765	16,518,133	-5.66%
Grants Management Fund	1,139,723	3,406,801	9,395,853	175.80%
Capital Improvement Projects Fund	607,981	944,258	2,182,376	131.12%
City/Schools Capital Project Use Tax	404,981	3,200,000	0	-100.00%
Special Purpose Fund	535,203	2,394,395	1,237,541	-48.32%
<b>Total All Funding Sources</b>	<b>\$42,886,823</b>	<b>\$59,672,281</b>	<b>\$60,145,552</b>	<b>0.79%</b>
Less Interfund Transfers	\$0	\$0	-\$99,000	N/A
<b>Grand Total All Funds</b>	<b>\$42,886,823</b>	<b>\$59,672,281</b>	<b>\$60,046,552</b>	<b>0.63%</b>

## POSITIONS

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	19.20	19.20	19.20	0.00%
Engineering	56.30	54.30	55.80	2.76%
Field Services	51.00	49.00	49.00	0.00%
Oklahoma River	3.50	4.50	5.00	11.11%
Storm Water Quality	27.00	27.00	27.00	0.00%
Streets, Traffic & Drainage Maint.	207.00	207.00	210.00	1.45%
Traffic Management	14.00	13.00	13.00	0.00%
<b>Department Total</b>	<b>378.00</b>	<b>374.00</b>	<b>379.00</b>	<b>1.34%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
General Fund	283.25	267.50	273.35	2.19%
Storm Water Drainage Utility Fund	94.75	106.50	105.65	-0.80%
<b>Total All Funding Sources</b>	<b>378.00</b>	<b>374.00</b>	<b>379.00</b>	<b>1.34%</b>

## LINES OF BUSINESS

**ADMINISTRATION** - 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 PERFORMANCE MEASURES

Business Services provides financial management, human resources, procurement, and risk management services to executive leaders and program managers so they can effectively manage operations.

Business Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of departmental expenditures spent on programs that achieve result performance targets	51%	30%	75%	75%
Result	% of Department-owned applications for which the department has met the departmental responsibilities outlined in the IT Service Level Agreement	100%	100%	75%	75%
Result	% of actual to budgeted expenditures	75%	86%	97%	97%
Result	% of terminations submitted to Personnel Department by termination date	63%	53%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	95%	98%	98%
Output	# of FTE's supported	258	349	374	376
Output	Dollar amount of operating expenditures (actual) managed	\$35,301,497	\$33,579,768	\$39,293,921	\$40,958,808

## LINES OF BUSINESS

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of strategic results (or interim targets) achieved	100%	N/A	78%	78%
Result	% of key measures achieved	53%	55%	75%	75%
Result	% of performance evaluations completed by the review date	71%	64%	95%	95%

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	18	\$4,867,499	18	\$6,597,634	18.00	\$6,263,936
Executive Leadership	1.20	209,299	1.20	265,481	1.20	356,650
Human Resources	0.00	0	0	0	0	0
Procurement	0	0	0	0	0	0
Public Information and Marketing	0	0	0	0	0	0
Safety and Risk Management	0	0	0	0	0	0
Technology Systems	0.00	0	0	0	0	0
<b>Line of Business Total</b>	<b>19.20</b>	<b>\$5,076,798</b>	<b>19.20</b>	<b>\$6,863,115</b>	<b>19.20</b>	<b>\$6,620,586</b>

# LINES OF BUSINESS

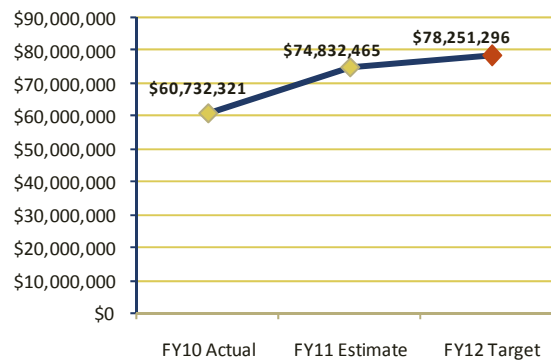
**ENGINEERING** - The purpose of the Engineering Line of Business is to provide support, design, and review services to city staff, government agencies, development community, and the public so they can benefit from private and public construction improvements.

## PROGRAMS AND PERFORMANCE MEASURES

“\$ value of G.O. Bond capital projects awarded”

### WHY IS THIS MEASURE IMPORTANT?

Projects funded through General Obligation (G.O.) bond authorizations are approved by voters; therefore, these projects are important enough to citizens that they are willing to pay for them through their property taxes. Tracking, reporting, and setting goals for bond projects awarded demonstrates to citizens that the projects they approved are moving forward.



### WHAT DO THESE NUMBERS TELL US?

For the first half of the fiscal year, \$35.8 million in G.O. Bond projects have been awarded which has the Project Management program on pace to award almost \$72 million in projects this year. This amount is under the target of \$79 million but is a \$9 million improvement over the amount awarded the previous year. This data shows annual progress being made towards the \$835 million in G.O. bond projects that were approved.

Engineering Project Management provides capital project construction oversight services to the public so they can have improved public facilities delivered on time and within program budget.

		FY 09-10	FY 10-11		FY 11-12
<b>Engineering Project Management</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of construction projects completed on time	N/A	N/A	N/A	100%
Result	% of construction contracts awarded on time	N/A	N/A	100%	100%
Result	% of construction contracts complete within program budget	67%	N/A	70%	70%
Output	Dollar value of capital projects awarded	\$60,732,321	\$74,832,465	\$78,000,000	\$78,251,296

## LINES OF BUSINESS

Engineering Support provides contract, right-of-way, and property services to City staff so they can have the information and resources they need to complete the project design within established budgets and timelines.

<b>Engineering Support</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of consultant contracts delivered within five months for each project	64%	62%	85%	85%
Result	% of right-of-way parcels delivered within established timelines for each project	51%	48%	60%	60%
Output	# of right-of-way parcels acquired	316	348	240	300
Output	# of consultant contracts executed	141	189	120	150

Engineering Technical Review and Regulation provides pavement management, document review, and approval services to the development community, government agencies, and the public so they can proceed with construction projects in a timely manner.

<b>Engineering Technical Review &amp; Regulation</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of square miles of residential streets rated each year	31%	47%	50%	50%
Result	% of customers that receive four (4) week initial document review response including drainage, paving and ADA compliance	73%	59%	80%	100%
Result	% citizen satisfaction with condition of streets	23%	34%	50%	50%
Output	# of development, construction and/or drainage documents reviewed per month	45	82	82	75
Output	# of square miles of residential street rated	87	186	186	197



# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Engineering Project Management	20.70	\$1,965,562	20.70	\$2,242,115	22.70	\$2,367,627
Engineering Support	14.20	1,105,699	13.20	1,127,999	11.70	1,048,749
Technical Review and Regulation	21.40	1,805,775	20.40	2,896,904	21.40	3,122,215
Oklahoma River Corridor	0	4,809	0	0	0	0
<b>Line of Business Total</b>	<b>56.30</b>	<b>\$4,881,845</b>	<b>54.30</b>	<b>\$6,267,018</b>	<b>55.80</b>	<b>\$6,538,591</b>

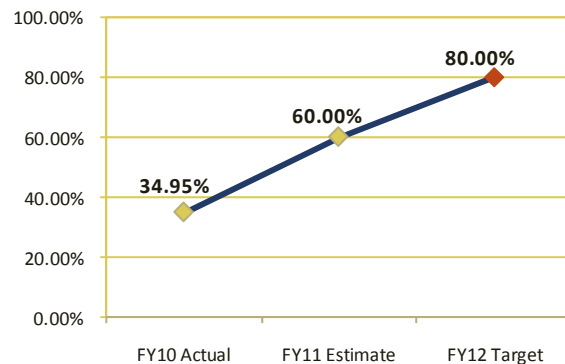
**FIELD SERVICES** – The purpose of the Field Services Line of Business is to provide inspection, testing, and survey services to the development community, city staff, and the public so they can design construct and maintain reliable and safe infrastructure in a timely manner.

## PROGRAMS AND PERFORMANCE MEASURES

“% of permanent utility cut repairs completed within 30 calendar days of receipt from Line Maintenance”

### WHY IS THIS MEASURE IMPORTANT?

This measure is an indicator of how fast City streets, roads, and citizen driveways are permanently repaired after having been torn up to complete needed repairs to water and wastewater lines. With improving the condition of City streets already a high priority for citizens, this performance measure communicates the anticipated timeframe for completing these types of repairs and how well the City is doing in meeting internal targets for timeliness.



### WHAT DO THESE NUMBERS TELL US?

In the current fiscal year, the percentage of utility cut repairs completed within 30 days has doubled since last year and is on pace to finish the year near 60%. The data indicates that some of the obstacles that affected timeliness last year, inclement weather and higher than normal amount of repairs requested, have either been overcome this year or have not been a factor in completing permanent repairs in 30 days.

## LINES OF BUSINESS

Construction Inspection and Construction Quality Control provides plan review, materials testing, inspections, and reporting to City staff and the development community so they can provide citizens with infrastructure built and maintained in a timely manner and in accordance with recognized construction standards.

		FY 09-10	FY 10-11		FY 11-12
<b>Construction Inspection and Quality Control</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of soil modifications inspected	16%	49%	50%	50%
Result	% of Final and Daily Inspection Reports submitted to City staff within 1 week of work	87%	84%	85%	85%
Result	% of permanent utility cut repairs completed within 30 calendar days of receipt from Line Maintenance	35%	60%	80%	80%
Result	% of Concrete and Asphalt Placements Inspected	30%	49%	50%	50%
Result	% of test schedules completed within three working days after receipt of work order	96%	99%	80%	80%
Result	Average number of days to complete permanent utility cut repairs after receipt from line maintenance	36	24	25	25
Output	# of inspection reports prepared	39,480	33,888	30,000	30,000
Output	# of plans reviewed	253	228	180	180

Survey provides survey services to City staff, consultants, and other surveyors so they can have the information they need to identify field conditions in a timely manner.

		FY 09-10	FY 10-11		FY 11-12
<b>Survey</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of surveys completed within 20 working days of request	99%	98%	95%	95%
Output	# of surveys completed	84	82	80	80

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Construction Inspection and Construction Quality Control	46.60	\$3,664,281	45.60	\$3,347,107	45.60	\$3,450,436
Survey	4.40	294,009	3.40	263,725	3.40	273,228
<b>Line of Business Total</b>	<b>51.00</b>	<b>\$3,958,291</b>	<b>49.00</b>	<b>\$3,610,832</b>	<b>49.00</b>	<b>\$3,723,664</b>

## LINES OF BUSINESS

**OKLAHOMA RIVER CORRIDOR** – The purpose of the Oklahoma River Corridor Line of Business is to provide operation, maintenance and support services to citizens, and patrons of the river so they can experience and enjoy a unique recreational venue and an enhanced quality of life.

## PROGRAMS AND PERFORMANCE MEASURES

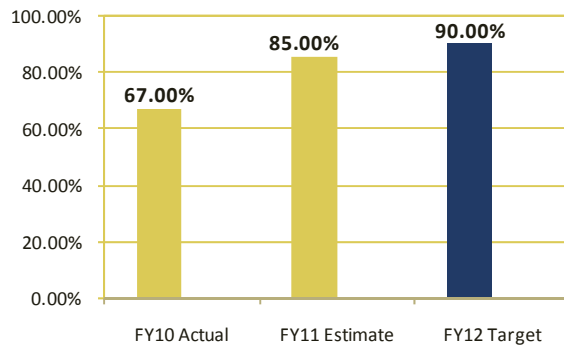
“% of citizens that are satisfied with the Oklahoma River venue as measured by citizen survey”

### WHY IS THIS MEASURE IMPORTANT?

With recent improvements to the Oklahoma River that include trails and rowing courses along with river cruises; determining citizen satisfaction with the use of resources in this area is a good indicator of how well the projects have been received by the people using them. In FY10, the City began including satisfaction with the river venue as part of the Citizen Survey.

### WHAT DO THESE NUMBERS TELL US?

The data reported for FY11 is based on the latest Citizen Survey which was completed in FY10. At that time, the satisfaction rate was at 67%. The department has set a target of achieving a 90% satisfaction rating. As illustrated in the pictures below, development along the river continues and is creating an even more attractive venue.



Construction along Boathouse Row on the Oklahoma River is under progress and slated to be completed next year.

## LINES OF BUSINESS

Oklahoma River Corridor provides operation, maintenance, and support services to citizens and patrons of the Oklahoma River so they can experience and enjoy a unique recreational venue and an enhanced quality of life.

Oklahoma River Corridor		FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
Result	% of time that the river lakes are at full impoundment	78%	84%	80%	88%
Result	% of citizens that are satisfied with the Oklahoma River venue as measured by the citizen survey	67%	85%	85%	90%
Output	# of days the river lakes are impounded with water	265	306	292	320
Output	# of tons of debris removed	193	176	150	175

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Oklahoma River Corridor	3.50	\$523,634	4.50	\$875,002	5.00	\$1,339,929
<b>Line of Business Total</b>	<b>3.50</b>	<b>\$523,634</b>	<b>4.50</b>	<b>\$875,002</b>	<b>5.00</b>	<b>\$1,339,929</b>



## LINES OF BUSINESS

**STORM WATER QUALITY** – The purpose of the Storm Water Quality Line of Business is to provide inspections, enforcement, water quality assessments, public outreach, and household hazardous waste services to citizens, businesses, and government agencies so they can comply with the Clean Water Act and enjoy a safe and clean environment.

## PROGRAMS AND PERFORMANCE MEASURES

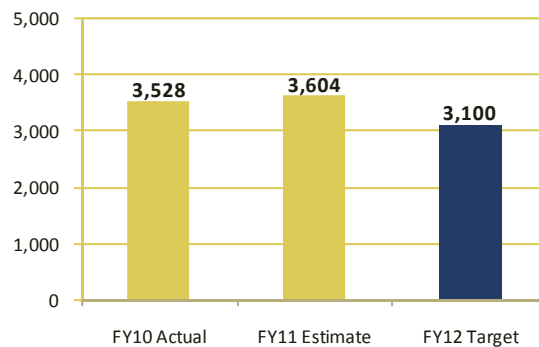
“# of pounds of household hazardous waste collected per 1,000 households”

### WHY IS THIS MEASURE IMPORTANT?

This measure represents the volume of waste materials brought to the Household Hazardous Waste Facility annually. Performance in this area illustrates the success of marketing campaigns to inform citizens about this service and how important it is to the environment to properly dispose of household hazardous waste.

### WHAT DO THESE NUMBERS TELL US?

With over 200,000 households in Oklahoma City, the data provided in the chart indicates that close to one million pounds of household hazardous waste will be collected this year. Household hazardous waste includes such items as paint, batteries, electronic devices, petroleum products, and cleaning agents found in many residences. The items require proper disposal to prevent harm to the environment. Collection amounts are expected to remain at about the same levels in FY12 as they were in FY11.



## LINES OF BUSINESS

Environmental Water Quality provides environmental water quality health assessments and technical assistance operation services to citizens, businesses, and government agencies so they can realize a reduction of pollution in Oklahoma City waterways and comply with the Clean Water Act.

Environmental Water Quality		FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
Result	% stormwater pollution tests where pollution is not detected	91%	86%	82%	82%
Output	# of sites monitored	271	214	226	554

Household Hazardous Waste Collection provides awareness, reuse, recycling, and disposal services to the residents of Oklahoma City and participating public agencies so they can reduce their household hazardous waste and dispose of it in an environmentally safe manner.

Household Hazardous Waste Collection		FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
Result	Pounds of household hazardous waste collected per 1,000 households	3,528	3,604	3,100	3,100
Result	% of households that are aware of OKC household hazardous waste collection services	58%	58%	60%	60%
Output	# of pounds of household hazardous waste collected via special collections	N/A	118,385	80,000	80,000
Output	# of pounds of household hazardous waste collected	N/A	530,710	470,000	470,000



Every Spring and Fall, the City's Household Hazardous Waste Collection Facility accepts hazardous waste including old tires, computers, prescription medications and ammunition.





## LINES OF BUSINESS

Storm Water Permitting and Public Outreach provides training, public outreach, inspections, and enforcement to developers, contractors, facility owner/operators, and the public so they can prevent pollution of Oklahoma City community waterways.

Storm Water Permitting & Public Outreach		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of construction inspections in compliance with stormwater pollution prevention requirements	99%	100%	98%	98%
Result	% of industrial inspections in compliance with stormwater pollution prevention requirements	98%	99%	95%	97%
Output	# of industrial inspections conducted	1,285	868	1,500	1,000
Output	# of construction enforcement actions issued	61	36	150	180
Output	# of industrial enforcement actions issued	29	10	70	35
Output	# of constructions inspections conducted	8,257	9,034	8,800	9,000

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Environmental Water Quality	5.25	\$460,524	5.25	\$545,433	5.25	\$733,190
Household Hazardous Waste Collection	7.10	702,704	7.10	970,787	7.10	1,007,299
Storm Water Permitting and Public Outreach	14.65	1,934,924	14.65	1,287,225	14.65	1,311,664
<b>Line of Business Total</b>	<b>27.00</b>	<b>\$3,098,153</b>	<b>27.00</b>	<b>\$2,803,445</b>	<b>27.00</b>	<b>\$3,052,153</b>

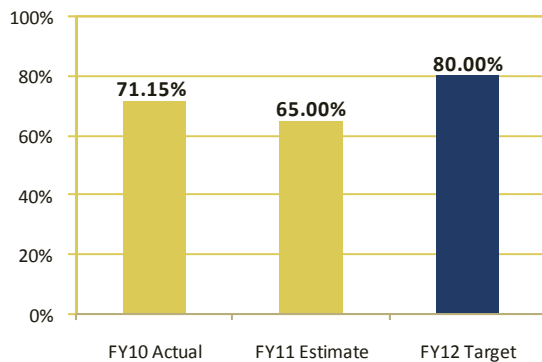
# LINES OF BUSINESS

**STREETS, TRAFFIC AND DRAINAGE MAINTENANCE** - The purpose of the Streets, Traffic, and Drainage Maintenance Line of Business is to provide infrastructure installation, repair and maintenance, and graffiti removal services to citizens and the traveling public so they can have transportation and drainage systems that meet their expectations.



## PROGRAMS AND PERFORMANCE MEASURES

"% of pothole repairs completed within 3 working days of complaint"



### WHY IS THIS MEASURE IMPORTANT?

This performance measure shows how well the City responds when a citizen reports that a repair is needed. High performance in this area reflects a commitment to providing timely responses to citizen requests and also addresses findings in the most recent Citizen Survey where the City had a low citizen satisfaction rating with the maintenance of city streets.

### WHAT DO THESE NUMBERS TELL US?

Timely responses to potholes repaired in response to a citizen complaint have been in decline the last two years. This decline is due, mainly, to an increase in the number

of repairs needed after the past two harsh winters. To address these increases in demand, which for FY11 is approximately 2,800 more than expected, the Streets program focuses its efforts on complaint-generated repairs first and uses personnel from other programs within the Street Maintenance line of business to supplement existing staff, as needed.



## LINES OF BUSINESS

Drainage provides infrastructure maintenance and installation to the citizens so they can have reliable storm water run-off control.

Drainage		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of requested drainage repairs completed within 1 month	84%	75%	90%	90%
Result	% of priority-one drainage work orders completed within 24 hours of request	97%	91%	90%	90%
Output	# of drainage repairs completed	1,830	1,936	2,000	2,000

Graffiti Removal removes graffiti from public right of way and private property according to City ordinances for the public so they can experience an environment free of graffiti.

Graffiti Removal		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of graffiti work orders completed within ten calendar days	80%	96%	90%	90%
Output	# of graffiti work orders completed	2,509	2,688	2,300	2,700

Streets provides roadway repair, reconstruction, and debris removal services to the public so they can travel safely and comfortably throughout the City.

Streets		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of pothole repairs completed within 3 working days of complaint	71%	65%	80%	80%
Result	% of citizens satisfied with the condition of streets	23%	34%	50%	50%
Output	# of repairs completed	11,663	9,092	11,500	9,500
Output	# lane miles micro resurfaced	20	43	100	100
Output	# of lane miles chip sealed	34	30	40	40

## LINES OF BUSINESS

Traffic Operations provides traffic control installation and maintenance services to the traveling public so they can travel safely and efficiently throughout the city.

Traffic Operations		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of citizens satisfied with the flow of traffic and ease of getting around the City as indicated by the Citizen Survey	46%	N/A	40%	50%
Result	% of priority signal calls responded to within 25 minutes	74%	72%	80%	80%
Output	# of signal installation and repairs completed	6,115	5,006	6,000	5,100
Output	# of sign installation and repairs completed	3,088	3,202	3,200	3,200

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Drainage	63.65	\$5,100,172	62.30	\$5,556,551	61.95	\$5,959,579
Graffiti Removal	2.30	261,334	2.30	256,427	2.30	254,155
Streets	101.30	8,416,586	102.80	8,876,789	105.30	9,447,282
Traffic Operations	39.75	2,797,410	39.60	3,004,244	40.45	3,120,286
<b>Line of Business Total</b>	<b>207.00</b>	<b>\$16,575,503</b>	<b>207.00</b>	<b>\$17,694,011</b>	<b>210.00</b>	<b>\$18,781,302</b>



Traffic Operations install signals for safety and efficiency when driving around the city.



## LINES OF BUSINESS

**TRAFFIC MANAGEMENT** – The purpose of the Traffic Management line of business is to support the Traffic and Transportation Commission to provide traffic engineering services and meaningful traffic data to the public, City staff, and other agencies, so the public can travel safely and efficiently.



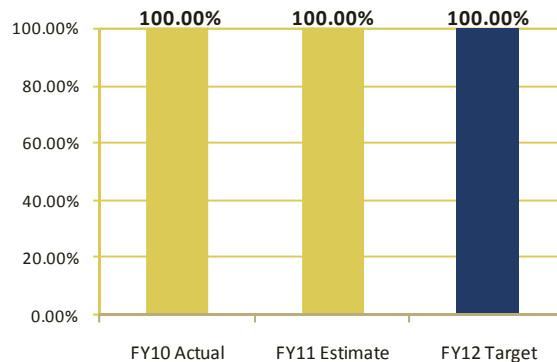
*A Data Collector programs a traffic data counter in downtown Oklahoma City.*

## PROGRAMS AND PERFORMANCE MEASURES

“% of traffic studies completed within one month of request”

### WHY IS THIS MEASURE IMPORTANT?

Evaluating the Traffic Data Collection program’s ability to complete traffic studies in a timely manner is important because these studies convey vital transportation information to public policy decision makers. The traffic commission and City Council use the information as they plan for and schedule the improvement of roadways and bridges and determine the placement of traffic control devices including traffic signals to improve safety.



### WHAT DO THESE NUMBERS TELL US?

For the past two years, all traffic studies have been completed within one month of request. In the current year, the program was able to achieve this with one less traffic collector position than in the previous year. Providing a short turnaround time for these studies demonstrates the emphasis the City has placed on addressing findings from the most recent Citizen Survey where citizens indicated the flow of traffic and ease of getting around town should receive emphasis over the next five years.

## TRAFFIC MANAGEMENT

Traffic and Transportation provides City staff support to the Traffic and Transportation Commission so they can act on requests for traffic infrastructure improvements, to issue work zone permits, and to support special events so the public may use public right of way safely.

Traffic and Transportation		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% Traffic Commissioners stating they have the information necessary to make educated	100%	100%	100%	100%
Result	% of permits issued within one week of request	100%	100%	100%	100%
Output	# of recommendations submitted to the Traffic Commission	146	162	144	144
Output	# of Permit requests processed	3,199	2,846	2,400	2,400

Traffic Data Collection provides data collection to City staff and agencies so they have the information needed to design, review, and plan transportation infrastructure improvements.

Traffic Data Collection		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of traffic studies completed within one month of request	100%	100%	100%	100%
Output	# of data collection assignments completed	1,221	1,334	800	800

## LINES OF BUSINESS

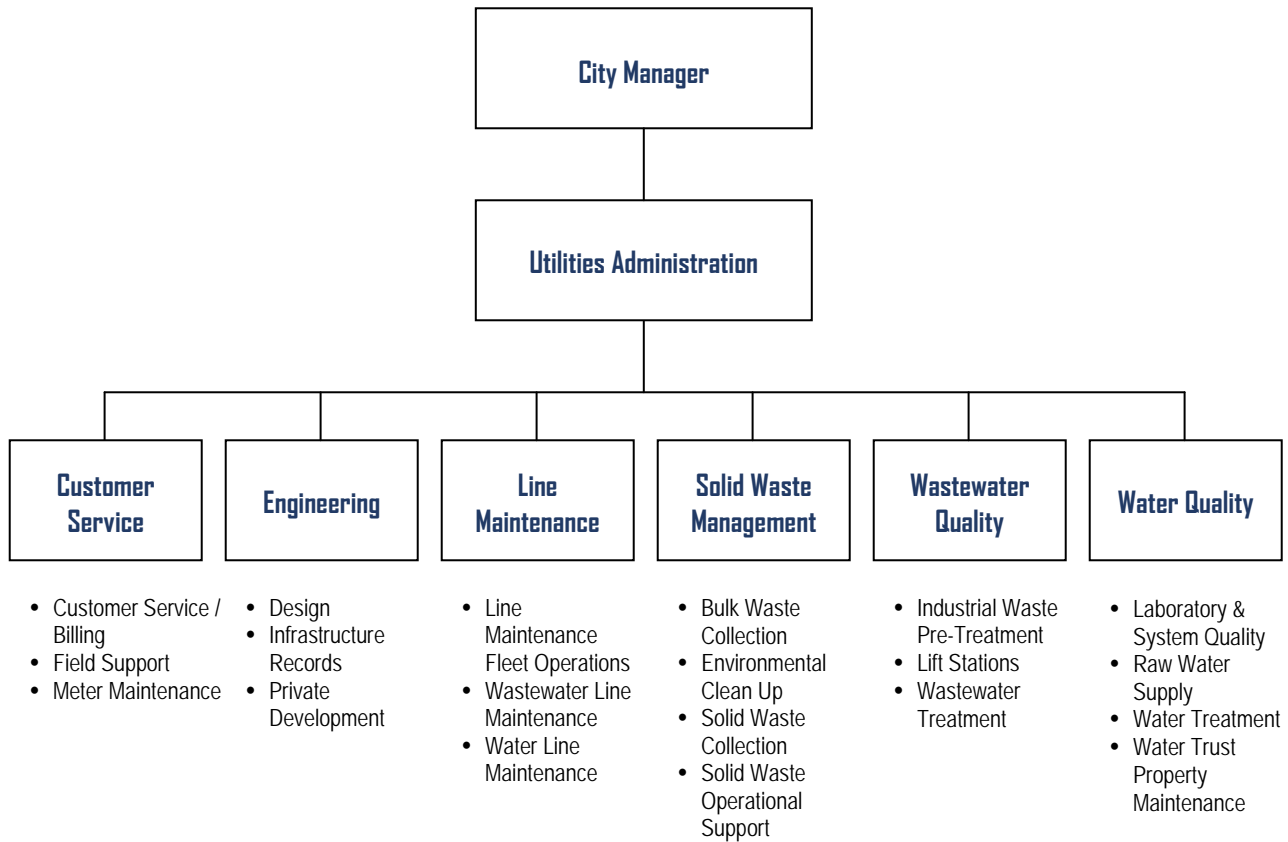
Traffic Engineering provides design, review, and planning of traffic infrastructure to City staff and the development community so that the public can travel safely and efficiently.

Traffic Engineering		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of engineering plans reviewed within 1 week	100%	100%	100%	100%
Result	% of citizens satisfied with the flow of traffic and ease of getting around the City as indicated by the citizen's survey	46%	N/A	40%	40%
Output	# of design plans reviewed	342	508	625	625

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Traffic and Transportation	5.05	\$517,889	5.05	\$512,659	4.95	\$511,428
Traffic Data Collection	3.30	214,546	2.30	175,284	2.20	166,540
Traffic Engineering	5.65	454,837	5.65	492,555	5.85	578,621
<b>Line of Business Total</b>	<b>14.00</b>	<b>\$1,187,272</b>	<b>13.00</b>	<b>\$1,180,498</b>	<b>13.00</b>	<b>\$1,256,589</b>

# UTILITIES



## DEPARTMENT MISSION



**Marsha Slaughter**  
 Director  
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The mission of the Utilities Department is to provide Water, Wastewater, and Solid Waste services to metro area residents, businesses, and other communities so they can enjoy public health protection through safe drinking water and environmentally safe waste disposal.

# ISSUES, STRATEGIES, AND RESULTS

## 1 Issue

The increasing age of the infrastructure and other capital assets, if not addressed by adequate infrastructure investment, will result in higher service disruption.



### Strategic Result

By the end of FY 2012, utility service reliability will be maintained as indicated by:

- 75% of water main breaks will be repaired within 72 hours.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
73%	72%	67%	70%

- 90% of wastewater backup calls will be responded to within 2 hours.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
88%	92%	90%	90%

- 95% of solid waste routes completed by 5:00 p.m.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
95%	93%	95%	95%

### Strategy

Continue facility improvement and equipment replacement based on age and maintenance issues.

## 2 Issue

The continuous growth and expansion of Oklahoma City and other communities, without additional system improvements, maintenance, and personnel will result in water, wastewater, and refuse services that are unacceptable to our customers.



### Strategy

Continue facility improvement and equipment replacement based on system demand and demand forecasts.

## ISSUES, STRATEGIES, AND RESULTS

### 3 Issue

Increased customer expectations such as water aesthetics, twenty-four hour service, site restoration, and additional waste collection services without service improvements will result in a decrease in customer satisfaction.



#### Strategic Result

By 2012, Utilities will maintain or improve customer satisfaction as indicated by:

- 89% of customer's surveyed are satisfied with solid waste management services.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
89%	89%	89%	89%

- 86% of customers surveyed are satisfied with water services.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
89%	89%	86%	86%

- 81% of customers surveyed are satisfied with wastewater services.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
88%	88%	81%	81%

#### Strategy

Continue to monitor trends in customer concerns and system performance and adjust business practices accordingly.



# ISSUES, STRATEGIES, AND RESULTS

## 4 Issue

The increasing number of retirements and difficulty in recruiting and retaining qualified employees, if not addressed, will impair the Utility’s ability to maintain and improve service reliability.

### Strategic Result

Ensure a safe and qualified workforce for delivering customer service as indicated by:

- 12% or less injury rate.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
12%	11%	14%	12%

- The Utilities Department will have developed a workforce succession plan that identifies career progression and training requirements.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
N/A	N/A	N/A	N/A

### Strategy

Continue to work with Human Resources to ensure that wages, benefits, and work rules are competitive and provide additional training on workplace safety.

## 5 Issue

The increasing need to modernize and upgrade systems and equipment, coupled with a lack of adequate resources, is impairing the ability to maintain and improve customer service, efficiency, safety, regulatory monitoring and compliance, and operational performance.



### Strategic Result

Utilities will maintain federal and state regulatory compliance, as evidenced by:

- 99% compliance rate of all wastewater treatment plants.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
99%	99%	100%	100%

- 99% compliance rate of all water treatment plants.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
100%	100%	100%	100%

### Strategy

Continue implementation of automation tools and monitor regulatory trends to prepare for future requirements.

## ISSUES, STRATEGIES, AND RESULTS

### 6 Issue

Construction, equipment, and operational costs are increasing at a higher rate than the revenues to support programs, which if not addressed, will result in a decrease in services and customer satisfaction.



#### Strategic Result

Protect the customers' investment in the utility by maintaining strong financial management, as demonstrated by:

- OCWUT will maintain bond ratings of AA+ from Standard and Poor's and Aa2 from Moody's Investor's Service.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
AAA and Aa2	AAA and Aa1	AA+ and Aa2	AA+ and Aa2

- OCEAT will maintain its bond rating of AA- from Standard and Poor's.

FY 09-10 Actual	FY 10-11 Estimate	FY 10-11 Target	FY 11-12 Target
AA-	AA-	AA-	AA-

#### Strategy

Continue to update the Utilities Financial Plan and Cost-of-Service analysis to maintain Utilities' strong financial position.

## MAJOR BUDGET CHANGES

Wastewater Utilities Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$138,380	-
2.	Creates an Administrative Pool in order to improve efficiency by moving or reclassifying five administrative positions.	(\$29,433)	-
3.	Adds two split-funded Civil Engineer IVs to supervise the Water Design Section and the Raw Water Section.	\$90,142	1.00
4.	Adds a new split-funded Utility Worker I in Line Maintenance in response to increased workload.	\$24,193	0.50
5.	Deletes an Administrative Coordinator I and adds a Civil Engineer I to provide a higher level of data analysis for repair and replacement needs in the Line Maintenance Line of Business.	\$10,499	-
6.	Adds two Line Monitoring Techs to address the increasing demand for closed circuit television inspections of pipe.	\$93,536	2.00
7.	Adds a split-funded Management Specialist to provide oversight of special projects.	\$35,047	0.50
8.	Adds a Municipal Counselor position to assist with OCWUT / Utilities legal issues, split-funded between Water and Wastewater. This position will be funded in Utilities but managed in the Municipal Counselor's Office.	\$34,727	-

Water Utilities Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$63,825	-
2.	Creates an Administrative Pool in order to improve efficiency by moving or reclassifying five administrative positions.	(\$29,436)	-
3.	Adds two split-funded Civil Engineer IVs to supervise the Water Design Section and the Raw Water Section.	\$90,140	1.00
4.	Adds a new split-funded Utility Worker I in Line Maintenance in response to increased workload.	\$18,128	0.50
5.	Deletes an Administrative Coordinator I and adds a Civil Engineer I to provide a higher level of data analysis for repair and replacement needs in the Line Maintenance Line of Business.	\$10,498	-
6.	Adds a split-funded Management Specialist to provide oversight of special projects.	\$35,048	0.50
7.	Adds a Municipal Counselor position to assist with OCWUT / Utilities legal issues, split-funded between Water and Wastewater. This position will be funded in Utilities but managed in the Municipal Counselor's Office.	\$34,726	-

Solid Waste Utilities Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits.	\$160,027	-
2.	Adds an Equipment Operator in the Collections Program to assist with coverage of various collection routes.	\$45,846	1.00

## EXPENDITURES

Summary of Expenditures by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$15,070,360	\$18,555,024	\$18,382,368	-0.93%
Customer Service	10,253,185	12,014,505	12,149,454	1.12%
Engineering	1,711,944	2,134,697	2,276,443	6.64%
Line Maintenance	15,841,159	17,671,649	18,020,329	1.97%
Solid Waste	6,977,596	8,745,497	9,248,048	5.75%
Wastewater Quality	2,397,497	2,637,933	2,588,168	-1.89%
Water Quality	20,327,875	24,990,429	24,891,392	-0.40%
<b>Department Total</b>	<b><u>\$72,579,615</u></b>	<b><u>\$86,749,734</u></b>	<b><u>\$87,556,202</u></b>	<b><u>0.93%</u></b>

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Wastewater Cash Fund	\$20,676,091	\$24,439,159	\$25,187,574	3.06%
Water Cash Fund	43,243,403	51,752,228	51,478,479	-0.53%
Solid Waste Management Cash Fund	8,660,120	10,558,347	10,890,149	3.14%
<b>Total All Funding Sources</b>	<b><u>\$72,579,615</u></b>	<b><u>\$86,749,734</u></b>	<b><u>\$87,556,202</u></b>	<b><u>0.93%</u></b>

## POSITIONS

Summary of Positions by Purpose	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Administration	32.00	33.00	34.00	3.03%
Customer Service	161.00	161.00	162.00	0.62%
Engineering	23.00	23.00	25.00	8.70%
Line Maintenance	237.00	237.00	239.00	0.84%
Solid Waste	110.00	110.00	111.00	0.91%
Wastewater Quality	28.00	26.00	26.00	0.00%
Water Quality	136.00	136.00	136.00	0.00%
<b>Department Total</b>	<b>727.00</b>	<b>726.00</b>	<b>733.00</b>	<b>0.96%</b>

Summary of Positions by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget	Percent Change
Wastewater Cash Fund	259.25	258.60	262.60	1.55%
Water Cash Fund	357.75	357.40	359.40	0.56%
Solid Waste Cash Fund	110.00	110.00	111.00	0.91%
<b>Total All Funding Sources</b>	<b>727.00</b>	<b>726.00</b>	<b>733.00</b>	<b>0.96%</b>

## LINES OF BUSINESS

**ADMINISTRATION** - 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 PERFORMANCE MEASURES

Business Services provides financial management, human resource, procurement, risk management, and technology services to executive leaders and program managers so they can effectively manage operations.

Business Services		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of terminations submitted to Personnel Department by termination date	55%	44%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	95%	95%	95%
Result	% of actual to budgeted expenditures	83%	85%	97%	97%
Result	% of departmental expenditures spent on programs that achieve result performance targets	82%	74%	75%	75%
Output	# of FTE's supported	679	677	726	733
Output	Dollar amount of operating expenditures (actual) managed	\$72,189,790	\$73,960,462	\$86,749,734	\$87,556,202

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

Executive Leadership		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of key measures achieved	89%	88%	75%	75%
Result	% of performance evaluations completed by the review date	63%	55%	95%	95%
Result	% of strategic results (or interim targets) achieved	100%	92%	75%	75%

# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	28.90	\$14,675,345	29.90	\$18,191,520	30.40	\$18,028,007
Executive Leadership	3.10	359,114	3.10	363,504	3.60	354,361
Utilities Support	0	35,902	0	0	0	0
<b>Line of Business Total</b>	<b>32.00</b>	<b>\$15,070,360</b>	<b>33.00</b>	<b>\$18,555,024</b>	<b>34.00</b>	<b>\$18,382,368</b>

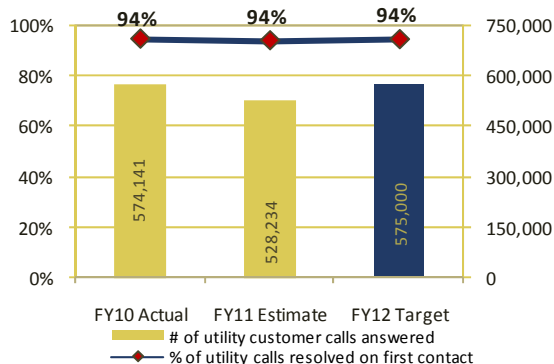
**CUSTOMER SERVICE** – The purpose of the Customer Service Line of Business is to provide meters, field support, billing, and customer service to metro area residents, businesses, and other communities so they can have professional, timely, and accurate utility billing and prompt resolution of water emergencies.

## PROGRAMS AND PERFORMANCE MEASURES

“% of utility calls resolved on first contact”

### WHY IS THIS MEASURE IMPORTANT?

In some cases, the only personal contact citizens have with the City is with Utilities Department Customer Service representatives who answer billing questions and provide general assistance to citizens. Resolving calls for the customer the first time they call contributes to increased citizen satisfaction with the Utilities Department and, when the call is handed in a professional and timely manner, it can lead to a positive perception of the City, as a whole. Addressing customers’ needs at the first point of contact also reduces costly and timely follow-up.



### WHAT DO THESE NUMBERS TELL US?

Of the 500,000 calls received annually, the Customer Service program resolved all but about 6% on the first contact. This level of performance is consistent with the previous year and reflects the efforts the department made to maintain performance since it added 50 additional phone lines almost two years ago. The Department expects to maintain a consistent service level at or above target for FY12.

## LINES OF BUSINESS

Customer Service/Billing provides account billing and customer issue resolution services to Utility customers so they can receive correct account information, accurate billing, and prompt issue resolution.

<b>Customer Service/Billing</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of utility customer calls answered within 20 seconds of first ring	58%	59%	80%	80%
Result	% of pre-billing discrepancies resolved within 5 business days of the report date	86%	79%	85%	85%
Result	% of utility calls resolved on first contact	94%	94%	94%	94%
Output	# of bills issued	2,439,443	2,492,018	2,200,000	2,200,000
Output	# of pre-billing discrepancies resolved	110,310	50,426	149,229	149,229
Output	# of utility customer calls answered	574,141	528,234	575,000	575,000

Field Support provides water service response, inspection, and enforcement services to metro area residents, businesses, and other communities so they can receive a prompt and accurate resolution of water emergencies and customer requests.

<b>Field Support</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of water emergencies prioritized or resolved within one hour from notification by dispatch	95%	96%	95%	95%
Result	% of Pre and Post bill audits completed within three business days	98%	99%	95%	95%
Output	# of new water service construction inspections completed	2,867	2,526	3,300	3,300
Output	# of water service orders completed	150,133	194,456	146,800	146,800

Meter Maintenance provides water meter maintenance and reading services to metro area residents, businesses, and other communities so they can receive safely maintained meter boxes and timely, accurate measurements of their water use.

<b>Meter Maintenance</b>		<b>FY 09-10</b>	<b>FY 10-11</b>		<b>FY 11-12</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of scheduled, aging meters replaced	95%	100%	98%	98%
Result	% of meter readings that are accurate	0%	100%	99%	99%
Output	# of meter replacements completed	10,977	11,624	12,740	13,200
Output	# of meter readings completed	0	746,772	2,328,884	2,328,884



# LINES OF BUSINESS

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Customer Service/Billing	63.18	\$4,399,009	63.18	\$5,594,190	63.18	\$5,683,988
Field Support	38.91	2,488,487	38.91	2,667,845	38.91	2,670,573
Meter Maintenance	58.91	3,365,689	58.91	3,752,470	59.91	3,794,893
<b>Line of Business Total</b>	<b>161.00</b>	<b>\$10,253,185</b>	<b>161.00</b>	<b>\$12,014,505</b>	<b>162.00</b>	<b>\$12,149,454</b>

**ENGINEERING** – The purpose of the Engineering Line of Business is to provide design, plan review, records retrieval, and capital planning services to citizens, consultants, developers, and City departments so they can receive timely responses, reviews and completion of planned capital improvement.

## PROGRAMS AND PERFORMANCE MEASURES

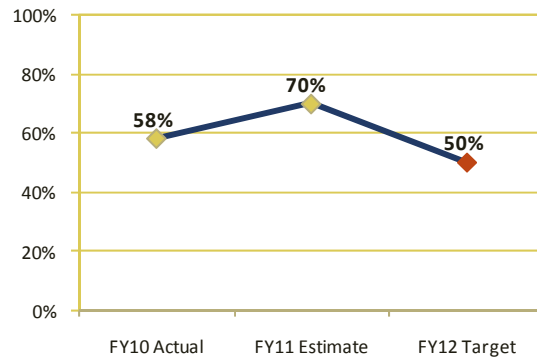
“% of funded projects completing construction within the contract time”

### WHY IS THIS MEASURE IMPORTANT?

Since the projects captured in this measure are construction projects that provide water and wastewater infrastructure, completing these projects on time ensures citizens and businesses can reliably depend upon receiving the essential services provided to all citizens. The data for this measure reflects the total projects managed by the Utilities Design Program.

### WHAT DO THESE NUMBERS TELL US?

FY11 saw an increase in the percentage of water and wastewater infrastructure projects that were completed on time. For the current year, 70% of the projects have been completed for a 10% improvement over the previous year. The number of projects managed by the program is comparable to those managed last year.



## LINES OF BUSINESS

Design provides water and wastewater improvement design and project management services to individuals, businesses, and communities so they can have funded capital improvement projects completed in a timely manner.

Design		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of GO Bond project documents reviewed within 7 working days	91%	94%	86%	86%
Result	% of funded projects completing construction within the contract time	58%	70%	50%	50%
Output	# of GO Bond project documents reviewed	129	70	84	84
Output	# of construction projects completed	14	14	12	12
Output	\$ awarded for engineering and construction projects	\$65,931,079	\$578,600	\$68,580,000	\$68,580,000

Infrastructure Records provides water and wastewater information and record services to individuals, contractors, developers, consultants, and other City departments so they can receive the requested information in a timely manner.

Infrastructure Records		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of water and sewer main locate requests completed within 30 minutes	96%	99%	85%	85%
Output	# of water & sewer main locate requests completed	4,984	4,732	5,151	5,151



*City Engineering staff provide review services to developers and citizens.*

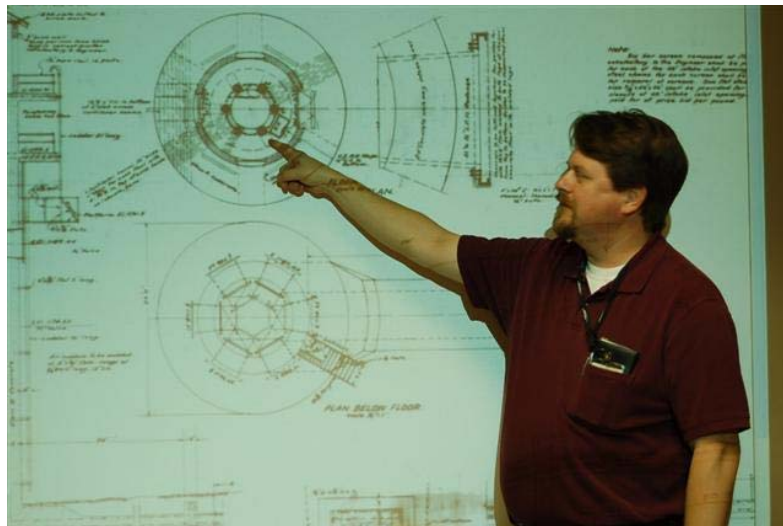
## LINES OF BUSINESS

Private Development provides water and sanitary sewer plan review services to developers and citizens so they can receive timely information about the plans to most-effectively implement private improvements to the utility system.

Private Development		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of plans reviewed within two weeks of receipt	99%	96%	95%	95%
Output	# of plans reviewed	367	484	480	480

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Design	12.32	\$909,524	13.22	\$1,276,873	15.22	\$1,463,543
Infrastructure Records	6.34	374,872	5.34	385,849	5.34	387,121
Private Development	4.34	427,547	4.44	471,975	4.44	425,779
<b>Line of Business Total</b>	<b>23.00</b>	<b>\$1,711,944</b>	<b>23.00</b>	<b>\$2,134,697</b>	<b>25.00</b>	<b>\$2,276,443</b>



Civil Engineers provide water and wastewater improvement design and project management services.

## LINES OF BUSINESS

**LINE MAINTENANCE** – The purpose of the Line Maintenance Line of Business is to provide water and wastewater maintenance and construction, fleet maintenance, operational support and 24-hour emergency call center services to Utility customers so they can have uninterrupted water and wastewater services.

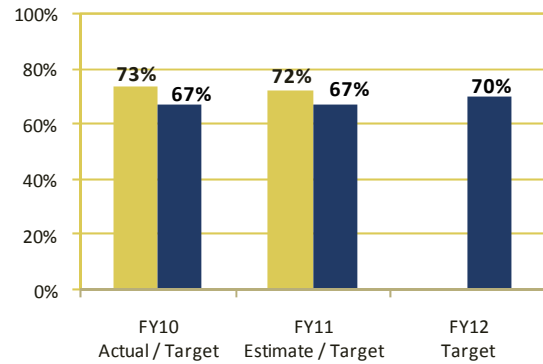


### PROGRAMS AND PERFORMANCE MEASURES

“% of water main breaks repaired within 72 hours”

**WHY IS THIS MEASURE IMPORTANT?**

Water main breaks can affect water service to large numbers of customers at once so tracking how promptly these breaks are repaired allows the department to accurately determine when water service will return to normal. Timely repair of water main breaks is very important to citizen satisfaction.



**WHAT DO THESE NUMBERS TELL US?**

The turnaround time illustrated by this measure is calculated from the time a call is received until the repair is completed. The department has consistently exceeded its goal of repairing water main breaks in 72 hours with 72% of these line breaks being repaired within time standards. This 72 hour window includes allowing, in some cases, up to 48 hours to locate underground utilities before repairs can begin.

Line Maintenance Fleet Operations provides vehicle and equipment maintenance services to departmental employees so they have safe and reliable vehicles and equipment.

Line Maintenance Fleet Operations		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of vehicles and equipment available for use	98%	98%	95%	95%
Output	# of vehicle and equipment work orders completed	4,801	5,118	4,500	4,500
Output	# of vehicle and equipment preventative maintenance work orders completed	2,266	2,032	2,000	2,000

## LINES OF BUSINESS

Wastewater Line Maintenance provides sanitary sewer line construction and maintenance services to Utility customers so they can have uninterrupted sanitary sewer disposal.

Wastewater Line Maintenance		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of work orders completed in 72 hours	78%	82%	80%	80%
Result	% of wastewater backup calls responded to within 2 hours	88%	92%	90%	90%
Output	# of feet sanitary sewer pipe cleaned of roots	269,910	254,164	1,000,000	1,000,000
Output	# of sanitary sewer point repairs	370	440	800	800
Output	# of feet of sanitary sewer pipe TV-inspected	138,102	193,126	150,000	150,000
Output	# of feet of sanitary sewer pipe flushed or cleaned	3,577,494	4,083,472	3,000,000	3,000,000

Water Line Maintenance provides water line repair and replacement services to residents, businesses and other communities so they can have water with a minimal disruption in service.

Water Line Maintenance		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of water main breaks repaired within 72 hours	73%	72%	67%	70%
Result	% of work orders completed in 72 hours	68%	74%	67%	67%
Output	# of hydrant repairs made	617	420	500	500
Output	# of service line repairs made	2,710	2,830	5,000	5,000
Output	# of valve repairs made	215	214	190	190
Output	# of water main repairs made	1,348	1,282	1,500	1,500

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Line Maintenance Fleet Operations	22.00	\$2,565,681	22.00	\$2,959,637	22.00	\$3,128,517
Wastewater Line Maintenance	119.00	6,615,474	119.00	7,646,835	121.00	7,745,235
Water Line Maintenance	96.00	6,660,005	96.00	7,065,177	96.00	7,146,577
<b>Line of Business Total</b>	<b>237.00</b>	<b>\$15,841,159</b>	<b>237.00</b>	<b>\$17,671,649</b>	<b>239.00</b>	<b>\$18,020,329</b>

## LINES OF BUSINESS

**SOLID WASTE** – The purpose of the Solid Waste Line of Business is to provide solid waste removal, disposal, and environmental cleanup services to Oklahoma City residents and businesses so they have their refuse collected and disposed of in a satisfactory manner.

### PROGRAMS AND PERFORMANCE MEASURES

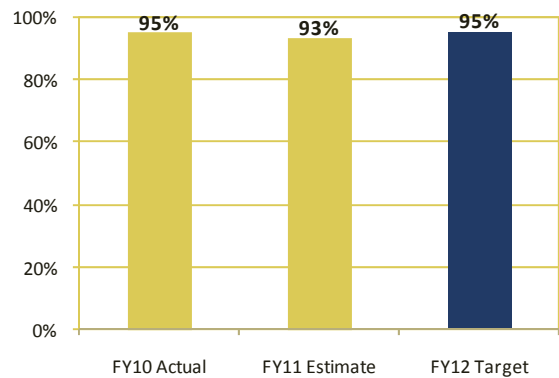
“% of scheduled solid waste routes collected by 5:00 p.m.”

**WHY IS THIS MEASURE IMPORTANT?**

This performance measure demonstrates the efficiency of refuse collection activity, specifically, the percentage of collection routes that are completed by 5 p.m. each day by city and contractor garbage trucks. Trash pickup is one of the few City services directly provided to almost all households within Oklahoma City which means performance in this area can impact citizens’ overall perception of the City.

**WHAT DO THESE NUMBERS TELL US?**

In FY11, the percent of solid waste routes collected by 5:00 pm declined by 2% from the previous year but continues to remain high at 93%. The Department attributes the steady performance to the maturity of the program and enhancements made to route and service days a few years ago.



Bulk Waste Collection provides bulk solid waste removal services to City residents so they can have their bulk waste disposed of in a satisfactory manner.

Bulk Waste Collection		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of customers reporting satisfactory bulk waste service	84%	84%	84%	84%
Output	# of bulk waste tons collected and disposed	39,707	40,512	42,000	42,000
Output	# of customer service request responses	2,566	2,582	3,600	3,600

# LINES OF BUSINESS

Environmental Clean-up provides litter removal, illegal dumping removal, and environmental clean-up services to City residents and visitors so they can travel safely and live in a clean, healthy environment.

Environmental Clean-Up		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of litter collection routes completed monthly	74%	85%	83%	83%
Output	# of lane miles from which litter is collected	2,086	2,750	2,500	2,500
Output	# of tires removed and disposed	3,253	4,038	1,500	1,500
Output	# of tons of illegal dumping and litter removed	998	626	1,000	1,000

Solid Waste Collection provides solid waste removal, transport, and disposal services to City residents and businesses so they can have their refuse collected and disposed of in a satisfactory manner on a weekly basis.

Solid Waste Collection		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of waste stream diverted through recycling	4%	4%	4%	4%
Result	% of scheduled solid waste routes collected by 5:00 pm	95%	93%	95%	95%
Result	% of refuse collection carts and recycle bins delivered, repaired or replaced within 72 hours of request	88%	97%	85%	85%
Result	% of customers surveyed who are satisfied or very satisfied with solid waste services	89%	89%	89%	89%
Output	# of tons of garbage collected	244,814	237,947	235,000	235,000



*The City has begun using some CNG garbage trucks in its "everyday environmentalist", energy efficient efforts.*



## LINES OF BUSINESS

Solid Waste Operational Support provides contract monitoring, code enforcements and customer response services to City residents and businesses so they can receive timely and efficient trash collection and timely resolution of sanitation problems.

Solid Waste Operational Support		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of Cart/Bulk customer complaints resolved in 3 business days	60%	83%	65%	65%
Result	% of Field Quality Representative service orders complaints resolved in 5 business days	98%	98%	90%	90%
Result	% of Action Center customer complaints resolved in 2 weeks	84%	83%	85%	85%
Result	% of customer complaints resolved by the prescribed deadline	67%	84%	75%	75%
Output	# of customer complaints resolved	9,971	10,532	11,000	11,000

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bulk Waste Collection	36.00	\$1,735,139	36.00	\$2,007,007	36.00	\$2,059,081
Environmental Clean-Up	11.00	596,658	11.00	657,094	11.00	663,135
Solid Waste Collection	33.00	2,804,236	33.00	3,219,434	34.00	3,633,784
Solid Waste Operational Support	30.00	1,841,563	30.00	2,861,962	30.00	2,892,048
<b>Line of Business Total</b>	<b>110.00</b>	<b>\$6,977,596</b>	<b>110.00</b>	<b>\$8,745,497</b>	<b>111.00</b>	<b>\$9,248,048</b>



# LINES OF BUSINESS

**WASTEWATER QUALITY** – The purpose of the Wastewater Quality Line of Business is to provide sanitary sewer pumping, treatment and industrial pre-treatment services to City residents, businesses and other communities so they can receive environmentally safe disposal of wastewater.

## PROGRAMS AND PERFORMANCE MEASURES

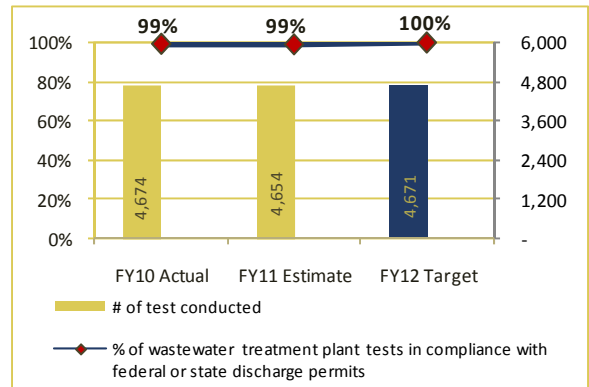
“% of wastewater treatment plant tests in compliance with federal or state discharge permits”

### WHY IS THIS MEASURE IMPORTANT?

This data measures how well the City’s wastewater treatment plants comply with federal and state discharge permit requirements. Violations in the permit limits and deficiencies in the wastewater treatment process can cause environmental damage and/or fines by the Oklahoma Department of Environmental Quality (ODEQ) or the U.S. Environmental Protection Agency (EPA).

### WHAT DO THESE NUMBERS TELL US?

As in the prior year, FY11 performance data indicates that 99% of tests performed confirmed the City’s wastewater plants were in compliance with discharge permits. Over 4,600 laboratory tests are conducted annually to ensure permit limits are met.



At left is construction at the Chisholm Creek Wastewater Treatment Plant. Above, wastewater pipes are being laid.

## LINES OF BUSINESS

Industrial Pre-Treatment provides permitting, monitoring, and information services to industrial users so they can discharge their treated industrial waste into the sanitary sewer system in an environmentally safe manner.

Industrial Pre-Treatment		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of days wastewater treatment system operated without environmental violations caused by industrial waste disposal	100%	100%	100%	100%
Output	# of monitoring actions performed	2,647	2,234	2,600	2,600
Output	# of industrial waste discharge permits issued	70	30	75	75
Output	# of notices of violations issued	41	34	75	75

Lift Stations provide wastewater pumping and lift station enhancement services to City residents, businesses and other communities so they can have aesthetically acceptable facilities and environmentally safe disposal of wastewater.

Lift Stations		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of lift station preventive maintenance work orders completed on schedule	93%	95%	91%	91%
Result	% of days lift station facilities do not experience an overflow	98%	99%	99%	99%
Output	# of lift station citizen complaint events resolved (odor, noise, or appearance)	5	6	5	5
Output	# of lift station preventive maintenance work orders completed	583	580	500	500



Lake Hefner Water Treatment Plant

## LINES OF BUSINESS

Wastewater Treatment provides treatment plant operations and biosolids disposal services to City residents, businesses, and other communities so they can have environmentally safe wastewater disposal.

Wastewater Treatment		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of wastewater treatment plant tests in compliance with federal or state discharge permits	99%	99%	100%	100%
Output	# of million gallons of wastewater treated	25,764	22,760	26,000	26,000

## PROGRAM POSITIONS AND BUDGET

Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Industrial Pre-treatment	7.00	\$610,162	7.00	\$723,879	7.00	\$723,321
Lift Stations	17.00	1,366,270	15.00	1,463,674	15.00	1,408,289
Wastewater Treatment	4.00	421,065	4.00	450,380	4.00	456,558
<b>Line of Business Total</b>	<b>28.00</b>	<b>\$2,397,497</b>	<b>26.00</b>	<b>\$2,637,933</b>	<b>26.00</b>	<b>\$2,588,168</b>

# LINES OF BUSINESS

**WATER QUALITY** – The purpose of the Water Quality Line of Business is to provide raw water, lake property maintenance, treatment, storage, and quality assurance to metro area residents, businesses, industries, and other communities so they can receive a safe and adequate supply of drinking water.



Lake Atoka Wildlife Conservation Area

## PROGRAMS AND PERFORMANCE MEASURES

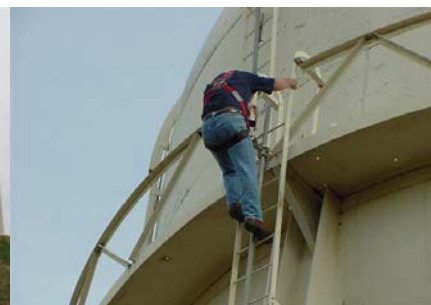
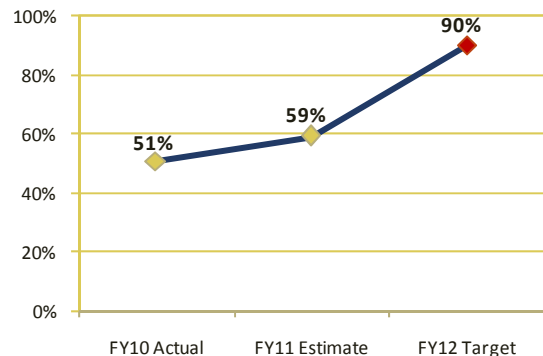
“% of days with uninterrupted raw water supply from Lake Atoka”

### WHY IS THIS MEASURE IMPORTANT?

This performance measure reports how many days per year the Atoka pipeline is running. This is a very meaningful measure since Lake Atoka provides over 50% of the City’s raw water supply.

### WHAT DO THESE NUMBERS TELL US?

In FY1, the water supply from Lake Atoka was uninterrupted 59% of the time, up from 51% the previous year, but still below what was expected for a second consecutive year. Part of the recent decline is related to scheduled and unscheduled shutdowns of the pipeline due to construction. The construction is for improvements which include upgrading buildings, and replacements of pumps, piping, valves, and electronics. Since there have been virtually no water restrictions related to water supply issues during the last two years, citizens have not been affected by these interruptions.



Water Booster storage tanks ensure adequate water supply for citizens.

## LINES OF BUSINESS



Laboratory and System Quality provides environmental compliance testing and reporting services to water and wastewater program managers so they can have the timely information they need to produce safe drinking water and wastewater for Oklahoma City citizens, businesses, and other communities.

Laboratory & System Quality		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of water and wastewater samples analyzed and reported within 14 days	69%	84%	77%	77%
Result	% of water quality concerns requiring field action responded to within 2 working days	100%	100%	100%	100%
Output	# of water line flushings completed	6,865	8,032	6,865	6,865
Output	# of water and wastewater samples analyzed and reported	6,842	9,468	6,941	6,941

Raw Water Supply provides raw water delivery and lake storage services to city treatment plants, businesses, and other communities so they can receive an adequate supply of water to meet their customers' needs.

Raw Water Supply		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of days with uninterrupted raw water supply from Lake Atoka	51%	59%	90%	90%
Output	# of acre feet of raw water diverted to Hefner, Overholser, and Draper lakes	80,256	75,964	124,000	124,000
Output	# of acre feet of raw water pumped from Lake Atoka	24,004	34,967	29,100	29,100



Lake Overholser Dam

## LINES OF BUSINESS

Water Treatment provides potable water services to Oklahoma City residents, businesses, industries, and other communities so they can receive a safe, continuous supply of water.

Water Treatment		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of days without water use restrictions due to water treatment limitations at water treatment plants	100%	100%	100%	100%
Result	% of water quality tests at water treatment plants meeting federal or state regulatory requirements	100%	100%	100%	100%
Output	# of quality control tests conducted	172,176	178,453	172,176	172,176
Output	# billion gallons of treated water pumped	34	39	36	36

Water Trust Property Maintenance provides trust lake property and facility maintenance services to City treatment plants and trusts property users so they receive timely responses to their maintenance requests.

Water Trust Property Maintenance		FY 09-10	FY 10-11		FY 11-12
		Actual	Estimate	Target	Target
Result	% of maintenance requests by citizens responded to within 3 working days of receipt	98%	92%	100%	100%
Output	# of property maintenance request responses provided	171	227	175	175
Output	# of acres maintained	242	639	3,876	3,876

## PROGRAM POSITIONS AND BUDGET

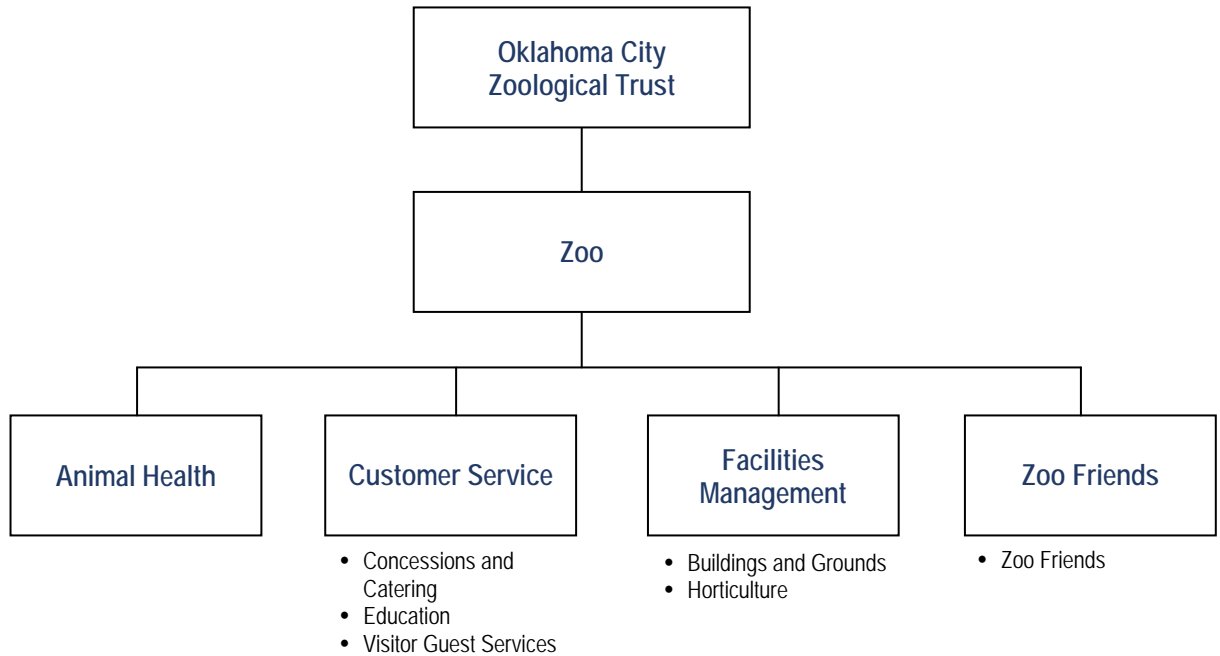
Program	FY 09-10		FY 10-11		FY 11-12	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Laboratory and System Quality	15.50	\$1,033,060	15.50	\$1,152,579	15.50	\$1,176,642
Raw Water Supply	6.00	2,573,823	6.00	6,780,847	6.00	6,735,813
Water Treatment	65.00	13,229,246	64.00	13,380,347	64.00	13,280,257
Water Trust Property Maint.	49.50	3,491,746	50.50	3,676,656	50.50	3,698,680
<b>Line of Business Total</b>	<b>136.00</b>	<b>\$20,327,875</b>	<b>136.00</b>	<b>\$24,990,429</b>	<b>136.00</b>	<b>\$24,891,392</b>





The City of  
**OKLAHOMA CITY**

# Zoo



## DEPARTMENT MISSION



Dwight Scott  
 Director  
 dscott@okczoo.com

The mission of the Oklahoma City Zoological Park and Botanical Garden is to provide recreation and conservation education to the public so they can enjoy a safe, affordable, educational experience that inspires an awareness and appreciation for wildlife and wild places while contributing to conservation and research.



## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Removes the projected fund balance added to FY 11 budget.	(\$2,846,916)	-
2. Increases the budget to match with revenue projections.	\$903,210	-



*The proud delivery team with Asha's new calf born April 15, 2011 weighing in at 304 pounds.*



*Asha and Chandra at the new 9-1/2 acre, \$13 million Asian Elephant Exhibit, shown below, the largest in the country.*



## ZOO EXPENDITURES

Summary of Expenditures by Funding Source	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Proposed Budget	Percent Change
Zoo Sales Tax Fund	\$11,426,674	\$13,583,034	\$11,639,328	-14.31%
<b>Fund Total</b>	<b>\$11,426,674</b>	<b>\$13,583,034</b>	<b>\$11,639,328</b>	<b>-14.31%</b>





The City of  
**OKLAHOMA CITY**

# FUND SUMMARIES FY 2011-2012

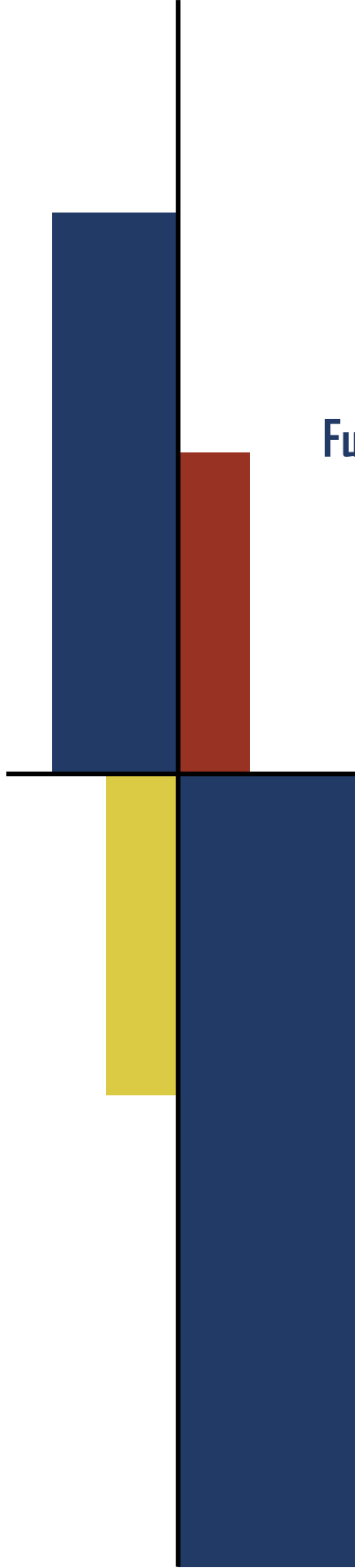
Overview of Fund Summaries

Budget and Fund Structure

Fund and Related Trust Descriptions

Changes in Fund Balance

Fund Summaries



## OVERVIEW OF FUND SUMMARIES

The budget is comprised of 32 different funds that segregate finances for the purpose of carrying on specific activities or attaining certain objectives. The Fund Summaries are the official budget that is adopted by Council and filed with the Office of the State Auditor and Inspector.

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

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

department to another department on a cost reimbursement basis.

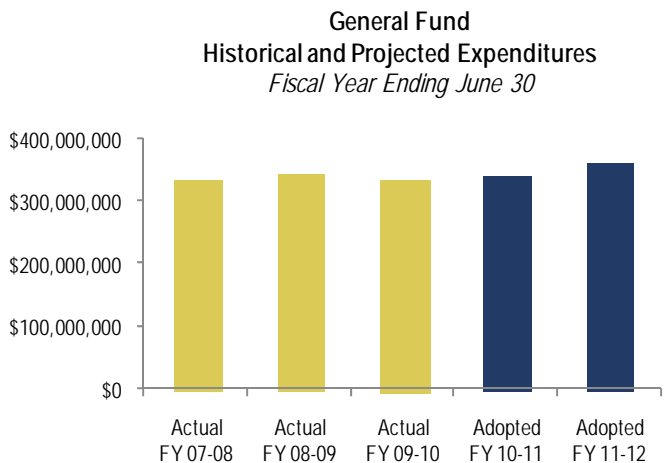
Special Revenue Funds account for proceeds of specific revenue sources that are restricted by law to expenditures for specified purposes.

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

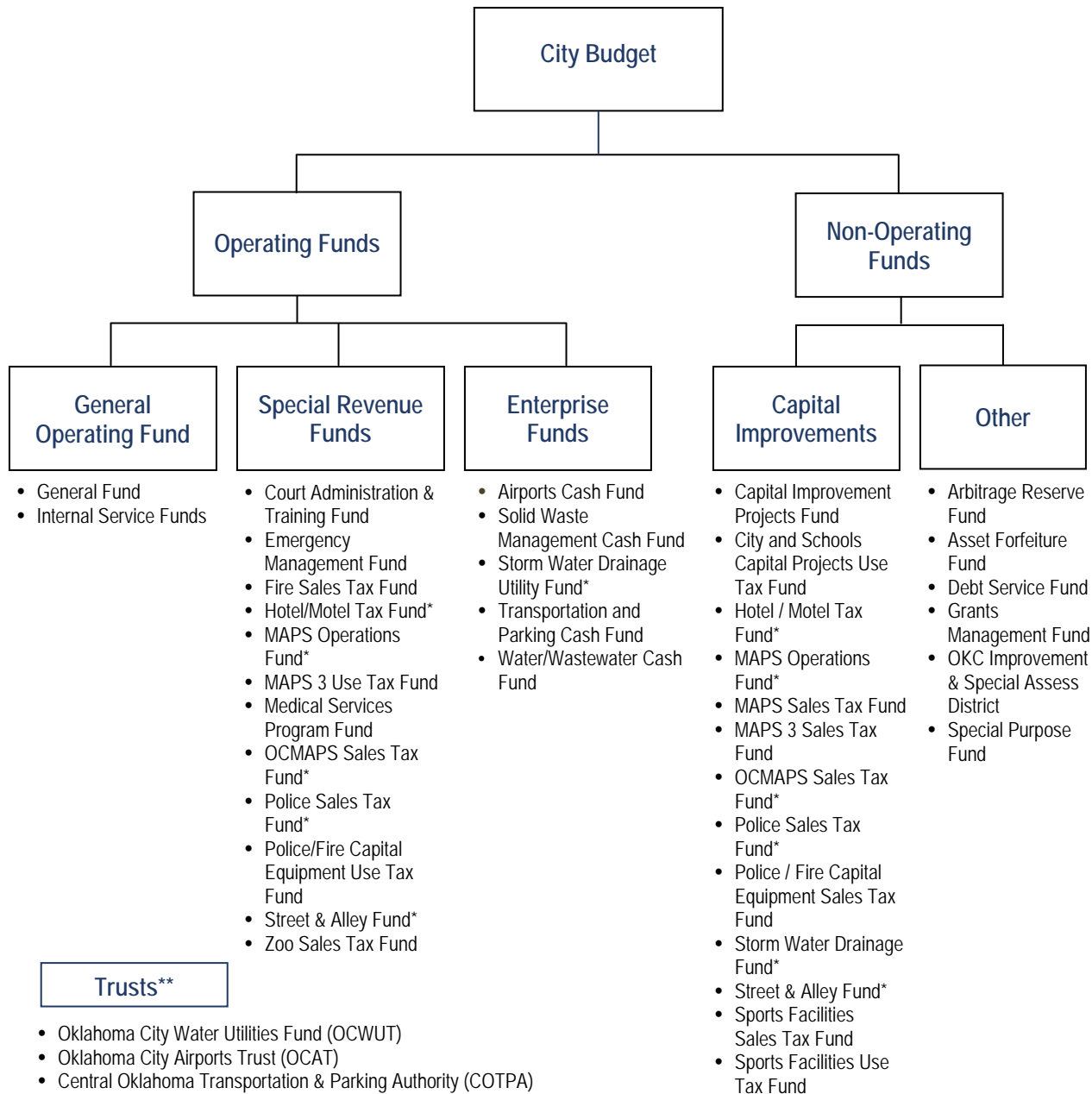
In the Non-Operating Funds we have developed only two categories: Capital and Other. The Capital Funds are almost all special revenue funds dedicated to specific capital projects. The Other Funds category includes several funds with rather unique characteristics.

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

Each of the Fund Summaries includes the revenue sources, department expenses by account class, and fund balance. Additionally, a description of the fund is provided along with a graphical representation of historical and expected expenditures.



# BUDGET AND FUND STRUCTURE



## Trusts\*\*

- Oklahoma City Water Utilities Fund (OCWUT)
- Oklahoma City Airports Trust (OCAT)
- Central Oklahoma Transportation & Parking Authority (COTPA)
- Oklahoma City Municipal Facilities Authority (OCMFA)
- McGee Creek Authority (MCA)
- Oklahoma City Public Property Authority (OCPPA)
- Oklahoma City Zoological Trust (OCZT)
- Oklahoma City Riverfront Redevelopment Authority (OCRRA)
- Oklahoma City Environmental Assistance Trust (OCEAT)
- Various Bond Funds
- Oklahoma City Economic Development Trust (OCEDT)
- Oklahoma City Other Post Employment Benefits Trust (OPEBT)
- Oklahoma City Metropolitan Area Public Schools Trust (OCMAPS)

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

\*\*Trusts develop their budgets independently and are not part of this document. However, they have been listed for informational purposes. Boxes represent fund categories used to organize fund type.



# FUND AND RELATED TRUSTS DESCRIPTIONS

FUND & RELATED TRUSTS DESCRIPTIONS			
FUND NAME	MAJOR REVENUES	MAJOR EXPENDITURES	ORIGIN
<b>Operating Funds</b>			
Airports Cash	Trnsf from Airports Trust	Airport Expenditures	Administrative
Court Administration & Training	Surcharge on Fines	Law Enforcement Training	State Law
Emergency Management	Telephone Tariff, General Fund	Support of E-911 System	State/Local Law
Federal Grants Management Fund	Federal Grants	As Directed by Terms of Grants	Federal Laws
Fire Fighting & Rescue Svcs, Facilities or Equip.**	Earmarked Sales Tax	Fire Expenditures	Local Law/Public Initiative
General	All General Revenues	All Departments	State/Local Law
Hotel/Motel Tax Special Revenue Fund	Earmarked Hotel/Motel Tax	Convention/Tourism, State Fair	Local Law/Public Initiative
Internal Service	User Fees from Other Funds	Operations of Internal Service Departments	Administrative
MAPS Operations	Special Use Tax	Maint. and Replacement for MAPS Projects	Local Law/Public Initiative
MAPS Sales Tax (Operating)	Earmarked Sales Tax	MAPS Program Management	Local Law/Public Initiative
MAPS3 Use Tax Fund	Special Use Tax	Public Safety & MAPS3 Project	Local Law/Public Initiative
Medical Services Program Fund	User Fees	Ambulance Service	Administrative
Oklahoma City Zoo Tax	Earmarked Sales Tax	Zoo Expenditures	Local Law/Public Initiative
Police and Fire Capital Equipment Use Tax	Special Use Tax	Public Safety Equipment	Local Law/Public Initiative
Police Services, Facilities or Equipment Tax *	Earmarked Sales Tax	Police Expenditures	Local Law/Public Initiative
Solid Waste Management Cash	Trnsf from Environmental Assistance	Solid Waste Enterprise Expenditures	Administrative
Storm Water Drainage Utility	Stormwater Drainage Fees	Stormwater Testing & Treatment	State/Local Law
Transportation and Parking Cash	Trnsf from COTPA, General Fund	Mass Tranp. and Parking Administration	Administrative
Water/Wastewater Utility Cash	Trnsf from OCWUT	Water/Wastewater Utilities Expenditures	Administrative
<b>Non-Operating Funds</b>			
Arbitrage Reserve	Trnsf from General Fund	Arbitrage Payments	Admin./Fed. Guidelines
Asset Forfeiture	Property/Money Seized in Drug Cases	Police Functions as Dictated by Federal	Admin./Fed. Guidelines
Capital Improvement Projects	Trnsf from Other Funds/Interest	Capital Projects	State Law
City and Schools Capital Projects Use Tax	Special Use Tax	Capital Projects	Local Law/Public Initiative
Debt Service	Property Taxes	Debt Service	State Law
MAPS Sales Tax (Capital)	Earmarked Sales Tax	MAPS Capital Projects	Local Law/Public Initiative
MAPS3 Sales Tax	Earmarked Sales Tax	MAPS3 Capital Projects	Public Initiative
OKC Impr. and Special Services Assessment	Assessment of Property Owners in	Payment to Districts for Improvements	State Law/Local Law
OKC Metro Area Public School Sales Tax	Earmarked Sales Tax	OCMAPS Expenditures	Local Law/Public Initiative
OKC Sports Facilities Improvement Sales Tax	Earmarked Sales Tax	Capital Improvements to the City's sports	Local Law/Public Initiative
OKC Sports Facilities Improvement Use Tax	Special Use Tax	Capital Improvements to the City's sports	Local Law/Public Initiative
Police and Fire Capital Equipment Sales Tax	Earmarked Sales Tax	Public Safety Capital Equipment	Local Law/Public Initiative
Special Purpose	Donations	Earmarked by Donors	State Law
<b>Trust Funds***</b>			
Central Oklahoma Transportation & Parking	City Subsidy/Grants/Parking Fees/Bus	Transportation/Parking Expenditures	State Law/Trust Indenture
McGee Creek Authority	Trnsf from OCWUT	Debt Service	State Law/Trust Indenture
Oklahoma City Airports Trust	Landing Fees/Rentals/Parking	Transfer to Enterprise & Capital Projects	State Law/Trust Indenture
Oklahoma City Environmental Assistance Trust	Solid Waste Fees	Transfers to Solid Waste and Contracts	State Law/Trust Indenture
Oklahoma City Metropolitan Area Public Schools	Trnsf from OCMAPS Sales Tax Fund	School Related Capital Projects	State Law/Referendum
Oklahoma City Municipal Facilities Authority	Transfer from Other Funds	Primarily Long Term Insurance Contracts	State Law/Trust Indenture
Oklahoma City Public Property Authority	Golf Fees, General Fund, MAPS Use	Golf Expenditures, Facility Improvements	State Law/Trust Indenture
Oklahoma City Riverfront Redevelopment	Sand Mining/Royalties	River Park Plan	State Law/Trust Indenture
Oklahoma City Water Utilities Trust	Water/Sewer Fees	Transfer to Enterprise & Capital Projects	State Law/Trust Indenture
Oklahoma City Zoological Trust	Zoo Admissions, Zoo Sales Tax	Zoo Expenditures & Capital Projects	State Law/Trust Indenture
Various Bond Funds	Bond Sales	Capital Projects	State Law/Referendum

\*The Police Services, Facilities or Equipment Tax Fund is referred to in this document as the Police Sales Tax Fund.

\*\*Fire Fighting & Fire Rescue Services, Facilities or Equipment Tax Fund is referred to in this document as the Fire Sales Tax Fund.

\*\*\*The City is the beneficiary of all public trusts listed above. Each of the Trusts' budgets are developed independently and are not contained in this document.

## CHANGES IN FUND BALANCE

Fund	Estimated	Budgeted	Budgeted	Estimated	\$ Change	% Change
	Beginning			Revenues		
	Balance			Balance		
Airports Cash Fund	\$1,058,191	\$15,711,853	\$15,711,853	\$1,058,191	\$0	0.00% (e)
Arbitrage Fund	683,443	0	683,443	0	(683,443)	-100.00% (h)
Asset Forfeiture Fund	4,080,134	2,040,228	4,173,312	1,947,050	(2,133,084)	-52.28% (b)
Capital Improvement Projects Fund	15,836,195	5,400,000	19,553,671	1,682,524	(14,153,671)	-89.38% (b)
City & Sch Cap Proj Use Tax Fund	19,480,053	1,066,385	18,056,350	2,490,088	(16,989,965)	-87.22% (f)
Court Administration and Training Fund	867,439	2,034,063	2,306,708	594,794	(272,645)	-31.43% (c)
Debt Service Fund	60,394,957	72,694,484	83,217,649	49,871,792	(10,523,165)	-17.42% (c)
Emergency Management Fund	922,565	7,497,474	7,681,435	738,604	(183,961)	-19.94% (c)
Fire Sales Tax Fund	2,434,406	35,250,628	35,250,628	2,434,406	0	0.00%
General Fund	55,806,070	361,010,801	364,010,801	52,806,070	(3,000,000)	-5.38% (a)
Grants Management Fund	N/A	53,638,833	53,638,833	N/A	N/A	N/A (g)
Hotel/Motel Tax Fund	6,749,551	16,668,682	16,840,897	6,577,336	(172,215)	-2.55% (c)
Internal Service Fund	3,717,900	41,105,600	41,726,523	3,096,977	(620,923)	-16.70% (i)
Medical Services Program Fund	1,700,864	7,611,730	7,611,730	1,700,864	0	0.00%
Metropolitan Area Projects Tax Fund	482,513	0	482,513	0	(482,513)	-100.00% (d)
MAPS Operations Fund	9,505,045	2,374,445	6,120,668	5,758,822	(3,746,223)	-39.41% (b)
MAPS 3 Sales Tax Fund	95,500,189	94,568,783	35,000,000	155,068,972	59,568,783	62.38% (f)
MAPS 3 Use Tax Fund	11,609,984	11,728,264	1,086,293	22,251,955	10,641,971	91.66% (f)
OKC Improvement and Special Svcs Fund	29,339	2,178,336	2,178,336	29,339	0	0.00%
OKC Schools MAPS Sales Tax Fund	5,889,292	527,500	1,598,664	4,818,128	(1,071,164)	-18.19% (d)
Police and Fire Cap Equip Sales Tax Fund	7,147,089	187,500	5,731,775	1,602,814	(5,544,275)	-77.57% (d)
Police and Fire Cap Equip Use Tax Fund	12,848	0	0	12,848	0	0.00%
Police Sales Tax Fund	5,686,045	35,883,529	37,327,913	4,241,661	(1,444,384)	-25.40% (c)
Solid Waste Management Cash Fund	300,000	10,890,149	10,890,149	300,000	0	0.00% (e)
Special Purpose Fund	5,272,201	2,044,061	4,528,935	2,787,327	(2,484,874)	-47.13% (c)
Sports Facilities Sales Tax Fund	38,968,256	175,608	39,143,864	0	(38,968,256)	-100.00% (d)
Sports Facilities Use Tax Fund	9,119,926	50,000	9,151,580	18,346	(9,101,580)	-99.80% (d)
Stormwater Drainage Utility Fund	4,032,239	14,041,488	16,518,133	1,555,594	(2,476,645)	-61.42% (f)
Street and Alley Fund	4,693,534	50,000	4,614,352	129,182	(4,564,352)	-97.25% (b)
Transportation & Parking Enterprise Fund	56,822	1,984,340	1,984,340	56,822	0	0.00% (e)
Water and Wastewater Utility Cash Fund	800,000	76,666,053	76,666,053	800,000	0	0.00% (e)
Zoo Sales Tax Fund	1,026,926	11,639,328	11,639,328	1,026,926	0	0.00%

- (a) Use of fund balance is budgeted for one time uses. Unbudgeted fund balance remains within the 8-15% policy range.
- (b) The primary expenditures of this fund are capital in nature and the intent is to spend all funds for these purposes.
- (c) This is a limited purpose fund. All fund balance is budgeted in compliance with the limited purpose.
- (d) This is a limited purpose, limited term fund. This fund will terminate when the purpose is fulfilled.
- (e) This is an enterprise fund supported by operating transfers from a City trust. Enterprise reserves are held in the Trust.
- (f) Reserves in this fund were or are being accumulated for significant capital projects that are now underway.
- (g) Due to the fact that most grant funds operate on a reimbursement basis, fund balance projections do not produce an adequate picture of financial health and are not included.
- (h) Arbitrage payments are no longer paid from this fund so the entire balance will be transferred for Capital Improvements.



## AIRPORTS ENTERPRISE CASH FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Transfer from Airport Trust	\$13,501,728	\$14,882,847	\$15,640,353
Interest Income	93,284	86,481	71,500
Other Revenue	21,170	0	0
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	10,492	0
<b>Total Revenues</b>	<b>\$13,616,182</b>	<b>\$14,979,820</b>	<b>\$15,711,853</b>
<b>Expenditures - Airports</b>			
Personal Services	\$6,824,079	\$7,544,058	\$7,855,617
Other Services & Charges	5,686,476	6,320,633	6,613,304
Supplies	584,948	715,129	742,932
Capital Outlay	460,338	400,000	500,000
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$13,555,842</b>	<b>\$14,979,820</b>	<b>\$15,711,853</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$2,026,819	\$2,087,159	\$1,058,191
Additions/(Reductions) to Fund Balance	60,340	(1,028,968) *	0 **
<b>Ending Fund Balance</b>	<b>\$2,087,159</b>	<b>\$1,058,191 *</b>	<b>\$1,058,191 **</b>

\* Estimated.

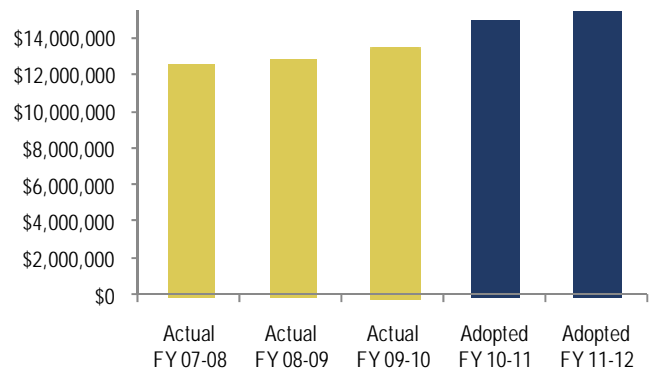
\*\* Assumes budgeted revenues and expenditures.

The Airports Enterprise Cash Fund was established in the FY 1988-1989 budget. State statutes provide for the establishment of enterprise funds to account for each utility, enterprise, or other service other than those operated as a department of the General Fund, where the costs are financed primarily through user charges or where a periodic need exists to determine revenues earned, expenses incurred, or net income for a service or program.

Funding for the operation of the Airports Enterprise comes from monthly transfers from the Oklahoma City Airport Trust. The Trust was created as a Public Trust on April 1, 1956 pursuant to Title 60 of the Oklahoma Statutes, Section 176, on behalf of the City of Oklahoma City. The purpose of the Trust is to provide a means of financing and administering the construction of airports and air navigation facilities of the City. The provisions of the trust agreement provide that the Trust will lease, or otherwise manage, the related property and improvements financed by the Trust. The Trust will receive all revenues generated from related properties to repay revenue bonds or other debt instruments incurred by the Trust plus costs

and expenses incidental to the management, operation, maintenance, and conservation of the Trust.

**Airports Cash Fund  
Historical and Projected Expenditures**



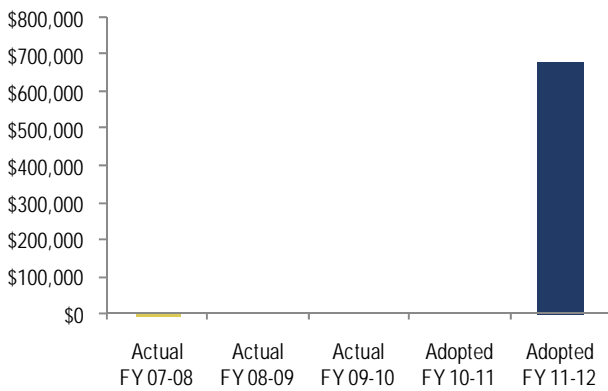
# ARBITRAGE RESERVE FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Transfer from General Fund	\$0	\$0	\$0
Interest	19,522	0	0
Fund Balance	0	0	683,443
<b>Total Revenues</b>	<b>\$19,522</b>	<b>\$0</b>	<b>\$683,443</b>
<b>Expenditures - Non-Departmental</b>			
Other Services and Charges	\$0	\$0	\$0
Transfers	0	0	683,443
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$683,443</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$659,748	\$679,269	\$683,443
Additions/(Reductions) to Fund Balance	19,522	4,174 *	(683,443) **
<b>Ending Fund Balance</b>	<b>\$679,269</b>	<b>\$683,443 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

Arbitrage Reserve Fund  
Historical and Projected Expenditures



The Arbitrage Reserve Fund was established in FY 1992-1993 on the advice of legal counsel. This Fund holds cash and cash equivalents sufficient to meet projected liabilities to the Internal Revenue Service in accordance with IRS regulations limiting the City's investment earnings on proceeds from bond sales.

In FY 2012, the Arbitrage Fund is being closed as all arbitrage payments are now being made directly from bond interest. When the Fund was originally established the General Fund received general obligation bond investment earnings and so this Fund was established to handle all arbitrage liability. Now that bond funds retain all investment earnings there is no need for a separate Fund. The remaining balance in the Fund is being transferred to the Capital Improvements Project Fund for use in various capital projects.

# ASSET FORFEITURE FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Asset Seizure Revenues	\$1,790,369	\$1,367,495	\$1,886,010
Rental Revenues	2,857	2,000	2,857
Other Revenue	38,963	26,325	5,120
Interest	183,942	285,492	146,241
Fund Balance	0	2,477,000	2,133,084
Reserve for Outstanding Encumbrances	0	2,045,952	0
<b>Total Revenues</b>	<b><u><u>\$2,016,132</u></u></b>	<b><u><u>\$6,204,264</u></u></b>	<b><u><u>\$4,173,312</u></u></b>
<b>Expenditures - Police</b>			
Personal Services	\$238,895	\$200,132	\$120,000
Other Services & Charges	270,033	1,541,052	1,492,184
Supplies	643,653	2,421,975	2,301,128
Capital Outlay	761,272	1,941,105	160,000
Transfers	100,000	100,000	100,000
<b>Total Expenditures</b>	<b><u><u>\$2,013,852</u></u></b>	<b><u><u>\$6,204,264</u></u></b>	<b><u><u>\$4,173,312</u></u></b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$5,832,793	\$5,835,073	\$4,080,134
Additions/(Reductions) to Fund Balance	2,280	(1,754,939) *	(2,133,084) **
<b>Ending Fund Balance</b>	<b><u><u>\$5,835,073</u></u></b>	<b><u><u>\$4,080,134</u></u></b> *	<b><u><u>\$1,947,050</u></u></b> **

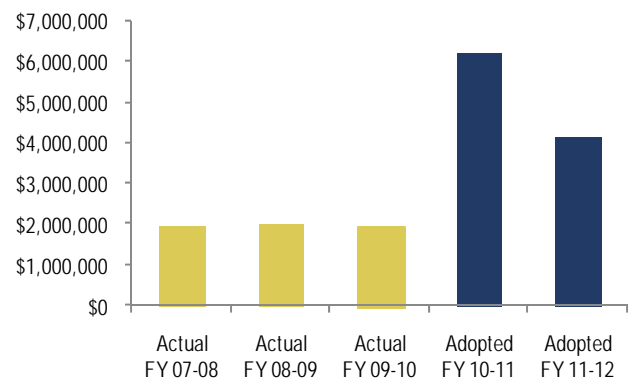
\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

The Federal Asset Forfeiture Fund was established in FY 1984-1985 within the Oklahoma City Municipal Facilities Authority (OCMFA) with the passage of Federal Law allowing the Federal Government to forfeit property obtained through illegal activity. It was established by City Ordinance allowing The City of Oklahoma City to accept federally forfeited property.

In FY 1993-1994, the fund was moved from the OCMFA to the City budget. The Asset Forfeiture Fund consists of three sub funds: Federal Asset Forfeiture, State Asset Forfeiture and Treasury Asset Forfeiture. In compliance with the Comprehensive Crime Control Act of 1984, all Federal funds will be utilized for law enforcement purposes only.

**Asset Forfeiture Fund  
Historical and Projected Expenditures**



## CAPITAL IMPROVEMENT PROJECTS FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Operating Transfer	\$6,558,063	\$5,506,000	\$5,000,000
Interest	353,330	300,000	100,000
Other Revenue	1,828,703	300,000	300,000
Fund Balance	0	10,654,539	11,881,655
Reserve for Outstanding Encumbrances	0	1,397,402	2,272,016
<b>Total Revenues</b>	<b>\$8,740,096</b>	<b>\$18,157,941</b>	<b>\$19,553,671</b>
<b>Expenditures</b>			
<b>City Clerk</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	19,612	22,723	22,723
Transfers	0	0	0
<b>Department Total</b>	<b>\$19,612</b>	<b>\$22,723</b>	<b>\$22,723</b>
<b>City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,464	0	0
Supplies	0	379	379
Capital Outlay	1,238,827	238,105	376,989
Transfers	794,979	796,941	0
<b>Department Total</b>	<b>\$2,035,269</b>	<b>\$1,035,425</b>	<b>\$377,368</b>
<b>Development Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	4,236	0	0
Capital Outlay	17,706	22,872	22,872
Transfers	0	0	0
<b>Department Total</b>	<b>\$21,942</b>	<b>\$22,872</b>	<b>\$22,872</b>
<b>Finance</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	100	100
Supplies	0	6,276	6,276
Capital Outlay	0	19,393	11,393
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$25,769</b>	<b>\$17,769</b>

## CAPITAL IMPROVEMENT PROJECTS FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>General Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	104,343	259,063	215,379
Supplies	86,566	148,172	130,706
Capital Outlay	1,920,574	6,535,969	8,803,102
Transfers	25,000	0	0
<b>Department Total</b>	<b>\$2,136,483</b>	<b>\$6,943,204</b>	<b>\$9,149,187</b>
<b>Information Technology</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	161,101	337,949	245,803
Supplies	1,022,783	706,825	342,748
Capital Outlay	141,073	4,974,323	4,244,732
Transfers	60,000	65,000	0
<b>Department Total</b>	<b>\$1,384,956</b>	<b>\$6,084,097</b>	<b>\$4,833,283</b>
<b>Municipal Court</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	10,000
Supplies	0	0	0
Capital Outlay	0	150,107	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$150,107</b>	<b>\$10,000</b>
<b>Municipal Counselor's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	25,000	25,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$25,000</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$1,625	\$1,625
Other Services & Charges	0	550	40,550
Supplies	0	6,521	6,521
Capital Outlay	0	2,016,647	2,334,397
Transfers	0	12,500	12,500
<b>Department Total</b>	<b>\$0</b>	<b>\$2,037,843</b>	<b>\$2,395,593</b>
<b>Parks and Recreation</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	7,495
Supplies	0	500	500
Capital Outlay	972,057	405,150	40,512
Transfers	78,000	500	500
<b>Department Total</b>	<b>\$1,050,057</b>	<b>\$406,150</b>	<b>\$49,007</b>

# CAPITAL IMPROVEMENT PROJECTS FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	10,000
Capital Outlay	3,749	460,493	458,493
Transfers	0	0	0
<b>Department Total</b>	<b>\$3,749</b>	<b>\$460,493</b>	<b>\$468,493</b>
<b>Public Transportation and Parking</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	134,031	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$134,031</b>	<b>\$0</b>	<b>\$0</b>
<b>Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	3,580	23,580
Supplies	0	12,357	12,357
Capital Outlay	607,981	928,321	2,146,439
Transfers	0	0	0
<b>Department Total</b>	<b>\$607,981</b>	<b>\$944,258</b>	<b>\$2,182,376</b>
<b>Total Capital Fund</b>			
<b>All Departments</b>			
Personal Services	\$0	\$1,625	\$1,625
Other Services & Charges	400,938	601,242	542,907
Supplies	1,113,585	881,030	509,487
Capital Outlay	4,921,578	15,799,103	18,486,652
Transfers	957,979	874,941	13,000
<b>Total Capital Fund</b>	<b>\$7,394,080</b>	<b>\$18,157,941</b>	<b>\$19,553,671</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$13,636,448	\$14,982,464	\$15,836,195
Additions/(Reductions) to Fund Balance	1,346,016	853,731 *	(14,153,671) **
<b>Ending Fund Balance</b>	<b>\$14,982,464</b>	<b>\$15,836,195 *</b>	<b>\$1,682,524 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

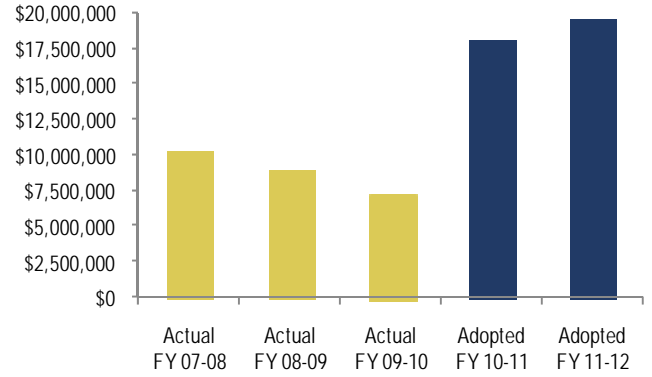
**NOTES:**

- (a) Capital projects are lengthy in nature and difficult to predict completion. For this reason, the budget is based on the assumption that the outstanding encumbrances used as of March 31, 2011 will remain to the end of the FY. If encumbrances are actually expended by the end of the year, the budget will be overstated. Purchases and encumbrances in the budget year are made on a cash basis.
- (b) Fund Balance is revenue from a previous year that has not been allocated to a project.

# CAPITAL IMPROVEMENT PROJECTS FUND

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

Capital Improvement Projects Fund  
Historical and Projected Expenditures



## CITY AND SCHOOLS CAPITAL PROJECT USE TAX FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Use Tax	(\$196,025)	\$0	\$0
Interest	1,029,646	886,969	500,000
Other Revenue	0	0	566,385
Fund Balance	0	10,886,357	13,200,634
Reserve for Outstanding Encumbrances	0	2,020,293	3,789,331
<b>Total Revenues</b>	<b>\$833,621</b>	<b>\$13,793,619</b>	<b>\$18,056,350</b>
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	465,297	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$465,297</b>	<b>\$0</b>	<b>\$0</b>
<b>Fire</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	48,500	0	53,484
Supplies	73,724	0	221,567
Capital Outlay	7,822,902	4,932,157	8,818,012
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$7,945,126</b>	<b>\$4,932,157</b>	<b>\$9,093,063</b>
<b>Information Technology</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	2,800,000
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,800,000</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	54,022	0	113,403
Supplies	47,609	0	87,465
Capital Outlay	2,638,457	4,023,543	3,962,419
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$2,740,088</b>	<b>\$4,023,543</b>	<b>\$4,163,287</b>



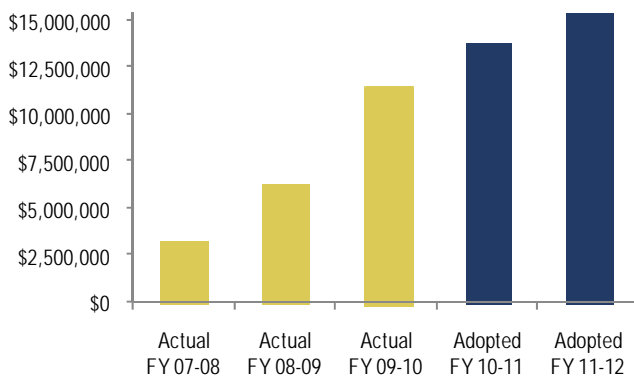
## CITY AND SCHOOLS CAPITAL PROJECTS USE TAX FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	200	0	0
Supplies	0	0	0
Capital Outlay	404,781	3,200,000	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$404,981</b>	<b>\$3,200,000</b>	<b>\$0</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	1,637,919	2,000,000
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$1,637,919</b>	<b>\$2,000,000</b>
<b>All Departments</b>			
Personal Services	0	0	0
Other Services & Charges	102,722	0	166,887
Supplies	121,333	0	309,032
Capital Outlay	11,331,436	13,793,619	17,580,431
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$11,555,491</b>	<b>\$13,793,619</b>	<b>\$18,056,350</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$40,926,849	\$30,204,978	\$19,480,053
Additions/(Reductions) to Fund Balance	(10,721,871)	(10,724,925) *	(16,989,965) **
<b>Ending Fund Balance</b>	<b>\$30,204,978</b>	<b>\$19,480,053</b> *	<b>\$2,490,088</b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

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



On November 13, 2001, the voters approved a limited purpose temporary sales tax for public school capital projects. Based on state statutes, the City Council approved an ordinance amending the City's use tax rate to mirror the sales tax rate's effective dates and amount. The rate of the tax was one-half percent (1/2%) from January 1, 2002 until April 1, 2003, when the rate changed to one percent (1%). The tax expired on January 1, 2009.

## COURT ADMINISTRATION AND TRAINING FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Forensic Fee	\$433,217	\$485,506	\$475,000
CLEET Fund - State	638,541	829,985	740,000
Victim's Compensation Fee	14,214	16,293	15,000
AFIS Fingerprint Fee	448,850	583,354	523,000
Police Training Fee	171,899	150,181	204,587
Court's Training Fee	6,396	6,201	7,200
Counselor's Training Fee	6,396	5,906	7,613
Court's Administration Fee	39,746	38,785	42,000
Other Revenue	1,134	0	0
Interest Income	21,663	20,031	19,663
Fund Balance	0	136,006	272,645
Reserve for Outstanding Encumbrances	0	26,775	0
<b>Total Revenues</b>	<b>\$1,782,056</b>	<b>\$2,299,023</b>	<b>\$2,306,708</b>
<b>Expenditures</b>			
<b>Municipal Court</b>			
Personal Services	\$1,986	\$8,245	\$0
Other Services & Charges	1,496,316	2,043,135	1,889,926
Supplies	388	24,735	27,949
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,498,690</b>	<b>\$2,076,115</b>	<b>\$1,917,875</b>
<b>Municipal Counselor</b>			
Personal Services	\$4,560	\$5,000	\$0
Other Services & Charges	0	0	15,500
Supplies	3,526	7,904	8,133
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$8,086</b>	<b>\$12,904</b>	<b>\$23,633</b>
<b>Police</b>			
Personal Services	\$42,363	\$75,563	\$0
Other Services & Charges	17,025	17,273	141,800
Supplies	51,165	117,168	223,400
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$110,553</b>	<b>\$210,004</b>	<b>\$365,200</b>

## COURT ADMINISTRATION AND TRAINING FUND

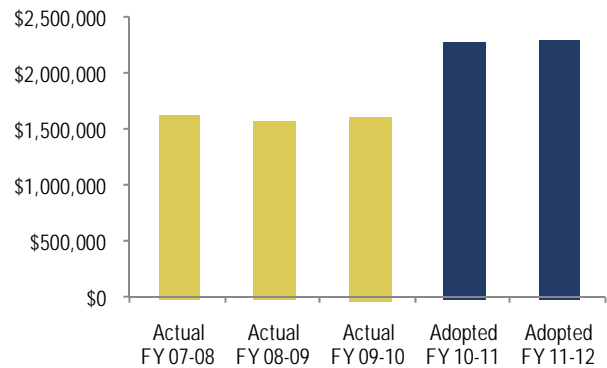
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>All Departments</b>			
Personal Services	\$48,909	\$88,808	\$0
Other Services & Charges	1,513,341	2,060,408	2,047,226
Supplies	55,079	149,807	259,482
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$1,617,329</b>	<b>\$2,299,023</b>	<b>\$2,306,708</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$652,563	\$817,290	\$867,439
Additions/(Reductions) to Fund Balance	164,727	50,149 *	(272,645) **
<b>Ending Fund Balance</b>	<b>\$817,290</b>	<b>\$867,439 *</b>	<b>\$594,794 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

The Court Administration and Training Fund was created in 1986 to fund law enforcement training through state mandated fees collected by the Oklahoma City Municipal Court. Currently State law requires that a \$19 fee be collected on each case that is not a parking, stopping or standing violation and which is punishable by a fine of \$10 or greater. This fee is in addition to any fines, costs or fees already associated with the case. The \$19 fee consists of \$9 for the Council on Law Enforcement Education and Training (CLEET), \$5 for the statewide Automated Fingerprint Identification System (AFIS) and \$5 for the statewide Forensic Improvement Program. Oklahoma City, because it operates its own law enforcement academy, retains \$2 of each CLEET fee collected in addition to a small administrative fee.

**Court Administration and Training Fund  
Historical and Projected Expenditures**

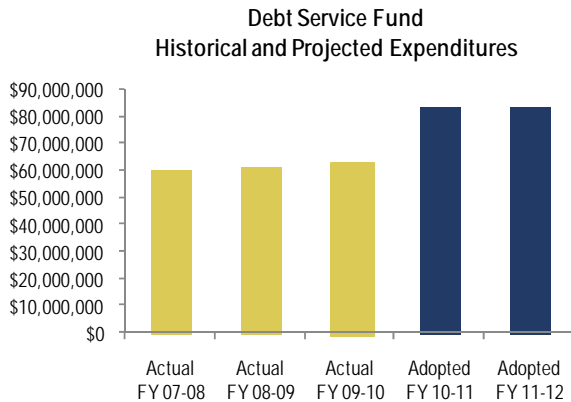


# DEBT SERVICE FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Ad Valorem (Property)	\$63,872,987	\$71,850,520	\$68,907,484
Interest	1,632,472	1,000,000	1,500,000
Other Revenue	3,254,668	1,500,000	2,287,000
Fund Balance	0	9,094,660	10,523,165
<b>Total Revenues</b>	<b>\$68,760,127</b>	<b>\$83,445,180</b>	<b>\$83,217,649</b>
<b>Expenditures - Non-Departmental</b>			
<i>Debt Service:</i>			
Judgments	\$2,470,277	\$7,879,776	\$3,130,000
Judgment Interest	104,437	834,104	156,500
Fiscal Agency Fees	611,606	315,000	442,000
Bond Retirement	37,460,000	39,070,000	44,410,000
Interest on Bonds	22,818,720	24,823,135	25,027,832
Reserve For Future Debt Service Payments	0	10,523,165	10,051,317
Transfers	1,022	0	0
<b>Total Expenditures</b>	<b>\$63,466,062</b>	<b>\$83,445,180</b>	<b>\$83,217,649</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$53,672,386	\$58,966,452	\$60,394,957
Additions/(Reductions) to Fund Balance	5,294,066	1,428,505 *	(10,523,165) **
<b>Ending Fund Balance</b>	<b>\$58,966,452</b>	<b>\$60,394,957 *</b>	<b>\$49,871,792 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



Under Section 26, Article 10 of the State Constitution, the City of Oklahoma City is authorized to establish a Debt Service Fund. The General Obligation Debt Services Fund accounts for all expenditures for principal, interest and agency fees on all of the City's general obligation debt and judgments. Revenues in the General Obligation Debt Service Fund include ad valorem taxes and interest on reserves. By law, appropriations in the Debt Service Fund may not be reduced below the minimums required to make debt service payments.

The final debt service budget (statement of required funding) is prepared and submitted to required authorities at the end of August, after the preceding fiscal year accounting is closed.

The adopted budget is an estimate based on partial year results.

## EMERGENCY MANAGEMENT FUND

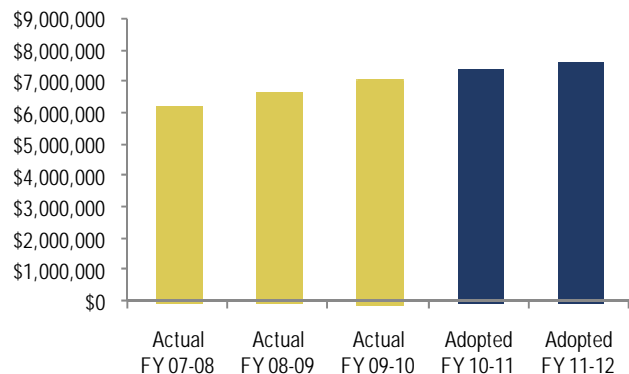
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Tariffs	\$4,932,238	\$4,815,333	\$4,614,066
Interest	30,152	29,081	24,500
Other	0	0	0
General Fund Subsidy	2,303,685	2,582,875	2,858,908
Fund Balance	0	0	183,961
<b>Total Revenues</b>	<b>\$7,266,075</b>	<b>\$7,427,289</b>	<b>\$7,681,435</b>
<b>Expenditures - Police</b>			
Personal Services	\$4,776,699	\$5,115,995	\$5,429,612
Other Services & Charges	2,303,589	2,275,225	2,215,754
Supplies	8,817	36,069	36,069
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$7,089,105</b>	<b>\$7,427,289</b>	<b>\$7,681,435</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$676,101	\$853,072	\$922,565
Additions/(Reductions) to Fund Balance	176,970	69,493 *	(183,961) **
<b>Ending Fund Balance</b>	<b>\$853,072</b>	<b>\$922,565 *</b>	<b>\$738,604 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

The Emergency Management Fund was established in FY 1989-1990 to fund operations for the 911 emergency telephone and dispatch system and the disaster preparedness and warning programs. The budget combines a subsidy from the General Fund, projected revenues from a tariff charged to households and businesses accessing the system through their community or cell phone service, fund balance and interest earned by the fund.

**Emergency Management Fund  
Historical and Projected Expenditures**



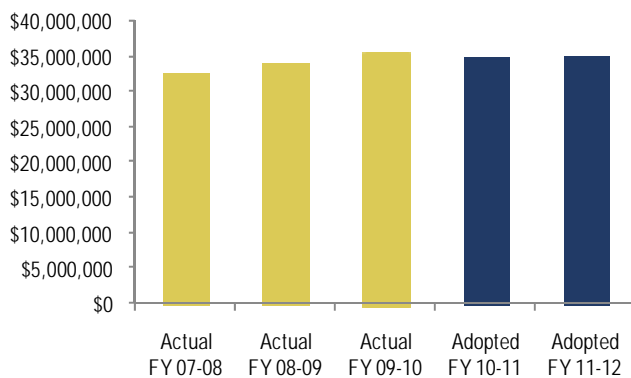
## FIRE SALES TAX FUND (FIREFIGHTING & FIRE-RESCUE SERVICES, FACILITIES OR EQUIPMENT TAX FUND)

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Special Sales Tax	\$31,391,958	\$34,518,721	\$35,187,238
Interest	128,127	157,054	52,500
Other	99,422	10,890	10,890
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	265,424	0
<b>Total Revenues</b>	<b><u>\$31,619,506</u></b>	<b><u>\$34,952,089</u></b>	<b><u>\$35,250,628</u></b>
<b>Expenditures - Fire</b>			
Personal Services	\$20,978,240	\$20,676,662	\$21,081,600
Other Services & Charges	924,439	1,723,123	2,494,128
Supplies	3,556,214	1,433,791	1,405,000
Capital Outlay	312,862	271,539	50,000
Transfers	10,188,738	10,846,974	10,219,900
<b>Total Expenditures</b>	<b><u>\$35,960,493</u></b>	<b><u>\$34,952,089</u></b>	<b><u>\$35,250,628</u></b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$6,505,113	\$2,164,126	\$2,434,406
Additions/(Reductions) to Fund Balance	(4,340,987)	270,280 *	0 **
<b>Ending Fund Balance</b>	<b><u>\$2,164,126</u></b>	<b><u>\$2,434,406</u></b> *	<b><u>\$2,434,406</u></b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

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



The Fire Fighting and Fire Rescue Services, Facilities or Equipment Tax Fund was established in FY 1989-1990. Funding is provided through a dedicated 3/4-cent sales tax approved by City voters for Fire and Police services. The Fund receives one-half of the revenues collected through the special sales tax.

Each year the City Council adopts a resolution specifying the specific projects and funding levels in the Fire Fighting and Fire Rescue Services, Facilities or Equipment Tax Fund.

## GENERAL FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Taxes	\$204,667,462	\$210,790,212	\$231,607,722
Franchise Fees	37,980,269	38,332,289	39,953,517
Licenses & Permits	10,503,230	11,000,179	11,772,858
Service Charges	26,768,399	27,822,694	28,337,131
Fines	20,459,900	19,765,274	22,928,302
Transfers	20,607,437	17,367,036	20,834,077
Other Revenue	4,758,737	17,294,199	8,577,194
<b>Total Revenues</b>	<b>\$325,745,433</b>	<b>\$342,371,883</b>	<b>\$364,010,801</b>
<b>Expenditures</b>			
<b>City Auditor's Office</b>			
Personal Services	\$939,944	\$975,831	\$982,899
Other Services & Charges	49,991	\$50,145	67,947
Supplies	2,479	\$9,750	9,750
Capital Outlay	0	\$0	0
Transfers	0	\$0	0
<b>Department Total</b>	<b>\$992,414</b>	<b>\$1,035,726</b>	<b>\$1,060,596</b>
<b>City Clerk</b>			
Personal Services	\$551,812	\$522,645	\$657,159
Other Services & Charges	170,858	\$165,174	176,072
Supplies	5,650	\$5,052	5,052
Capital Outlay	0	\$0	0
Transfers	0	\$0	0
<b>Department Total</b>	<b>\$728,320</b>	<b>\$692,871</b>	<b>\$838,283</b>
<b>City Manager's Office</b>			
Personal Services	\$2,598,755	\$2,265,658	\$2,379,255
Other Services & Charges	191,546	\$192,572	215,286
Supplies	15,147	\$40,175	43,175
Capital Outlay	0	\$0	0
Transfers	0	\$0	0
<b>Department Total</b>	<b>\$2,805,447</b>	<b>\$2,498,405</b>	<b>\$2,637,716</b>
<b>Development Services</b>			
Personal Services	\$11,897,614	\$11,969,420	\$12,458,410
Other Services & Charges	1,408,768	\$1,556,554	1,775,183
Supplies	552,114	\$656,512	661,570
Capital Outlay	36,156	\$0	0
Transfers	25,073	\$4,000	4,000
<b>Department Total</b>	<b>\$13,919,725</b>	<b>\$14,186,486</b>	<b>\$14,899,163</b>

# GENERAL FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Finance</b>			
Personal Services	\$5,362,765	\$5,608,464	\$5,847,393
Other Services & Charges	1,530,972	\$1,578,939	1,656,712
Supplies	53,547	\$82,991	124,023
Capital Outlay	0	\$0	0
Transfers	25,000	\$0	0
<b>Department Total</b>	<b>\$6,972,284</b>	<b>\$7,270,394</b>	<b>\$7,628,128</b>
<b>Fire</b>			
Personal Services	\$75,799,013	\$71,886,888	\$76,230,664
Other Services & Charges	5,426,035	\$5,695,099	5,725,120
Supplies	1,114,836	\$1,354,709	1,506,429
Capital Outlay	0	\$0	0
Transfers	0	\$3,385,745	0
<b>Department Total</b>	<b>\$82,339,885</b>	<b>\$82,322,441</b>	<b>\$83,462,213</b>
<b>General Services</b>			
Personal Services	\$2,455,194	\$2,605,712	\$2,661,607
Other Services & Charges	1,540,172	\$1,354,156	1,562,077
Supplies	396,927	\$140,753	149,613
Capital Outlay	0	\$0	0
Transfers	0	\$0	0
<b>Department Total</b>	<b>\$4,392,294</b>	<b>\$4,100,621</b>	<b>\$4,373,297</b>
<b>Juvenile Justice - Municipal Court</b>			
Personal Services	\$525,001	\$591,341	\$563,868
Other Services & Charges	110,897	\$149,021	167,021
Supplies	7,229	\$12,400	12,400
Capital Outlay	0	\$0	0
Transfers	0	\$0	0
<b>Department Total</b>	<b>\$643,126</b>	<b>\$752,762</b>	<b>\$743,289</b>
<b>Juvenile Justice - Municipal Counselor</b>			
Personal Services	\$119,508	\$127,891	\$166,704
Other Services & Charges	397	\$400	400
Supplies	4,572	\$4,777	4,777
Capital Outlay	0	\$0	0
Transfers	0	\$0	0
<b>Department Total</b>	<b>\$124,477</b>	<b>\$133,068</b>	<b>\$171,881</b>



## GENERAL FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Mayor and Council</b>			
Personal Services	\$725,762	\$798,827	\$761,624
Other Services & Charges	64,671	\$68,761	125,662
Supplies	7,648	\$10,420	10,420
Capital Outlay	0	\$0	0
Transfers	0	\$0	0
<b>Department Total</b>	<b>\$798,081</b>	<b>\$878,008</b>	<b>\$897,706</b>
<b>Municipal Court</b>			
Personal Services	\$4,035,092	\$4,449,992	\$4,633,254
Other Services & Charges	1,844,442	\$2,006,103	1,999,463
Supplies	122,498	\$275,738	229,987
Capital Outlay	0	\$0	0
Transfers	0	\$0	608,837
<b>Department Total</b>	<b>\$6,002,031</b>	<b>\$6,731,833</b>	<b>\$7,471,541</b>
<b>Municipal Counselor's Office</b>			
Personal Services	\$5,024,144	\$5,126,704	\$5,320,908
Other Services & Charges	381,386	\$346,437	372,960
Supplies	60,331	\$78,133	78,133
Capital Outlay	0	\$0	0
Transfers	0	\$0	0
<b>Department Total</b>	<b>\$5,465,862</b>	<b>\$5,551,274</b>	<b>\$5,772,001</b>
<b>Non-Departmental</b>			
Personal Services	\$21,160,891	\$19,621,916	\$24,045,697
Other Services & Charges	9,362,665	\$17,961,597	20,737,295
Supplies	1,852	\$7,500	7,500
Capital Outlay	25,284	\$0	0
Debt Service	3,570	\$10,000	10,000
Transfers	10,232,781	\$9,956,022	12,114,048
<b>Department Total</b>	<b>\$40,787,044</b>	<b>\$47,557,035</b>	<b>\$56,914,540</b>
<b>Parks and Recreation</b>			
Personal Services	\$13,716,038	\$13,437,820	\$14,752,237
Other Services & Charges	4,850,502	5,572,366	6,371,435
Supplies	1,192,670	1,678,133	1,768,036
Capital Outlay	0	0	0
Transfers	230,657	105,771	250,771
<b>Department Total</b>	<b>\$19,989,867</b>	<b>\$20,794,090</b>	<b>\$23,142,479</b>

# GENERAL FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Personnel</b>			
Personal Services	\$2,191,505	\$2,080,219	\$2,152,305
Other Services & Charges	358,466	342,849	344,207
Supplies	17,592	12,852	15,524
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$2,567,563</b>	<b>\$2,435,920</b>	<b>\$2,512,036</b>
<b>Planning</b>			
Personal Services	\$1,578,345	\$1,529,709	\$1,833,697
Other Services & Charges	706,899	649,860	624,975
Supplies	67,151	43,579	39,133
Capital Outlay	0	0	0
Transfers	7,600	0	0
<b>Department Total</b>	<b>\$2,359,995</b>	<b>\$2,223,148</b>	<b>\$2,497,805</b>
<b>Police</b>			
Personal Services	\$89,577,074	\$84,798,826	\$91,324,501
Other Services & Charges	14,968,337	15,373,284	15,406,788
Supplies	766,044	852,661	701,926
Capital Outlay	33,840	0	0
Transfers	2,631,182	7,265,892	3,108,908
<b>Department Total</b>	<b>\$107,976,476</b>	<b>\$108,290,663</b>	<b>\$110,542,123</b>
<b>Public Transportation and Parking</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	11,079,569	9,706,217	12,007,369
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	190,269	196,877	241,338
<b>Department Total</b>	<b>\$11,269,838</b>	<b>\$9,903,094</b>	<b>\$12,248,707</b>
<b>Public Works</b>			
Personal Services	\$18,204,491	\$18,577,013	\$19,326,054
Other Services & Charges	5,216,137	4,516,747	4,638,757
Supplies	1,941,176	1,904,686	2,120,988
Capital Outlay	511	15,598	12,498
Transfers	0	0	99,000
<b>Department Total</b>	<b>\$25,362,315</b>	<b>\$25,014,044</b>	<b>\$26,197,297</b>
<b>Total General Fund</b>	<b>\$335,497,044</b>	<b>\$342,371,883</b>	<b>\$364,010,801</b>

# GENERAL FUND

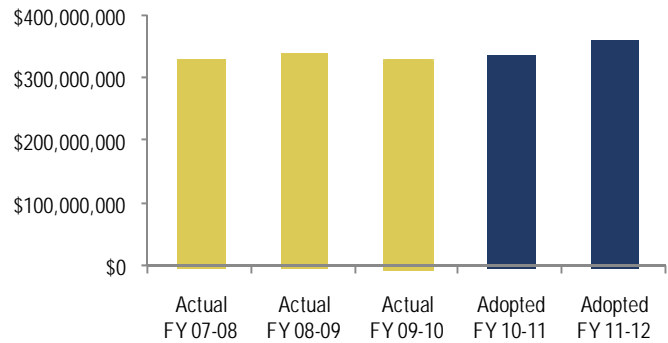
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>All Departments</b>			
Personal Services	\$256,462,948	\$246,974,876	\$266,098,236
Other Services & Charges	59,262,710	67,286,281	73,974,729
Supplies	6,329,464	7,170,821	7,488,436
Capital Outlay	95,791	15,598	12,498
Debt Service	3,570	10,000	10,000
Transfers	13,342,562	20,914,307	16,426,902
<b>Total Expenditures</b>	<b>\$335,497,044</b>	<b>\$342,371,883</b>	<b>\$364,010,801</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$44,219,044	\$34,467,433	\$55,806,070
Additions/(Reductions) to Fund Balance	(9,751,611)	21,338,637 *	(3,000,000) **
<b>Ending Fund Balance</b>	<b>\$34,467,433</b>	<b>\$55,806,070 *</b>	<b>\$52,806,070 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

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

General Fund  
Historical and Projected Expenditures  
Fiscal Year Ending June 30



## GRANTS MANAGEMENT FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
DOE - Energy Efficiency Cnsvrtn Block Grant	\$173,018	\$1,594,797	\$3,922,312
DOE - Energy Programs	0	250,000	62,500
DOE - Public Fleet Conversion	0	944,175	36,225
DOI - Historic Preservation	22,900	0	64,400
DOJ - Anti-Gang Initiative	0	1,284,521	250,000
DOJ - High Intensity Drug Trafficking Areas	0	0	0
DOJ - Justice Assistance	3,954,579	3,423,096	1,659,000
DOJ - COPS Hiring Recovery	0	943,000	943,000
DOJ - Weed and Seed	873,769	124,633	90,000
DOT - ACOG Planning Transit	86,336	0	0
DOT - Impaired Driving Enforcement	150,591	0	250,000
DOT - ISTEA and SAFETEA-LU	152,699	858,137	7,119,181
DOT - Transportation Enhancement	0	1,872,475	0
EPA - Brownfields Loans, Assessments & Cleanup	1,572,903	2,454,281	2,576,278
FEMA - Disaster Relief	2,078,977	353,536	516,303
Homeland Security - Domestic Preparedness	183,264	422,529	275,000
Homeland Security - Disaster Relief	232,235	352,652	1,760,369
Homeland Security - SAFER	0	0	1,165,731
HUD - Community Development Block Grant	5,133,190	10,614,957	9,316,315
HUD - Economic Development Initiative	127,000	707,304	613,000
HUD - Housing and Shelter	11,557,719	16,429,421	22,508,107
NDC - High Intensity Drug Trafficking Areas	210,694	120,000	0
Other - Misc Grants, Loan Repayments, Etc.	2,177,702	0	13,366
Other - Animal Welfare	22,195	128,000	169,962
Other - Medical Business District	87,981	79,576	89,498
State & Local - Certified Local Government	0	26,000	0
State & Local - OKOHS Fire Equipment	25,000	0	0
State & Local - Lead Safe for Kids Sake	0	17,000	0
State & Local - Neighborhood Stabilization	0	8,182,228	0
State & Local - Second Chance	0	0	120,889
State & Local - Youth Services	86,409	256,320	0
State & Local - Urban Forestry	0	30,000	0
State & Local - Traffic Safety	0	257,592	0
USDOC - Economic Development	0	200,000	117,397
<b>Other</b>			
Transfer from General Fund	82,667	0	0
Transfer from Capital Improvement Fund	25,000	0	0
Transfer from Bond Funds	723,600	0	0
<b>Total Revenues <sup>(a)</sup></b>	<b>\$29,740,429</b>	<b>\$51,926,230</b>	<b>\$53,638,833</b>

# GRANTS MANAGEMENT FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$2,108	\$215,410	\$212,970
Other Services & Charges	176,419	1,375,290	3,673,642
Supplies	0	4,097	13,700
Capital Outlay	0	0	22,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$178,528</b>	<b>\$1,594,797</b>	<b>\$3,922,312</b>
<b>Development Services</b>			
Personal Services	\$0	\$0	\$15,674
Other Services & Charges	0	54,000	153,621
Supplies	22,195	74,000	667
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$22,195</b>	<b>\$128,000</b>	<b>\$169,962</b>
<b>Fire</b>			
Personal Services	\$0	\$0	\$1,165,731
Other Services & Charges	0	0	0
Supplies	28,491	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$28,491</b>	<b>\$0</b>	<b>\$1,165,731</b>
<b>General Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	250,000	7,925
Supplies	0	0	500
Capital Outlay	0	944,175	90,300
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$1,194,175</b>	<b>\$98,725</b>
<b>Neighborhood Services</b>			
Personal Services	\$229,771	\$0	\$0
Other Services & Charges	414,667	0	0
Supplies	138,309	0	0
Capital Outlay	9,445	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$792,193</b>	<b>\$0</b>	<b>\$0</b>

## GRANTS MANAGEMENT FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Non-Departmental (b)</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	15,371	0	0
Supplies	0	0	0
Capital Outlay	64,000	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$79,371</b>	<b>\$0</b>	<b>\$0</b>
<b>Personnel</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	(42,125)	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>(\$42,125)</b>	<b>\$0</b>	<b>\$0</b>
<b>Planning</b>			
Personal Services	\$1,901,516	\$3,344,617	\$2,696,595
Other Services & Charges	18,069,390	35,343,647	32,676,743
Supplies	41,386	52,502	45,912
Capital Outlay	197,658	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$20,209,950</b>	<b>\$38,740,766</b>	<b>\$35,419,250</b>
<b>Police</b>			
Personal Services	\$348,409	\$517,343	\$483,271
Other Services & Charges	1,161,552	6,145,348	2,983,729
Supplies	87,636	0	0
Capital Outlay	27,637	199,000	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,625,234</b>	<b>\$6,861,691</b>	<b>\$3,467,000</b>
<b>Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	688,457	676,189	2,266,367
Supplies	0	0	0
Capital Outlay	451,266	2,730,612	7,129,486
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,139,723</b>	<b>\$3,406,801</b>	<b>\$9,395,853</b>

## GRANTS MANAGEMENT FUND

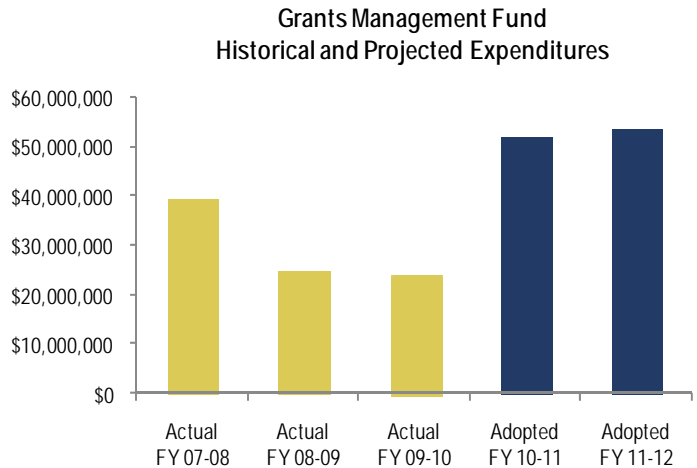
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Total Fund</b>			
Personal Services	\$2,481,804	\$4,077,370	\$4,574,241
Other Services & Charges	20,483,731	43,844,474	41,762,027
Supplies	318,018	130,599	60,779
Capital Outlay	750,007	3,873,787	7,241,786
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$24,033,559</b>	<b>\$51,926,230</b>	<b>\$53,638,833</b>

NOTES: Use of Fund Balance

Due to the nature of grant funds, fund balance projections do not provide an adequate picture of financial health and are not included.

- (a) Budgeted revenue include balances from prior year grant awards and anticipated new grant awards.
- (b) For budget purposes, small grants are listed under Non-Departmental.

The Grants Management Fund was established in order to provide the City with a means of budgeting and accounting for grant awards. Although shown in the same manner as other City funds, the Grants Management Fund generally follows federal, rather than state or local, law for budgeting and spending. The information presented in this budget is an estimate of federal grant activity and does not restrict actual grant expenditures. Grant expenditures are governed by individual grant requirements.



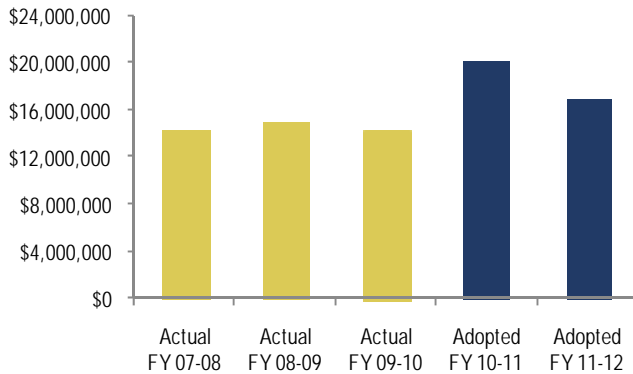
# HOTEL/MOTEL TAX SPECIAL REVENUE FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Hotel/Motel Tax	\$10,055,168	\$11,211,234	\$11,337,313
Interest	318,515	298,513	240,600
Transfers	4,116,859	3,880,727	5,090,769
Fund Balance	0	4,901,124	172,215
Reserve for Outstanding Encumbrances	0	0	0
<b>Total Revenues</b>	<b>\$14,490,542</b>	<b>\$20,291,598</b>	<b>\$16,840,897</b>
<b>Expenditures</b>			
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	4,966,644	5,472,295	5,482,077
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	9,370,675	14,819,303	11,358,820
<b>Total Expenditures</b>	<b>\$14,337,319</b>	<b>\$20,291,598</b>	<b>\$16,840,897</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$10,289,747	\$10,442,970	\$6,749,551
Additions/(Reductions) to Fund Balance	153,223	(3,693,419) *	(172,215) **
<b>Ending Fund Balance</b>	<b>\$10,442,970</b>	<b>\$6,749,551 *</b>	<b>\$6,577,336 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

Hotel/Motel Special Revenue Fund  
Historical and Projected Expenditures



In December 14, 2004, Oklahoma City voters approved a 5.5% hotel occupancy tax. The new tax rate went into effect on January 1, 2005 and Ordinance No. 22,538 provides for three specific uses for the tax. Four-elevenths, or 2%, is dedicated to encouraging, promoting, and/or fostering the convention and/or tourism development of the City. Six elevenths, or 3%, is dedicated to funding improvements to the Oklahoma City Fairgrounds. The final one-eleventh or 0.5% is dedicated to sponsoring or promoting events recommended by the Oklahoma City Convention and Visitors Commission. The Hotel/Motel Tax Special Revenue Fund was established by Budget Amendment in FY 2004-2005 to account for all monies from the tax. All hotel/motel taxes are deposited in this fund.



## INTERNAL SERVICE FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Information Technology	\$19,270,424	\$18,138,975	\$19,007,112
Risk Management	12,628,001	12,797,089	12,272,847
Print Shop	850,054	904,174	928,834
Fleet Services	7,917,963	7,896,783	8,896,807
Fund Balance	0	2,823,259	620,923
Reserve for Outstanding Encumbrances	0	229,102	0
<b>Total Revenues</b>	<b>\$40,666,442</b>	<b>\$42,789,382</b>	<b>\$41,726,523</b>
<b>Expenditures</b>			
<b>City Manager's Office - Print Shop</b>			
Personal Services	\$217,487	\$246,253	\$269,370
Other Services & Charges	491,527	591,059	592,602
Supplies	80,801	66,862	66,862
Capital Outlay	0	0	0
Transfers	0	45,000	23,144
<b>Department Total</b>	<b>\$789,815</b>	<b>\$949,174</b>	<b>\$951,978</b>
<b>Finance - Risk Management</b>			
Personal Services	\$838,981	\$910,980	\$937,681
Other Services & Charges	397,588	604,714	612,867
Supplies	16,256	33,131	24,629
Capital Outlay	0	0	0
Transfers	11,362,526	11,312,795	10,753,696
<b>Department Total</b>	<b>\$12,615,352</b>	<b>\$12,861,620</b>	<b>\$12,328,873</b>
<b>General Services - Fleet Services</b>			
Personal Services	\$2,380,382	\$2,362,366	\$2,474,524
Other Services & Charges	643,673	656,722	799,423
Supplies	4,482,690	5,068,456	5,804,613
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$7,506,745</b>	<b>\$8,087,544</b>	<b>\$9,078,560</b>
<b>Information Technology</b>			
Personal Services	\$8,120,783	\$8,144,886	\$8,605,482
Other Services & Charges	5,611,030	6,986,105	6,646,828
Supplies	262,163	414,853	318,002
Capital Outlay	0	0	0
Transfers	4,304,397	5,345,200	3,796,800
<b>Department Total</b>	<b>\$18,298,373</b>	<b>\$20,891,044</b>	<b>\$19,367,112</b>

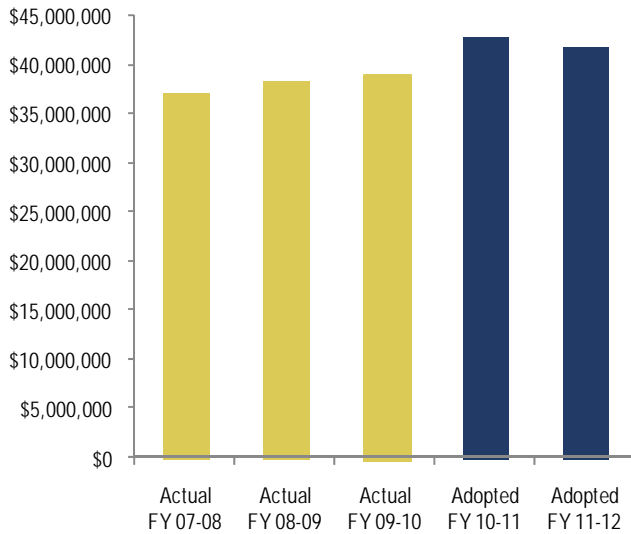
# INTERNAL SERVICE FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>All Departments</b>			
Personal Services	\$11,557,633	11,664,485	12,287,057
Other Services & Charges	7,143,819	8,838,600	8,651,720
Supplies	4,841,910	5,583,302	6,214,106
Capital Outlay	0	0	0
Transfers	15,666,923	16,702,995	14,573,640
<b>Total Expenditures</b>	<b>\$39,210,284</b>	<b>\$42,789,382</b>	<b>\$41,726,523</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$4,055,666	\$5,511,824	\$3,717,900
Additions/(Reductions) to Fund Balance	1,456,158	(1,793,924) *	(620,923) **
<b>Ending Fund Balance</b>	<b>\$5,511,824</b>	<b>\$3,717,900 *</b>	<b>\$3,096,977 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

Internal Service Fund  
Historical and Projected Expenditures



The Internal Service Fund was established to finance and account for services and commodities furnished by one City department to other City departments on a cost reimbursement basis. Since the services and commodities are supplied exclusively within the City government, they are separate from those services that are rendered to the public in general and/or accounted for in other City Funds.

Details of the services provided may be found under the following department headings presented in this budget: Information Technology, City Manager’s Office - Public Information & Marketing (Print Shop), Finance (Risk Management), and General Services (Fleet Services).

## MEDICAL SERVICE PROGRAM FUND

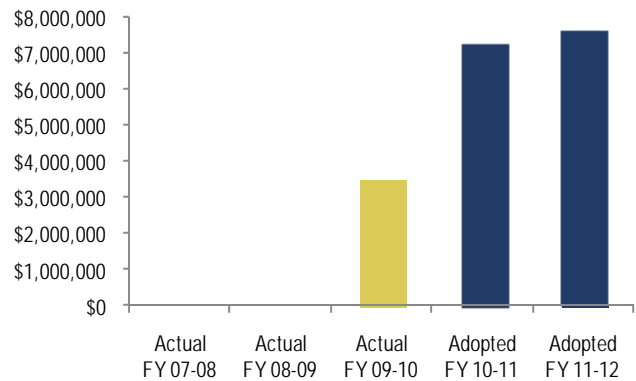
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Medical Service Program Fee	\$5,065,965	\$7,200,000	\$7,008,000
Interest	\$14,720	\$24,000	\$10,000
Fund Balance	\$0	\$0	\$593,730
<b>Total Revenues</b>	<b>\$5,080,686</b>	<b>\$7,224,000</b>	<b>\$7,611,730</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	3,515,064	7,068,000	7,611,730
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	156,000	0
<b>Total Expenditures</b>	<b>\$3,515,064</b>	<b>\$7,224,000</b>	<b>\$7,611,730</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$0	\$1,565,622	\$1,700,864
Additions/(Reductions) to Fund Balance	1,565,622	135,242 *	(593,730) **
<b>Ending Fund Balance</b>	<b>\$1,565,622</b>	<b>\$1,700,864 *</b>	<b>\$1,107,134 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

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

Medical Service Program Fund  
Historical and Projected Expenditures



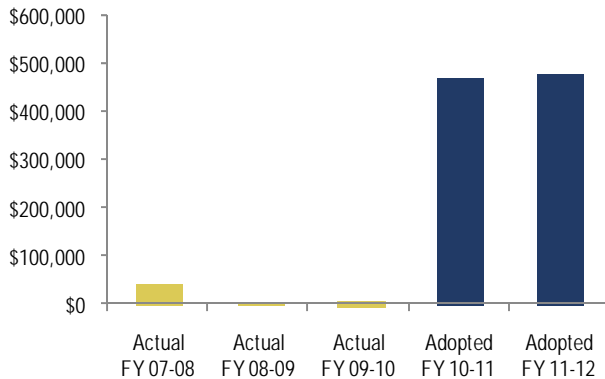
# METROPOLITAN AREA PROJECTS (MAPS) SALES TAX FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Interest	\$593	\$0	\$0
Other	10,481	0	0
Fund Balance	0	64,449	201,396
Reserve for Outstanding Encumbrances	0	409,452	281,117
<b>Total Revenues</b>	<b>\$11,074</b>	<b>\$473,901</b>	<b>\$482,513</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	7,465	473,901	482,513
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$7,465</b>	<b>\$473,901</b>	<b>\$482,513</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$480,860	\$484,469	\$482,513
Additions/(Reductions) to Fund Balance	3,609	(1,956) *	(482,513) **
<b>Ending Fund Balance</b>	<b>\$484,469</b>	<b>\$482,513</b> *	<b>\$0</b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

MAPS Sales Tax Fund  
Historical and Projected Expenditures



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

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

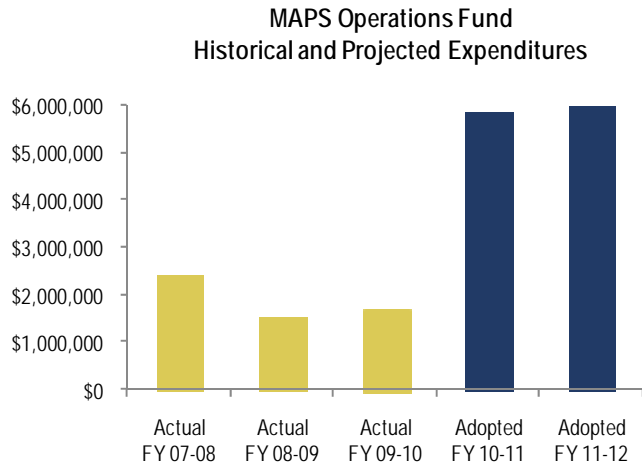
## MAPS OPERATIONS FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Use Tax	\$0	\$0	\$0
Interest	213,057	199,122	154,000
Civic Center Naming Rights	85,000	90,060	87,917
Refunds and Reimbursements	100,000	0	0
Other Revenue	2,320,086	2,098,574	2,132,528
Fund Balance	0	3,389,027	3,638,783
Reserve for Outstanding Encumbrances	0	91,042	107,440
<b>Total Revenues</b>	<b>\$2,718,144</b>	<b>\$5,867,825</b>	<b>\$6,120,668</b>
<b>Expenditures</b>			
<b>Parks and Recreation</b>			
Personal Services	\$622,130	\$719,033	\$719,232
Other Services & Charges	543,218	649,823	601,615
Supplies	110,801	218,151	0
Capital Outlay	177,501	327,234	300,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,453,651</b>	<b>\$1,914,241</b>	<b>\$1,620,847</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	524,525	569,491
Supplies	0	0	21,495
Capital Outlay	256,256	3,429,059	3,908,835
Transfers	0	0	0
<b>Department Total</b>	<b>\$256,256</b>	<b>\$3,953,584</b>	<b>\$4,499,821</b>
<b>All Departments</b>			
Personal Services	\$622,130	\$719,033	\$719,232
Other Services & Charges	543,218	1,174,348	1,171,106
Supplies	110,801	218,151	21,495
Capital Outlay	433,757	3,756,293	4,208,835
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$1,709,907</b>	<b>\$5,867,825</b>	<b>\$6,120,668</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$7,857,919	\$8,866,156	\$9,505,045
Additions/(Reductions) to Fund Balance	1,008,237	638,889 *	(3,746,223) **
<b>Ending Fund Balance</b>	<b>\$8,866,156</b>	<b>\$9,505,045 *</b>	<b>\$5,758,822 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

# MAPS OPERATIONS FUND



The MAPS Operations Fund was originally funded by the MAPS Use Tax, which was separate from the MAPS Sales Tax. The MAPS Use Tax was enacted by the City Council and was in effect for 5½ years, while the MAPS Sales Tax was in effect. The tax provided for a levy of 1.0% on the sale of tangible personal property not subject to sales tax from January 1, 1994 through June 30, 1999.

Funds collected from the additional levy are accounted for separately and are to be used for operating, maintaining, and replacing capital as needed on any or all of the nine major MAPS projects.

The MAPS Operations Fund budget reflects only the funding for adopted expenditures.

# MAPS 3 SALES TAX FUND

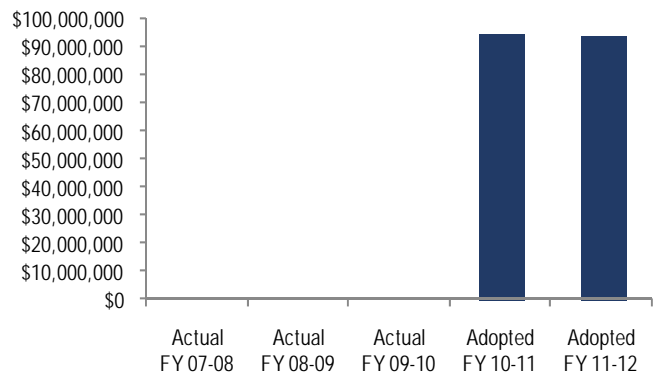
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Sales Tax	\$9,902,526	\$85,150,715	\$93,831,673
Interest	13,360	175,000	737,110
Other	0	0	0
Fund Balance	0	9,663,198	0
Reserve for Outstanding Encumbrances	0	0	0
<b>Total Revenues</b>	<b>\$9,915,886</b>	<b>\$94,988,913</b>	<b>\$94,568,783</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	94,988,913	35,000,000
Transfers	0	0	0
Reserve for Future Capital Costs	0	0	59,568,783
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$94,988,913</b>	<b>\$94,568,783</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$0	\$9,915,886	\$95,500,189
Additions/(Reductions) to Fund Balance	9,915,886	85,584,303 *	59,568,783 **
<b>Ending Fund Balance</b>	<b>\$9,915,886</b>	<b>\$95,500,189 *</b>	<b>\$155,068,972 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

City voters approved a one-cent sales tax for MAPS 3 on December 8, 2009. The tax began April 1, 2010 and will last for seven years and nine months. The initiative contains and will fund a diverse list of eight projects including a new 70-acre central park linking the core of downtown with the Oklahoma River, a new rail-based streetcar system, a new downtown convention center; sidewalks for major streets and near facilities used by the public throughout the City; 57 miles of new public bicycling and walking trails throughout the City, improvements to the Oklahoma River, including a public whitewater kayaking facility and upgrades intended to achieve the finest rowing racecourse in the world, state-of-the-art health and wellness aquatic centers City-wide designed for senior citizens, and improvements to the Oklahoma State Fairgrounds.

MAPS 3 Sales Tax Fund  
Historical and Projected Expenditures



## MAPS 3 USE TAX FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Use Tax	\$1,222,039	\$9,671,423	\$11,648,264
Interest	\$1,633	\$20,000	\$80,000
<b>Total Revenues</b>	<b>\$1,223,672</b>	<b>\$9,691,423</b>	<b>\$11,728,264</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$2,419	\$462,985	\$687,814
Other Services & Charges	464	1,039,676	332,479
Supplies	448	20,000	26,000
Capital Outlay	0	0	15,000
Transfers	0	350,000	25,000
<b>Department Total</b>	<b>\$3,331</b>	<b>\$1,872,661</b>	<b>\$1,086,293</b>
<b>Expenditures - Fire Department</b>			
Personal Services	\$44,839	\$3,207,595	\$0
Other Services & Charges	0	71,712	0
Supplies	0	106,438	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$44,839</b>	<b>\$3,385,745</b>	<b>\$0</b>
<b>Expenditures - Police Department</b>			
Personal Services	\$66,068	\$4,303,880	\$0
Other Services & Charges	0	104,137	0
Supplies	0	25,000	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$66,068</b>	<b>\$4,433,017</b>	<b>\$0</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Reserve for Future Capital Costs	0	0	10,641,971
<b>Department Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,641,971</b>



## MAPS 3 USE TAX FUND

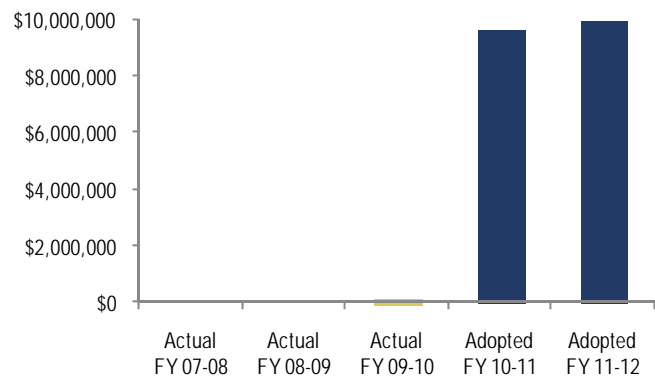
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>All Departments</b>			
Personal Services	\$113,326	\$7,974,460	\$687,814
Other Services & Charges	464	1,215,525	332,479
Supplies	448	151,438	26,000
Capital Outlay	0	0	15,000
Transfers	0	350,000	25,000
Reserve for Future Capital Costs	0	0	10,641,971
<b>Total Expenditures</b>	<b>\$114,238</b>	<b>\$9,691,423</b>	<b>\$11,728,264</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$1,220,341	\$2,329,775	\$11,609,984
Additions/(Reductions) to Fund Balance	1,109,434	9,280,209 *	10,641,971 **
<b>Ending Fund Balance</b>	<b>\$2,329,775</b>	<b>\$11,609,984 *</b>	<b>\$22,251,955 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

Following the approval of the one-cent MAPS 3 Sales Tax by City voters on December 8th, the City Council approved an ordinance based on state statute that amended the City's use tax rate to be equal to the sales tax rate. The MAPS 3 Use Tax will be in effect for the same seven years and nine months as the MAPS 3 Use Tax. The Use Tax will pay for the cost of the management and oversight of the MAPS 3 construction projects. In addition, the Use Tax was used to support enhanced public safety by providing funding for Police and Fire uniform positions that would otherwise have been cut from the General Fund in the FY 2011 budget. In the coming years, it is anticipated the MAPS 3 Use Tax will support administration and oversight of the MAPS 3 projects and provide a reserve for future capital funding.

MAPS 3 Use Tax Fund  
Historical and Projected Expenditures



# OKLAHOMA CITY IMPROVEMENT AND SPECIAL SERVICES ASSESSMENT DISTRICTS FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Assessments	\$1,359,523	\$2,273,012	\$1,990,405
Interest	22,535	850	7,850
Collection Fees	15,941	18,375	8,741
Other	0	0	171,340
Fund Balance	0	0	0
<b>Total Revenues</b>	<b>\$1,398,000</b>	<b>\$2,292,237</b>	<b>\$2,178,336</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	15,705	38,404	22,937
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	1,570,522	2,253,833	2,155,399
<b>Total Expenditures</b>	<b>\$1,586,227</b>	<b>\$2,292,237</b>	<b>\$2,178,336</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$764,598	\$576,370	\$29,339
Additions/(Reductions) to Fund Balance	(188,227)	(547,031) *	0 **
<b>Ending Fund Balance</b>	<b>\$576,370</b>	<b>\$29,339 *</b>	<b>\$29,339 **</b>

\* Estimated.

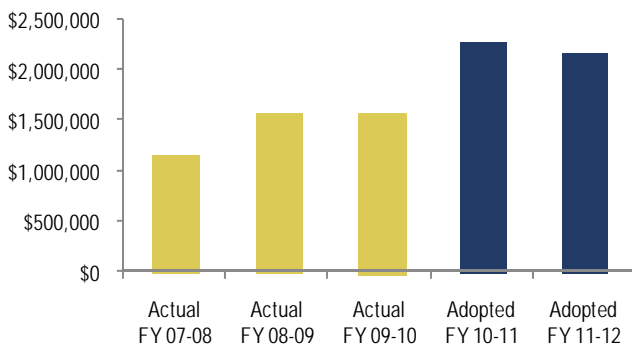
\*\* Assumes budgeted revenues and expenditures.

The Oklahoma City Improvement and Special Services Assessment Districts Fund was created in 2001 for the Downtown Oklahoma City Business Improvement District (BID) and the Stockyards BID.

Since then, the Western Avenue BID, the Underground Special Improvement District (SID) and the Capital Hill BID have been added. The Downtown Oklahoma City BID renewed for a second ten-year term beginning in 2011 and the Stockyards BID is expected to renew for a second ten-year term in the fall of 2011. Benefit assessment districts improve and convey special benefits to properties located within the boundaries of the districts. The districts also finance new improvements and services, including street beautification, maintenance and image enhancement programs above and beyond those currently provided by the City. Assessments are calculated annually and collected by the City of Oklahoma City in this fund. The districts provide claims to the City to cover services or debt service as detailed in the respective contracts.

The assessment rates and contract for the upcoming fiscal year are not yet finalized. When the assessments and contracts are finalized an amendment to the budget will be presented to Council for consideration.

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



# OKLAHOMA CITY METROPOLITAN AREA PUBLIC SCHOOL SALES TAX FUND

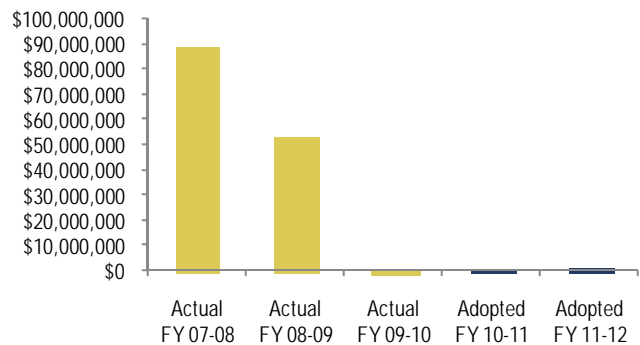
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
OCMAPS Sales Tax	\$0	\$0	\$0
Interest	197,674	0	152,500
Transfer from OCMAPS Trust	0	0	375,000
Other	199,797	0	0
Fund Balance	0	1,410,262	1,071,164
Reserve for Outstanding Encumbrances	0	6,750	0
<b>Total Revenues</b>	<b>\$397,471</b>	<b>\$1,417,012</b>	<b>\$1,598,664</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$737,546	\$791,995	\$871,252
Other Services & Charges	373,721	402,267	530,412
Supplies	17,069	47,750	82,000
Capital Outlay	0	0	15,000
Transfers	187,019	175,000	100,000
<b>Total Expenditures</b>	<b>\$1,315,355</b>	<b>\$1,417,012</b>	<b>\$1,598,664</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$7,281,623	\$6,363,740	\$5,889,292
Additions/(Reductions) to Fund Balance	(917,884)	(474,448) *	(1,071,164) **
<b>Ending Fund Balance</b>	<b>\$6,363,740</b>	<b>\$5,889,292</b> *	<b>\$4,818,128</b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

On November 13, 2001, the voters approved a limited-term, limited purpose sales tax to be earmarked for certain public school capital projects. The rate of the tax was one-half percent (1/2%) from January 1, 2002, until April 1, 2003, when the rate changed to one percent (1%). The tax expired on January 1, 2009.

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



## POLICE & FIRE CAPITAL EQUIPMENT SALES TAX FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Sales Tax	\$0	\$0	\$0
Interest	289,321	234,932	187,500
Other	202,364	0	0
Fund Balance	0	3,670,804	3,491,246
Reserve for Outstanding Encumbrances	0	1,700,349	2,053,029
<b>Total Revenues</b>	<b>\$491,684</b>	<b>\$5,606,085</b>	<b>\$5,731,775</b>
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$0	\$0	\$1,751
Other Services & Charges	149,405	553,599	536,103
Supplies	29,745	17,861	21,164
Capital Outlay	359,604	1,544,870	2,696,897
Transfers	0	0	0
<b>Department Total</b>	<b>\$538,754</b>	<b>\$2,116,330</b>	<b>\$3,255,915</b>
<b>Fire</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	486	75,486
Capital Outlay	54,600	1,980,000	1,021,037
Transfers	0	0	0
<b>Department Total</b>	<b>\$54,600</b>	<b>\$1,980,486</b>	<b>\$1,096,523</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	6,100	6,100
Supplies	0	0	0
Capital Outlay	0	1,407,794	1,277,862
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$1,413,894</b>	<b>\$1,283,962</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	1
Supplies	0	0	0
Capital Outlay	0	95,375	95,374
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$95,375</b>	<b>\$95,375</b>

## POLICE & FIRE CAPITAL EQUIPMENT SALES TAX FUND

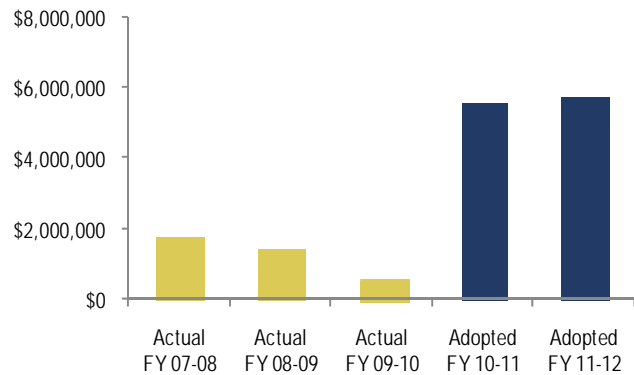
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>All Departments</b>			
Personal Services	\$0	\$0	\$1,751
Other Services & Charges	149,405	559,699	542,204
Supplies	29,745	18,347	96,650
Capital Outlay	414,205	5,028,039	5,091,170
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$593,354</b>	<b>\$5,606,085</b>	<b>\$5,731,775</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$9,943,458	\$9,841,788	\$7,147,089
Additions/(Reductions) to Fund Balance	(101,670)	(2,694,699) *	(5,544,275) **
<b>Ending Fund Balance</b>	<b>\$9,841,788</b>	<b>\$7,147,089</b> *	<b>\$1,602,814</b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

The Police and Fire Capital Equipment Sales Tax Fund was established in FY 2000-2001. Funding was provided through a 32-month ½ cent sales tax approved by City voters on March 14, 2000 for police and fire capital equipment projects beginning July 1, 2000 and ending March 1, 2003. Among the capital improvements to be funded are police and fire vehicles, information systems, mobile data systems, a City radio communication system, City public safety computer-aided dispatch systems, a communications network to support mobile data systems, improvements in the public emergency warning system and police helicopters.

**Police and Fire Capital Equipment Sales Tax Fund  
Historical and Projected Expenditures**

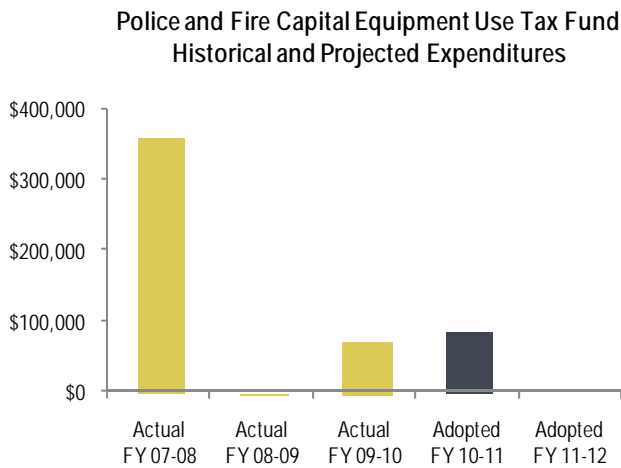


# POLICE & FIRE CAPITAL EQUIPMENT USE TAX FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Use Tax	\$0	\$0	\$0
Interest	4,311	0	0
Other	0	0	0
Transfer from Other Funds	0	0	0
Fund Balance	0	85,000	0
Reserve for Outstanding Encumbrances	0	0	0
<b>Total Revenues</b>	<b>\$4,311</b>	<b>\$85,000</b>	<b>\$0</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	72,000	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	85,000	0
<b>Total Expenditures</b>	<b>\$72,000</b>	<b>\$85,000</b>	<b>\$0</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$151,798	\$84,110	\$12,848
Additions/(Reductions) to Fund Balance	(67,689)	(71,262) *	0 **
<b>Ending Fund Balance</b>	<b>\$84,110</b>	<b>\$12,848 *</b>	<b>\$12,848 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



The Police and Fire Capital Equipment Use Tax Fund was established in FY 2000-2001 as a companion tax to the Police and Fire Capital Equipment Sales Tax Fund. Funding is provided through a 32-month ½ cent use tax beginning July 1, 2000 and ending March 1, 2003.

Funds collected from the additional levy were accounted for separately and were used for managing the police and fire capital equipment projects. This provides a reserve for additional costs associated with projects specified in the sales tax ordinance and provides funding for other related projects.

## POLICE SALES TAX FUND (POLICE SERVICES, FACILITIES OR EQUIP. TAX FUND)

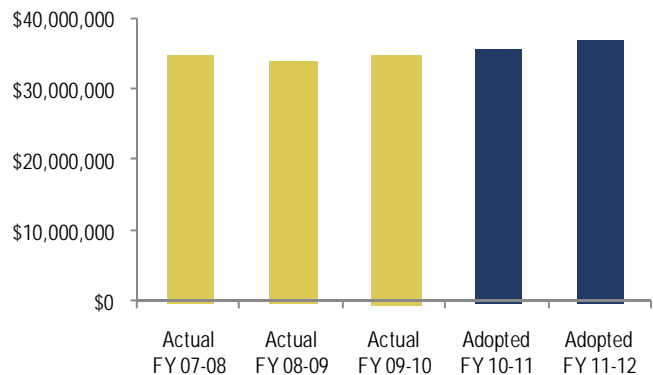
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Special Sales Tax	\$31,391,958	\$33,558,934	\$35,187,238
Interest	174,916	138,498	105,000
Other	358,586	591,291	591,291
Fund Balance	0	1,345,711	1,345,711
Reserve for Outstanding Encumbrances	0	139,324	98,673
<b>Total Revenues</b>	<b>\$31,925,460</b>	<b>\$35,773,758</b>	<b>\$37,327,913</b>
<b>Expenditures - Police</b>			
Personal Services	\$23,108,051	\$22,432,514	\$23,099,575
Other Services & Charges	2,857,475	3,385,921	\$4,285,920
Supplies	330,864	183,356	\$407,280
Capital Outlay	13,014	1,444,384	\$1,444,384
Transfers	8,641,261	8,327,583	8,090,754
<b>Total Expenditures</b>	<b>\$34,950,665</b>	<b>\$35,773,758</b>	<b>\$37,327,913</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$6,144,053	\$3,118,848	\$5,686,045
Additions/(Reductions) to Fund Balance	(3,025,205)	2,567,197 *	(\$1,444,384) **
<b>Ending Fund Balance</b>	<b>\$3,118,848</b>	<b>\$5,686,045 *</b>	<b>\$4,241,661 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

The Police Services, Facilities or Equipment Tax Fund was established in FY 1989-1990. Funding is provided through a dedicated 3/4-cent sales tax approved by City voters in FY 1989. The Fund receives 1/2 of revenues collected through the special sales tax. Each year the City Council adopts a resolution specifying the specific projects and funding levels in the Police Services, Facilities or Equipment Tax Fund.

**Police Services, Facilities or Equipment Tax Fund  
Historical and Projected Expenditures**



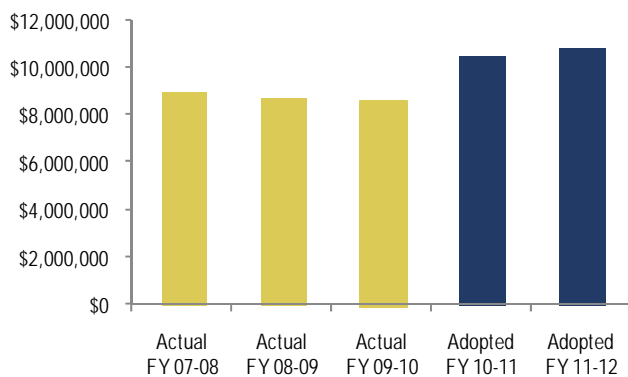
# SOLID WASTE MANAGEMENT CASH FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Transfer from OCEAT	\$8,700,000	\$10,257,693	\$10,865,149
Interest Income	31,370	31,182	25,000
Other	0	0	0
Fund Balance	0	250,000	0
Reserve for Outstanding Encumbrances	0	19,472	0
<b>Total Revenues</b>	<b>\$8,731,370</b>	<b>\$10,558,347</b>	<b>\$10,890,149</b>
<b>Expenditures - Utilities</b>			
Personal Services	\$6,042,535	\$7,415,219	\$7,612,992
Other Services & Charges	1,768,297	2,105,232	1,940,607
Supplies	849,289	1,037,896	1,336,550
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$8,660,120</b>	<b>\$10,558,347</b>	<b>\$10,890,149</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$1,082,288	\$1,153,538	\$300,000
Additions/(Reductions) to Fund Balance	71,250	(853,538) *	0 **
<b>Ending Fund Balance</b>	<b>\$1,153,538</b>	<b>\$300,000 *</b>	<b>\$300,000 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

Solid Waste Management Cash Fund  
Historical and Projected Expenditures



The Solid Waste Management Cash Fund, formerly the Sanitation Cash Fund, was established to track the revenues and expenditures of refuse collection activities. Revenues are first collected by the Oklahoma City Environmental Assistance Trust (OCEAT) and then transferred monthly to the Solid Waste Management Cash Fund for operations.

The Solid Waste Management Division was moved from the Public Works Department to the Water and Wastewater Utilities Department as part of the FY 1997-1998 budget. The Division functions as an enterprise responsible for the supervision, coordination, and control of various work activities that contribute to the health, welfare, and beautification of the community through a high level of refuse collection services.



## SPECIAL PURPOSE FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Donations	\$956,079	\$1,348,000	\$354,303
Other Revenue	249,987	0	1,404,595
Interest	151,463	50,000	285,163
Fund Balance	0	2,125,906	2,082,330
Reserve for Outstanding Encumbrances	0	541,174	402,544
<b>Total Revenues</b>	<b>\$1,357,528</b>	<b>\$4,065,080</b>	<b>\$4,528,935</b>
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	988,941	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$988,941</b>	<b>\$0</b>	<b>\$0</b>
<b>Development Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	2,945	28,939	193,033
Supplies	40,133	42,334	29,700
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$43,078</b>	<b>\$71,273</b>	<b>\$222,733</b>
<b>Fire</b>			
Personal Services	\$10,067	\$12,937	\$8,274
Other Services & Charges	340	18,283	5,965
Supplies	10,785	24,460	16,176
Capital Outlay	0	1,789	9,284
Transfers	0	0	0
<b>Department Total</b>	<b>\$21,193</b>	<b>\$57,469</b>	<b>\$39,699</b>
<b>Neighborhood Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	26	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$26</b>	<b>\$0</b>	<b>\$0</b>
<b>Parks and Recreation</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	11,207	125,899	136,391
Supplies	67,002	165,426	57,975
Capital Outlay	15,162	1,122,361	2,684,529
Transfers	0	59,846	62,350
<b>Department Total</b>	<b>\$93,371</b>	<b>\$1,473,532</b>	<b>\$2,941,245</b>

## SPECIAL PURPOSE FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Personnel</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	600	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$600</b>	<b>\$0</b>
<b>Planning</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	54,570	55,000	72,539
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$54,570</b>	<b>\$55,000</b>	<b>\$72,539</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	12,811	1,000
Supplies	837	0	14,178
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$837</b>	<b>\$12,811</b>	<b>\$15,178</b>
<b>Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	500	0	850
Supplies	0	6,026	5,353
Capital Outlay	534,703	2,388,360	1,231,338
Transfers	0	9	0
<b>Department Total</b>	<b>\$535,203</b>	<b>\$2,394,395</b>	<b>\$1,237,541</b>
<b>All Departments</b>			
Personal Services	\$10,067	\$12,937	\$8,274
Other Services & Charges	69,589	241,532	409,778
Supplies	118,757	238,246	123,382
Capital Outlay	1,538,806	3,512,510	3,925,151
Transfers	0	59,855	62,350
<b>Total Expenditures</b>	<b>\$1,737,219</b>	<b>\$4,065,080</b>	<b>\$4,528,935</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$463,919	\$84,229	\$5,272,201
Additions/(Reductions) to Fund Balance	(379,691)	5,187,972 *	(2,484,874) **
<b>Ending Fund Balance</b>	<b>\$84,229</b>	<b>\$5,272,201 *</b>	<b>\$2,787,327 **</b>

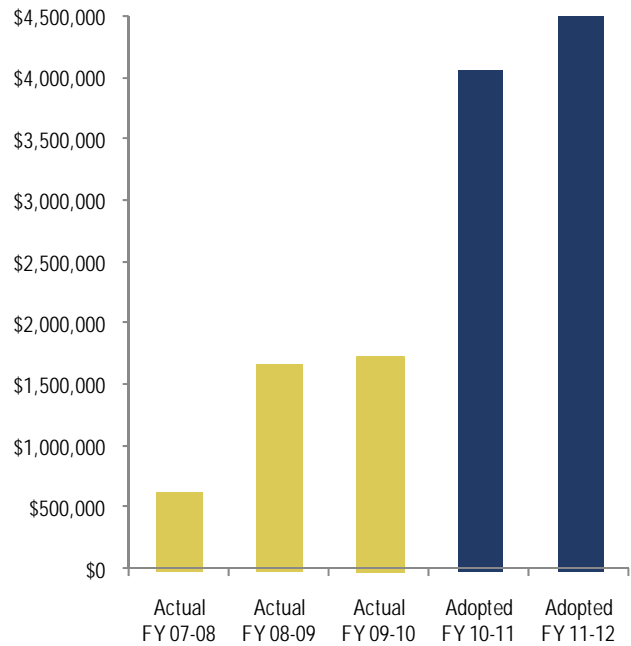
\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

## SPECIAL PURPOSE FUND

The Special Purpose Fund is used for donations to the City of Oklahoma City. The expenditures are made from specific accounts designated for special purposes. Typical expenditures of the fund are projects relating to improvements by neighborhood associations, recreation improvements, renovations in parks supported by the Hathaway Trust, improvements at the Animal Shelter, and projects relating to Fire Safety.

Special Purpose Fund  
Historical and Projected Expenditures



# SPORTS FACILITIES SALES TAX FUND

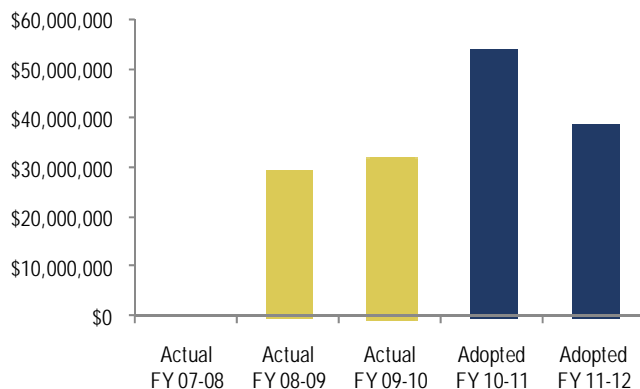
## (OKLAHOMA CITY SPORTS FACILITIES IMPROVEMENT SALES TAX FUND)

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Sports Facilities Sales Tax	\$73,485,467	\$0	\$0
Interest	195,120	175,284	175,608
Fund Balance	0	53,714,618	7,631,347
Reserve for Outstanding Encumbrances	0	178,130	31,336,909
<b>Total Revenues</b>	<b>\$73,680,587</b>	<b>\$54,068,032</b>	<b>\$39,143,864</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	1,622,695	54,068,032	39,143,864
<b>Transfers</b>	31,057,251	0	0
<b>Total Expenditures</b>	<b>\$32,679,946</b>	<b>\$54,068,032</b>	<b>\$39,143,864</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$61,488	\$41,062,129	\$38,968,256
Additions/(Reductions) to Fund Balance	41,000,641	(2,093,873) *	(38,968,256) **
<b>Ending Fund Balance</b>	<b>\$41,062,129</b>	<b>\$38,968,256 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**Sports Facilities Sales Tax Fund  
Historical and Projected Expenditures**



The Oklahoma City Sports Facilities Improvement Sales Tax Fund was established in FY 2007-2008 pursuant to voter approval on March 4, 2008, of a limited-term, limited purpose sales tax to be earmarked for certain capital improvements relating to the City's sports arena and the construction of a practice facility for a professional basketball team. Funding was provided through a one percent (1%) temporary sales tax that began on January 1, 2009 and expired on March 31, 2010.

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

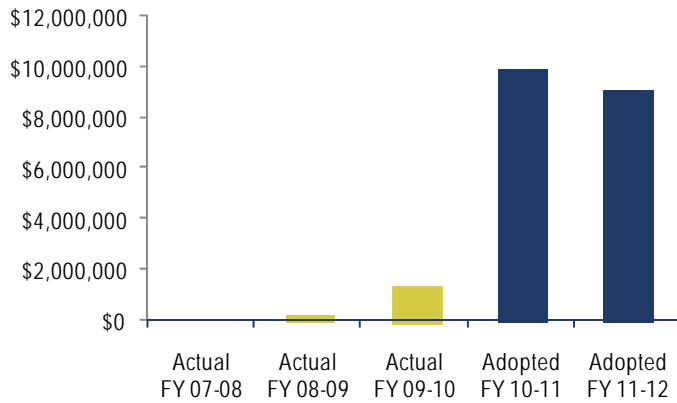
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Sports Facilities Use Tax	\$8,467,534	\$0	\$0
Interest	216,586	20,000	50,000
Reserve for Prior Year Encumbrances	0	0	5,071,804
Fund Balance	0	9,996,130	4,029,776
<b>Total Revenues</b>	<b>\$8,684,120</b>	<b>\$10,016,130</b>	<b>\$9,151,580</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	216,395	9,129,427	9,151,580
Transfers	1,156,800	297,261	0
<b>Department Total</b>	<b>\$1,373,195</b>	<b>\$9,426,688</b>	<b>\$9,151,580</b>
<b>Expenditures - Non Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	589,442	0
<b>Department Total</b>	<b>\$0</b>	<b>\$589,442</b>	<b>\$0</b>
<b>All Departments</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	216,395	9,129,427	9,151,580
Transfers	1,156,800	886,703	0
<b>Total Expenditures</b>	<b>\$1,373,195</b>	<b>\$10,016,130</b>	<b>\$9,151,580</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$0	\$7,310,925	\$9,119,926
Additions/(Reductions) to Fund Balance	7,310,925	1,809,001 *	(9,101,580) **
<b>Ending Fund Balance</b>	<b>\$7,310,925</b>	<b>\$9,119,926 *</b>	<b>\$18,346 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

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

Sports Facilities Use Tax Fund  
Historical and Projected Expenditures



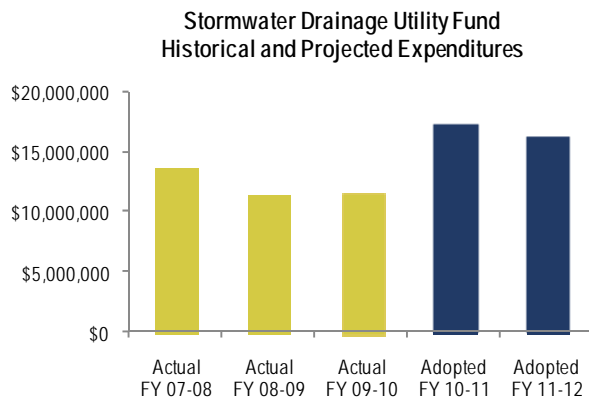
The Oklahoma City Sports Facilities and Capital Improvement Projects Use Tax is the companion use tax to the one-cent Oklahoma City Sports Facilities Sales Tax. The tax provides a levy of 1% on the sale of tangible personal property not subject to sales tax from January 1, 2009 through March 21, 2010. The City Council has expressed its intent to use this fund for expenses related to the Oklahoma City Sports Facilities Improvement Projects Sales Tax Fund or for funding other City capital projects as specified by a resolution of the City Council.

## STORM WATER DRAINAGE UTILITY FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Drainage Fee	\$10,528,878	\$11,058,277	\$13,471,380
Interest Income	230,794	224,541	175,000
ODOT Reimbursements	255,766	255,766	255,766
Permits	102,795	95,842	95,693
Other Revenue	586,191	1,106,075	43,649
Fund Balance	0	2,811,349	1,635,019
Reserve for Outstanding Encumbrances	0	1,956,915	841,626
<b>Total Revenues</b>	<b>\$11,704,423</b>	<b>\$17,508,765</b>	<b>\$16,518,133</b>
<b>Expenditures - Public Works</b>			
Personal Services	\$5,698,953	\$7,175,900	\$7,311,128
Other Services & Charges	4,419,579	8,174,281	7,047,818
Supplies	597,119	691,920	1,048,979
Capital Outlay	365,394	1,466,664	1,110,208
Transfers	705,000	0	0
<b>Total Expenditures</b>	<b>\$11,786,045</b>	<b>\$17,508,765</b>	<b>\$16,518,133</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$7,634,942	\$7,553,320	\$4,032,239
Additions/(Reductions) to Fund Balance	(81,621)	(3,521,081) *	(2,476,645) **
<b>Ending Fund Balance</b>	<b>\$7,553,320</b>	<b>\$4,032,239</b> *	<b>\$1,555,594</b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



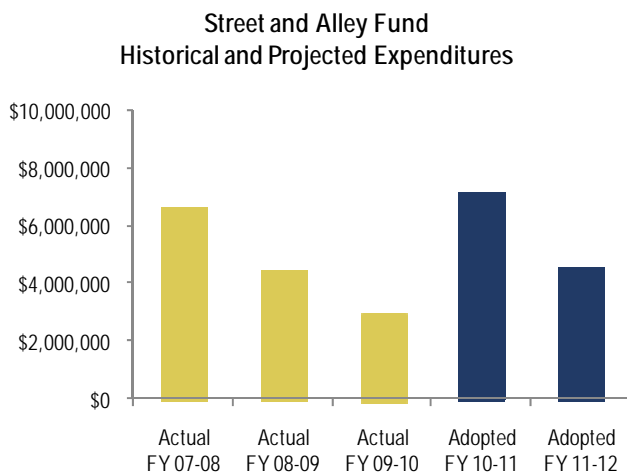
The Storm Water Drainage Utility was established by Council on June 13, 1995 to address federal mandates governing National Pollution Discharge Elimination System (NPDES) programs and is responsible for planning and implementing strategies for improving the quality of storm and other runoff waters. The Utility is an enterprise with operating revenues generated from a drainage fee. Fees are billed monthly along with water, wastewater, and solid waste fees.

# STREET AND ALLEY FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Interest Income	239,305	150,000	50,000
Transfer from the General Fund	0	0	0
Other	745,421	0	0
Fund Balance	0	4,072,461	2,357,396
Reserve for Outstanding Encumbrances	0	2,981,557	2,206,956
<b>Total Revenues</b>	<b>\$984,726</b>	<b>\$7,204,018</b>	<b>\$4,614,352</b>
<b>Expenditures</b>			
<b>Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	369,384	222,598	18,101
Supplies	654,157	367,357	275,386
Capital Outlay	2,027,035	6,614,063	4,311,153
Transfers	0	0	9,712
<b>Total Expenditures</b>	<b>\$3,050,576</b>	<b>\$7,204,018</b>	<b>\$4,614,352</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$8,576,957	\$6,511,106	\$4,693,534
Additions/(Reductions) to Fund Balance	(2,065,850)	(1,817,572) *	(4,564,352) **
<b>Ending Fund Balance</b>	<b>\$6,511,106</b>	<b>\$4,693,534 *</b>	<b>\$129,182 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



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



## TRANSPORTATION AND PARKING ENTERPRISE FUND

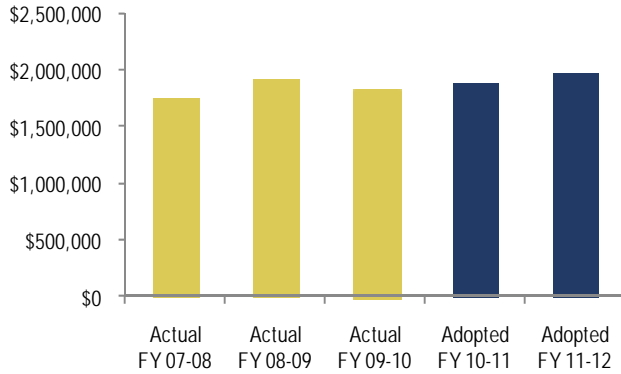
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Transfer from COTPA	\$1,847,403	\$1,703,422	\$1,734,502
Transfer from General Fund	190,269	196,777	241,338
Interest	9,644	8,925	8,500
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	0	0
<b>Total Revenues</b>	<b>\$2,047,316</b>	<b>\$1,909,124</b>	<b>\$1,984,340</b>
<b>Expenditures</b>			
<b>Parking</b>			
Personal Services	\$299,176	\$324,232	\$335,090
Other Services & Charges	7,421	13,975	44,988
Supplies	9,014	11,400	15,400
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$315,611</b>	<b>\$349,607</b>	<b>\$395,478</b>
<b>Public Transportation</b>			
Personal Services	\$1,381,199	\$1,519,361	\$1,557,005
Other Services & Charges	457,343	40,156	31,857
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,838,542</b>	<b>\$1,559,517</b>	<b>\$1,588,862</b>
<b>All Departments</b>			
Personal Services	\$1,680,375	\$1,843,593	\$1,892,095
Other Services & Charges	464,764	54,131	76,845
Supplies	9,014	11,400	15,400
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$2,154,152</b>	<b>\$1,909,124</b>	<b>\$1,984,340</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$148,932	\$42,096	\$56,822
Additions/(Reductions) to Fund Balance	(106,836)	14,726 *	0 **
<b>Ending Fund Balance</b>	<b>\$42,096</b>	<b>\$56,822 *</b>	<b>\$56,822 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

# TRANSPORTATION AND PARKING ENTERPRISE FUND

Transportation and Parking Enterprise Fund  
Historical and Projected Expenditures



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

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

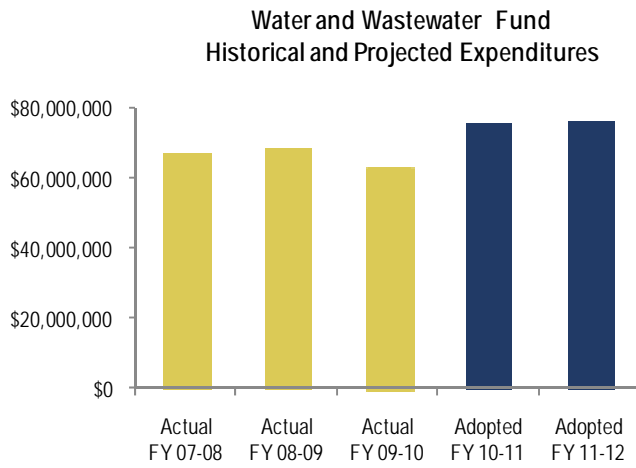
## WATER AND WASTEWATER FUND

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Transfer from OCWUT	\$63,800,000	\$75,094,959	\$76,520,053
Interest Income	252,012	259,476	146,000
Other	0	0	0
Fund Balance	0	600,000	0
Reserve for Outstanding Encumbrances	0	236,952	0
<b>Total Revenues</b>	<b>\$64,052,012</b>	<b>\$76,191,387</b>	<b>\$76,666,053</b>
<b>Expenditures</b>			
<b>Water</b>			
Personal Services	\$21,154,212	\$23,426,420	\$23,604,263
Other Services & Charges	13,847,112	19,618,700	19,077,210
Supplies	8,242,080	8,707,108	8,797,006
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Departmental Total</b>	<b>\$43,243,403</b>	<b>\$51,752,228</b>	<b>\$51,478,479</b>
<b>Wastewater</b>			
Personal Services	\$14,394,241	\$16,646,874	\$17,067,684
Other Services & Charges	4,426,511	5,631,234	5,906,397
Supplies	1,855,339	2,161,051	2,213,493
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Departmental Total</b>	<b>\$20,676,091</b>	<b>\$24,439,159</b>	<b>\$25,187,574</b>
<b>All Departments</b>			
Personal Services	\$35,548,453	\$40,073,294	\$40,671,947
Other Services & Charges	18,273,623	25,249,934	24,983,607
Supplies	10,097,418	10,868,159	11,010,499
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$63,919,495</b>	<b>\$76,191,387</b>	<b>\$76,666,053</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$2,188,145	\$2,320,662	\$800,000
Additions/(Reductions) to Fund Balance	132,517	(1,520,662) *	0 **
<b>Ending Fund Balance</b>	<b>\$2,320,662</b>	<b>\$800,000</b> *	<b>\$800,000</b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

# WATER AND WASTEWATER FUND



The Water and Wastewater Fund was established in 1988 by the City Council for the purpose of identifying operating expenditures of the Water and Wastewater Utilities Department. Expenditures from these funds are made for the treatment of water; the maintenance and repair of water treatment, pumping, transmission and distribution; wastewater lift station, interceptor and collection systems; and the utility billing for water and wastewater functions. These expenditures are funded by monthly cash transfers from the Oklahoma City Water Utilities Trust.

## ZOO SALES TAX FUND

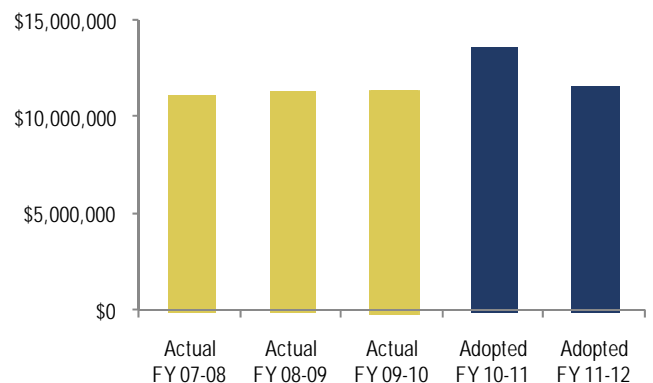
	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Zoo Sales Tax Revenue	\$10,463,986	\$10,643,839	\$11,638,828
Interest Income	113,714	92,279	500
Fund Balance	0	2,846,916	0
<b>Total Revenues</b>	<b>\$10,577,700</b>	<b>\$13,583,034</b>	<b>\$11,639,328</b>
<b>Expenditures - Zoo</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	11,426,674	13,583,034	11,639,328
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$11,426,674</b>	<b>\$13,583,034</b>	<b>\$11,639,328</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$3,826,120	\$2,977,146	\$1,026,926
Additions/(Reductions) to Fund Balance	(848,974)	(1,950,220) *	0 **
<b>Ending Fund Balance</b>	<b>\$2,977,146</b>	<b>\$1,026,926 *</b>	<b>\$1,026,926 **</b>

\* Estimated

\*\* Assumes budgeted revenues and expenditures

On July 17, 1990, City voters approved a 1/8-cent sales tax levy for the limited purpose of funding the Oklahoma City Zoo. The Oklahoma City Zoo Sales Tax Fund was created to collect all revenues pursuant to the Zoo tax levy. The ordinance provides that Zoo Sales Tax funds will only be used for the establishment, maintenance, replacement, and expansion of zoological parks, gardens, and entertainment facilities; the acquisition, maintenance, and replacement of real property, personal property, and buildings; the operational expenses, education research and program expenses, conservation program expenses, and all other expenses deemed necessary or advisable by the Oklahoma City Zoological Trust in connection with the operation of the Oklahoma City Zoo. The Oklahoma City Zoological Trust is a public trust of which the City of Oklahoma City is the sole beneficiary. The Trust operates the Oklahoma City Zoo under a lease and operating agreement with the City.

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





The City of  
**OKLAHOMA CITY**

# CAPITAL BUDGET FY 2011-2012

## Capital Improvement Budget

### Summary of Revenue and Expenditures

### Revenue and Expenditure Detail

### Capital Budget Summary by Department

### Overview of Bonds and Debt Service

### Debt Service

### Major Accomplishments



## OVERVIEW OF CAPITAL PROGRAM AND BUDGET

The Capital Improvement Program (CIP) is a five-year plan for financing long-term work projects that lead to the physical development of the City. The CIP is a separate document from the budget book that lists the name of each project, the amount to be expended in each year and proposed method of financing the projects. The Capital Budget, which is on the following pages, is a one-year plan for financing a program of long-term work projects that lead to the physical development of the City.



*Capital Outlay is an expenditure of at least \$7,500 that results in either the acquisition of fixed assets or property durable for longer than one year. Examples include: streets, bridges, public safety equipment and facilities such as the Pierce Elementary School pictured above.*



# CAPITAL IMPROVEMENT BUDGET

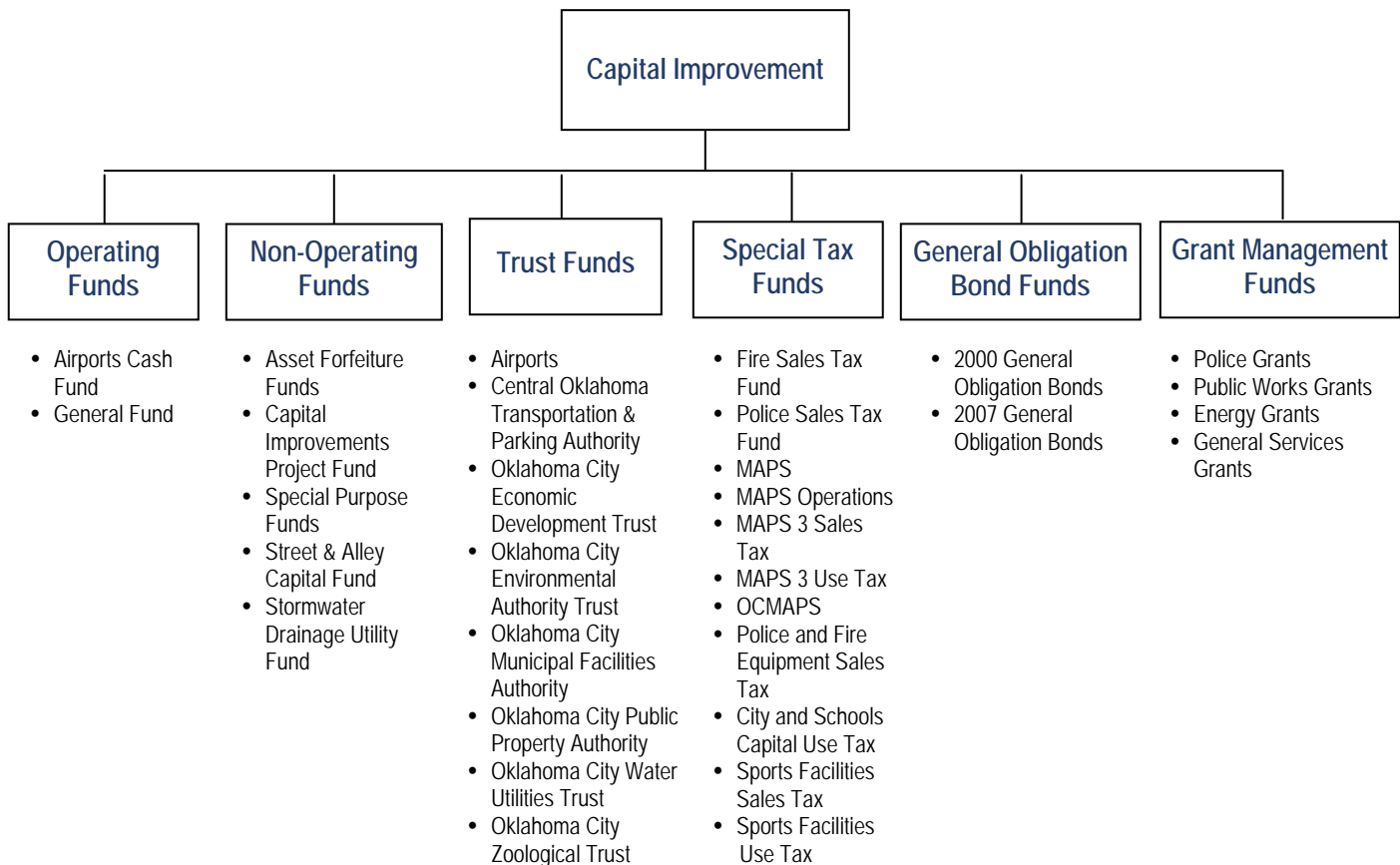
The Capital Improvement Budget continues the expenditure of the 2000 General Obligation Bond Program and implements the fourth year of the 2007 General Obligation Bond Authorization. Improvements to streets, bridges, traffic controls, drainage, libraries and parks will be continued.

The FY 2012 Capital Improvement budget includes funding for the replacement of certain Public Safety fleet vehicles made possible by the passage of a limited term City and Schools Use Tax. This allows for an appropriate replacement schedule for Public Safety vehicles.

The Capital Improvement Fund is supported primarily by a transfer from the General Fund and is used for citywide improvements. Funding for new projects in this Fund is \$6.9 million and includes citywide fleet replacement for the general fleet, maintenance and repairs to the City’s buildings, computer technology replacement, upgrades and other projects.



Capital projects funded through General Obligation Bonds and public trusts of the City are included in this section to provide a comprehensive capital budget. The capital budgets for these two sources are not approved through the City’s adopted budget. City voters approve General Obligation Bond propositions, which provide authorization for the capital projects funded from this source. Public trusts approve their capital budgets separately.



# CAPITAL IMPROVEMENT BUDGET

## Impact of Capital Projects on the Operating Budget

The City recognizes that capital projects have an impact on the operating budget in two distinct ways and has taken appropriate steps to address those impacts. The first impact occurs during the design and construction phase of capital projects. As projects are being undertaken, City staff has numerous design, management, construction and oversight responsibilities. For example, implementation of the MAPS for Kids projects and the General Obligation Bond Programs have put a strain on resources, particularly within the Public Works Department due to the extensive design and project management requirements of these programs.

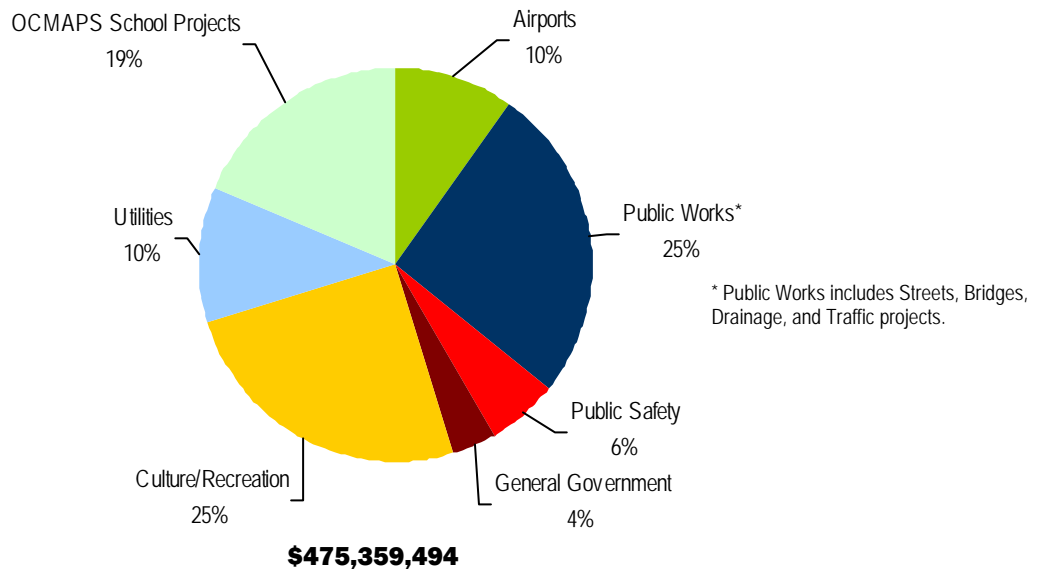
The primary impact of capital projects on the operating budget is the ongoing maintenance and operations requirements that continue after a project is completed. As part of the operating and capital budget development process, departments are asked to identify costs associated with the maintenance and operation of capital projects that are to be completed in the coming fiscal year and future fiscal year impacts. For example, the General Fund budget for the Parks and Recreation Department includes funding for maintenance and operating expenses for the operation of new facilities completed with General Obligation Bonds. In addition, the James E. Stewart Golf Course, which was also built with General Obligation Bond funds, receives a subsidy from the General Fund to support its operation.

The City’s capital planning process includes the estimate of future operating and maintenance costs resulting from proposed capital improvements. Capital improvements that replace existing City assets generally reduce maintenance and operating costs in the near term. As the assets age, maintenance and operating costs will increase, but generally do not exceed the cost of operating and maintaining the assets they are replacing. For new capital projects, which increase City assets, Departments are required to provide estimates of future operating and maintenance costs to assist in the decision making for operating budgets and to allow for consideration of the feasibility of the projects.



Capital Improvement Funds have been used to make extensive improvements to the Myriad Botanical Gardens and grounds and glass replacement in the Crystal Bridge.

## Fiscal Year 2011-12 Capital Budget by Function



# SUMMARY OF REVENUES AND EXPENDITURES

	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget
<b>Revenues</b>			
Operating Funds	\$659,602	\$1,494,569	\$1,048,788
Non-Operating Funds	44,183,860	28,675,356	29,655,790
Trust Funds	294,324,659	362,723,056	226,868,710
Special Tax Funds	14,355,857	180,481,794	113,350,762
General Obligation Bond Funds	305,735,312	102,613,506	97,193,658
Grant Management Funds	750,007	3,873,787	7,241,786
<b>Total Revenues</b>	<b>\$660,009,297</b>	<b>\$679,862,068</b>	<b>\$475,359,494</b>
<i>Less</i> Interfund Transfers	\$0	(\$3,000,000)	\$0
<b>Total Revenues</b>	<b>\$660,009,297</b>	<b>\$676,862,068</b>	<b>\$475,359,494</b>
<b>Expenditures</b>			
Operating Funds	\$659,602	\$1,494,569	\$1,048,788
Non-Operating Funds	11,981,005	28,675,356	29,655,790
Trust Funds	294,324,659	362,723,056	226,868,710
Special Tax Funds	14,355,857	180,481,794	113,350,762
General Obligation Bond Funds	102,867,001	102,613,506	97,193,658
Grant Management Funds	750,007	3,873,787	7,241,786
<b>Total Expenditures</b>	<b>\$424,938,131</b>	<b>\$679,862,068</b>	<b>\$475,359,494</b>
<i>Less</i> Interfund Transfers	\$0	(\$3,000,000)	\$0
<b>Total Expenditures</b>	<b>\$424,938,131</b>	<b>\$676,862,068</b>	<b>\$475,359,494</b>

The Capital Budget includes funding for capital purposes also included in the operating budgets. When combining both the Capital Budget and the Operating Budget for total City Funding, this amount should be reduced to avoid duplication.

	\$659,602	\$1,494,569	\$1,048,788
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For some funds within the Capital Budget, a reserve for prior year encumbrances is included to provide budget authority in case encumbrances are not expended by year end. This amount is:

	\$14,970,736	\$12,950,224	\$12,052,732
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This summary of revenues and expenditures for capital funds is not formally adopted by City Council. It represents all of the capital budgets approved by the City and its public trusts.

## SUMMARY OF REVENUE AND EXPENDITURE BY FUND

	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget
<b>Operating Funds</b>			
<b>Revenues</b>			
Airports Cash Fund	\$460,338	\$400,000	\$500,000
General Fund	95,791	12,569	12,498
Stormwater Utility Drainage Fund	103,473	1,082,000	536,290
<b>Total Revenues</b>	<b>\$659,602</b>	<b>\$1,494,569</b>	<b>\$1,048,788</b>
<b>Expenditures</b>			
Airports Cash Fund	\$460,338	\$400,000	\$500,000
General Fund	95,791	12,569	12,498
Stormwater Utility Drainage Fund	103,473	1,082,000	536,290
<b>Total Expenditures</b>	<b>\$659,602</b>	<b>\$1,494,569</b>	<b>\$1,048,788</b>
<b>Non-Operating Funds</b>			
<b>Revenues</b>			
Asset Forfeiture Funds	\$761,272	\$160,000	\$160,000
Capital Improvements Projects Fund	9,348,457	5,100,000	6,900,000
Capital Improvements Projects Fund Reappropriations	13,034,139	10,551,941	12,653,671
Special Purpose Funds	1,538,806	3,512,510	3,925,151
Stormwater Drainage Capital Fund	9,938,922	2,146,887	1,402,616
Street & Alley Capital Fund	9,562,264	7,204,018	4,614,352
<b>Total Revenues</b>	<b>\$44,183,860</b>	<b>\$28,675,356</b>	<b>\$29,655,790</b>
<b>Expenditures</b>			
Asset Forfeiture Funds	\$761,272	\$160,000	\$160,000
Capital Improvements Projects Fund	7,392,462	15,651,941	19,553,671
Special Purpose Funds	1,538,806	3,512,510	3,925,151
Stormwater Drainage Capital Fund	260,849	2,146,887	1,402,616
Street & Alley Capital Fund	2,027,616	7,204,018	4,614,352
<b>Total Expenditures</b>	<b>\$11,981,005</b>	<b>\$28,675,356</b>	<b>\$29,655,790</b>

## SUMMARY OF REVENUE AND EXPENDITURE BY FUND

	FY 09-10	FY 10-11	FY 11-12
Trust Funds (not included in the City's adopted budget)	Actual	Adopted Budget	Adopted Budget
<b>Revenues</b>			
Oklahoma City Airport Trust (OCAT)	\$22,470,373	\$55,579,214	\$45,646,890
Central Oklahoma Transp. & Parking Authority (COTPA)	5,989,118	6,403,836	3,796,500
Oklahoma City Environmental Assistance Trust (OCEAT)	4,095,055	3,547,803	4,080,732
Oklahoma City Economic Development Trust (OCEDT)	11,463,716	40,550,000	28,000,000
Oklahoma City Metro Area Projects Trust (OCMAPS)	53,357,876	110,000,000	88,515,000
Oklahoma City Municipal Facilities Authority (OCMFA)	3,162,783	12,869,609	102,693
Oklahoma City Public Property Authority (OCPPA)	41,504,222	10,576,594	7,086,895
Oklahoma City Riverfront Redevelopment Authority (OCRRA)	1,202,990	0	0
Oklahoma City Water Utilities Trust (OCWUT)	139,605,673	116,404,000	48,558,000
Oklahoma City Zoological Trust (OCZT)	11,472,853	6,792,000	1,082,000
<b>Total Revenues</b>	<b>\$294,324,659</b>	<b>\$362,723,056</b>	<b>\$226,868,710</b>
<b>Expenditures</b>			
Oklahoma City Airport Trust (OCAT)	\$22,470,373	\$55,579,214	\$45,646,890
Central Oklahoma Transp. & Parking Authority (COTPA)	5,989,118	6,403,836	3,796,500
Oklahoma City Environmental Assistance Trust (OCEAT)	4,095,055	3,547,803	4,080,732
Oklahoma City Economic Development Trust (OCEDT)	11,463,716	40,550,000	28,000,000
Oklahoma City Metro Area Projects Trust (OCMAPS)	53,357,876	110,000,000	88,515,000
Oklahoma City Municipal Facilities Authority (OCMFA)	3,162,783	12,869,609	102,693
Oklahoma City Public Property Authority (OCPPA)	41,504,222	10,576,594	7,086,895
Oklahoma City Riverfront Redevelopment Authority (OCRRA)	1,202,990	0	0
Oklahoma City Water Utilities Trust (OCWUT)	139,605,673	116,404,000	48,558,000
Oklahoma City Zoological Trust (OCZT)	11,472,853	6,792,000	1,082,000
<b>Total Expenditures</b>	<b>\$294,324,659</b>	<b>\$362,723,056</b>	<b>\$226,868,710</b>
<b>Special Tax Funds</b>			
<b>Revenues</b>			
Special Tax Funds	\$14,355,857	\$180,481,794	\$113,350,762
<b>Total Revenues</b>	<b>\$14,355,857</b>	<b>\$180,481,794</b>	<b>\$113,350,762</b>
<b>Expenditures</b>			
Special Tax Funds	\$14,355,857	\$180,481,794	\$113,350,762
<b>Total Expenditures</b>	<b>14,355,857</b>	<b>180,481,794</b>	<b>\$113,350,762</b>
<b>General Obligation Bond Funds</b>			
<b>Revenues</b>			
General Obligation Bond Funds	\$305,735,312	\$102,613,506	\$97,193,658
<b>Total Revenues</b>	<b>305,735,312</b>	<b>102,613,506</b>	<b>\$97,193,658</b>
<b>Expenditures</b>			
General Obligation Bond Funds	\$102,867,001	\$102,613,506	\$97,193,658
<b>Total Expenditures</b>	<b>102,867,001</b>	<b>102,613,506</b>	<b>\$97,193,658</b>
<b>Grant Management Funds</b>			
<b>Revenues</b>			
Grant Management Funds	\$750,007	\$3,873,787	\$7,241,786
<b>Total Revenues</b>	<b>750,007</b>	<b>3,873,787</b>	<b>\$7,241,786</b>
<b>Expenditures</b>			
Grant Management Funds	\$750,007	\$3,873,787	\$7,241,786
<b>Total Expenditures</b>	<b>750,007</b>	<b>3,873,787</b>	<b>\$7,241,786</b>
<b>Total Capital Expenditures</b>	<b>\$424,938,131</b>	<b>\$679,862,068</b>	<b>\$475,359,494</b>
Less Interfund Transfers	\$0	(\$3,000,000)	\$0
<b>Capital Expenditures</b>	<b>\$424,938,131</b>	<b>\$676,862,068</b>	<b>\$475,359,494</b>

## SUMMARY OF CAPITAL EXPENDITURES BY DEPARTMENT

Department	FY 09-10 Actual	FY 10-11 Adopted Budget	FY 11-12 Adopted Budget
Airports	\$22,930,711	\$55,979,214	\$46,146,890
City Clerk's Office	19,612	22,723	22,723
City Manager's Office	105,428,759	329,227,375	128,123,896
Development Services	265,201	22,872	22,872
Finance	203,189	437,865	17,769
Fire	10,868,884	11,641,185	11,268,129
General Services	2,136,483	7,887,379	9,239,487
Information Technology	2,624,830	3,920,659	7,735,976
Municipal Counselor	0	25,000	25,000
Municipal Court	0	150,107	10,000
Non-Departmental	30,776,899	2,037,843	9,648,751
Parks and Recreation	14,235,337	24,855,037	36,797,875
Police	3,586,791	10,372,120	7,796,988
Public Transportation and Parking	6,282,188	8,816,645	3,796,500
Public Works	70,405,666	94,722,241	160,985,906
Utilities and Solid Waste Management	143,700,728	119,951,803	52,638,732
Zoo	11,472,853	6,792,000	1,082,000
<b>Capital Expenditures</b>	<b>\$424,938,131</b>	<b>\$676,862,068</b>	<b>\$475,359,494</b>

# AIRPORTS

**Project ID** A1000038 **Title** AGIS SYSTEM  
**Location** Will Rogers World Airport  
**Description** Development and Implementation of an Airports Geographic Information System Dataset and Electronic Airport Layout Plan.  
**Project Justification** New system will improve upon all GIS services that the airport provides.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Other Grants	\$297,000
Oklahoma City Airport Trust	\$15,600
<b>Project Total</b>	<b>\$312,600</b>

**Project ID** A7000020 **Title** AIR NAVIGATION FACILITY-1 REROOF  
**Location** Mike Monroney Aeronautical Center  
**Description** Reroof the Air Navigation Facility #1.  
**Project Justification** Replace roof that has exceeded its useful life.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$705,000
<b>Project Total</b>	<b>\$705,000</b>

**Project ID** A1000043 **Title** AIRGEN1 SERVER REPLACEMENT  
**Location** Will Rogers World Airport  
**Description** AIRGEN1 Server Replacement with five year plat warranty.  
**Project Justification** Existing Server has reached the end of useful life.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$10,000
<b>Project Total</b>	<b>\$10,000</b>



# AIRPORTS

**Project ID** A1000018 **Title** AIRPORT WIRELESS SECURITY SOLUTION  
**Location** Will Rogers World Airport  
**Description** Airport Wireless Security Solution.  
**Project Justification** Wireless mesh systems for CCTV and access control are a fraction of the cost of fiber installation making it more cost effective and much easier to deploy in remote areas.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Annual preventative maintenance

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

**Project ID** A1000027 **Title** AIRPORT/TSA CCTV SYSTEM  
**Location** Will Rogers World Airport  
**Description** Airport/TSA CCTV Project  
**Project Justification** TSA funded CCTV system to provide better coverage and more security in the terminal and surrounding campus.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** May increase electricity costs. Maintenance and storage provided by TSA funding.

Capital Funding Source	FY 11-12
Other Grants	\$2,319,200
<b>Project Total</b>	<b>\$2,319,200</b>

**Project ID** A1000028 **Title** ARC FLASH STUDY  
**Location** Will Rogers World Airport  
**Description** Arc Flash Study.  
**Project Justification** For the protection of employees and compliance with NFPA 70 E. Risk Management is exploring due to insurance and OSHA requirements.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$85,000
<b>Project Total</b>	<b>\$85,000</b>



# AIRPORTS

**Project ID** A7000029      **Title** ATB CHILLED WATER LOOP  
**Location** Mike Monroney Aeronautical Center  
**Description** ATB Chilled Water Loop Replacement of Insulation.  
**Project Justification** Repair to Chilled Water Loop as required under the lease.  
**Operating Cost Impact** Generates revenue or savings  
**Operating Cost Description** Replacing Chilled Water-loop Insulation will decrease operating costs and maintenance costs.

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$120,000
<b>Project Total</b>	<b>\$120,000</b>

**Project ID** A1000021      **Title** CHECKED BAG INSPECTION SYSTEM  
**Location** Will Rogers World Airport  
**Description** Checked baggage inspection system (TSA OTA Grant).  
**Project Justification** Existing bag system is inefficient and has no flexibility as the design was one of the first systems post 9/11/01. Current systems provide for redundancy which is recommended by Transportation Security Administration.  
**Operating Cost Impact** More than \$100,001  
**Operating Cost Description** Operations and maintenance of belt system.

Capital Funding Source	FY 11-12
Other Grants	\$4,620,400
PAX\Customer Facility	\$947,000
<b>Project Total</b>	<b>\$5,567,400</b>

**Project ID** A1000025      **Title** CONSOLIDATED CAR RENTAL FACILITY  
**Location** Will Rogers World Airport  
**Description** Construction of consolidated car rental facility.  
**Project Justification** Increase operation and convenience of the rental car operations at WRWA, provide an increase in the number of short term parking spaces and offer premium parking opportunities.  
**Operating Cost Impact** More than \$100,001  
**Operating Cost Description** Facility and Ground operations and maintenance

Capital Funding Source	FY 11-12
PAX\Customer Facility	\$6,392,500
<b>Project Total</b>	<b>\$6,392,500</b>

# AIRPORTS

**Project ID** A3000001 **Title** CONSTRUCT CEPA FUEL FACILITY  
**Location** Clarence E. Page Airport  
**Description** Construct fuel facility at airport.  
**Project Justification** Construct new fuel facility to replace existing facility for compliance with fuel storage tank regulations.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$200,000
<b>Project Total</b>	<b>\$200,000</b>

**Project ID** A1000047 **Title** FIBER RING TO SW 15TH & S. PORTLAND AVE.  
**Location** Will Rogers World Airport  
**Description** Installation of fiber Ring to SW 15<sup>th</sup> St. and South Portland Ave.  
**Project Justification** Install Fiber ring in order to install redundant fiber optic lines to airport.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$75,000
<b>Project Total</b>	<b>\$75,000</b>

**Project ID** A7000024 **Title** HANGAR 9, PARAPET WALL REPAIR  
**Location** Mike Monroney Aeronautical Center  
**Description** Hangar 9 Parapet Wall Repair.  
**Project Justification** West upper parapet wall is broken and leaning approximately 3 feet from top.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

# AIRPORTS

<b>Project ID</b>	A1000023	<b>Title</b> LIGHTING UPGRADE/IMP RUNWAY 35R
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Airfield lighting, lighting control, and movement system upgrade/replacement and improvements for Runway 17L/35R.	
<b>Project Justification</b>	Replacement of incandescent RCL & TDL lights to a LED fixture will significantly reduce operating costs and maintenance costs. The current ALCMS system is approximately 12 years old and needs to be updated due to improved technology and additional airfield projects that have been added to the system.	
<b>Operating Cost Impact</b>	No additional operating costs	
<b>Operating Cost Description</b>	Will not increase operating costs, but may reduce operating costs of current system with upgrades.	
	<b>Capital Funding Source</b>	<b>FY 11-12</b>
	<hr/>	
	Other Grants	\$1,425,000
	Oklahoma City Airport Trust	\$75,000
	<hr/>	
	<b>Project Total</b>	<b>\$1,500,000</b>

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<b>Project ID</b>	A7000033	<b>Title</b> MEDIUM VOLTAGE RELOCATION - STORAGE BUILDING
<b>Location</b>	Mike Monroney Aeronautical Center (MMAC).	
<b>Description</b>	Medium Voltage Relocation for Storage Building South of Daycare at MMAC.	
<b>Project Justification</b>	Relocation of medium voltage to accommodate an FAA project	
<b>Operating Cost Impact</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 11-12</b>
	<hr/>	
	Oklahoma City Airport Trust	\$115,000
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	<b>Project Total</b>	<b>\$115,000</b>

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<b>Project ID</b>	A7000025	<b>Title</b> MEDIUM VOLTAGE RADIAL FEEDERS
<b>Location</b>	Mike Monroney Aeronautical Center	
<b>Description</b>	Replace medium voltage radial feeders; Replace 15KV cable "Type C" and several associated radial feeders.	
<b>Project Justification</b>	Cables are nearing the end of the expected service life and need replacement.	
<b>Operating Cost Impact</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 11-12</b>
	<hr/>	
	Oklahoma City Airport Trust	\$528,000
	<hr/>	
	<b>Project Total</b>	<b>\$528,000</b>

# AIRPORTS

<b>Project ID</b>	A7000032	<b>Title</b>	MMAC HVAC FY 11 THRU FY 15
<b>Location</b>	Mike Monroney Aeronautical Center		
<b>Description</b>	MMAC HVAC Replacements FY 2011 thru FY 2015		
<b>Project Justification</b>	HVAC System Replacement as required by lease and the systems are at the end of their useful life.		
<b>Operating Cost Impact</b>	Additional revenue or savings.		
<b>Operating Cost Description</b>	Replacement and upgrade will result in reduced maintenance and operating costs related to age and inefficiencies of older systems.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
	<hr/>		
	Oklahoma City Airport Trust		\$7,095,640
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	<b>Project Total</b>		<b>\$7,095,640</b>

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<b>Project ID</b>	A7000005	<b>Title</b>	MMAC-ELECTRICAL SYSTEMS
<b>Location</b>	Mike Monroney Aeronautical Center		
<b>Description</b>	Replace/upgrade electrical systems at various locations on MMAC campus.		
<b>Project Justification</b>	Replace/upgrade electrical systems at various locations on MMAC campus due to age and inefficiency of existing systems.		
<b>Operating Cost Impact</b>	Additional revenue or savings.		
<b>Operating Cost Description</b>	Replacement and upgrade will result in reduced maintenance related to age and inefficiencies of older systems.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
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	Oklahoma City Airport Trust		\$300,000
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	<b>Project Total</b>		<b>\$300,000</b>

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<b>Project ID</b>	A7000006	<b>Title</b>	MMAC-REROOFS
<b>Location</b>	Mike Monroney Aeronautical Center		
<b>Description</b>	Replace roofs on various buildings at MMAC.		
<b>Project Justification</b>	Reroof various buildings at MMAC campus due to age and deterioration of existing roofs.		
<b>Operating Cost Impact</b>	Additional revenue or savings.		
<b>Operating Cost Description</b>	Replacement of existing roofs will reduce maintenance costs related to locating and repairing continuous roof leaks.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
	<hr/>		
	Oklahoma City Airport Trust		\$575,000
	<hr/>		
	<b>Project Total</b>		<b>\$575,000</b>

# AIRPORTS

**Project ID** 5100001 **Title** MOBILE EQUIPMENT REPLACEMENT  
**Location** City Airports  
**Description** Mobile equipment replacement for airport equipment maintenance.  
**Project Justification** As vehicles reach the end of their useful life they must be replaced in order to reduce maintenance costs and down time.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Routine maintenance that is required for vehicles.

Capital Funding Source	FY 11-12
Airport Cash Fund	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**Project ID** A1000049 **Title** NEW PARKING N AMELIA E AAR  
**Location** Will Rogers World Airport  
**Description** New Parking Lots - North of Amelia Earhart, and East of AAR.  
**Project Justification** New parking lot for Taxicabs and a Tenant lot for AAR.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$261,000
<b>Project Total</b>	<b>\$261,000</b>

**Project ID** A1000048 **Title** PROPERTY MANAGEMENT SYSTEM  
**Location** Will Rogers World Airport  
**Description** Purchase of property management software system.  
**Project Justification** To streamline Property Management and integrate other department needs to maintain Airport facilities.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

# AIRPORTS

**Project ID** A7000014 **Title** RADAR TRAINING FACILITY REROOF  
**Location** Mike Monroney Aeronautical Center  
**Description** Radar Training Facility-Reroof.  
**Project Justification** Existing roof has passed its useful life.  
**Operating Cost Impact** Additional revenue or savings.  
**Operating Cost Description** Replacement and upgrade will result in reduced maintenance related to age of older roof.

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$450,000
<b>Project Total</b>	<b>\$450,000</b>

**Project ID** A1000026 **Title** REALIGN PORTLAND AVE  
**Location** Will Rogers World Airport  
**Description** Realignment of Portland Avenue.  
**Project Justification** Realign Portland Ave to create more useable areas for the east side development.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$1,542,150
<b>Project Total</b>	<b>\$1,542,150</b>

**Project ID** A0000119 **Title** RECONSTRUCT HANGAR 4E TAXILANE  
**Location** Wiley Post Airport (WPA)  
**Description** Reconstruct Taxi lane at Hangar 4E.  
**Project Justification** The pavement is breaking up and in need of reconstruction.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

# AIRPORTS

**Project ID** A3000003 **Title** RECONSTRUCT PAVEMENT & DRAINAGE AT N ENTRANCE GATE  
**Location** CE Page Airport (CEPA)  
**Description** Reconstruct pavement and drainage for north entrance electrical gate.  
**Project Justification** Repair damaged pavement in order to continue use.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

**Project ID** A0000118 **Title** RECONSTRUCT TAXILANE HANGAR 4B  
**Location** Wiley Post Airport  
**Description** Reconstruct Taxi lane for Hangar 4B.  
**Project Justification** The pavement is breaking up and in need of reconstruction.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**Project ID** A3000004 **Title** RECONSTRUCT 650' RUNWAY 17L  
**Location** CE Page Airport  
**Description** Reconstruct 650' of runway 17L.  
**Project Justification** Reconstruction needed to increase the life of the runway.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Other Grants	\$544,480
Oklahoma City Airport Trust	\$28,650
<b>Project Total</b>	<b>\$573,130</b>

# AIRPORTS

**Project ID** A0000086 **Title** RECONSTRUT TAXIWAY C & C1, W/LIGHTS  
**Location** Wiley Post Airport  
**Description** Reconstruct & strengthen Taxiway C and C-1, remove centerline lights and install Medium Intensity Taxiway Lights (MITL).  
**Project Justification** Taxiway C and C-1 are in need of repair and strengthening. Installation of edge lights will require less maintenance than centerline lights.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Other Grants	\$200,000
Oklahoma City Airport Trust	\$36,000
<b>Project Total</b>	<b>\$236,000</b>

**Project ID** A7000027 **Title** REGISTRY - SKYLIGHT REPLACEMENT  
**Location** Mike Monroney Aeronautical Center  
**Description** Registry building skylight replacement.  
**Project Justification** Skylights have passed their useful lives.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$360,000
<b>Project Total</b>	<b>\$360,000</b>

**Project ID** A3000005 **Title** REHABILITATION OF RUNWAY 17R/35L  
**Location** Clarence E. Page Airport  
**Description** Rehabilitation and rubber removal on runway 17R/35L.  
**Project Justification** In order to continue use on runway, rehabilitation is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Other Grants	\$438,670
Oklahoma City Airport Trust	\$23,080
<b>Project Total</b>	<b>\$461,750</b>



# AIRPORTS

**Project ID** A1000044 **Title** REHABILITATE RUNWAY 17R/35L  
**Location** Will Rogers World Airport  
**Description** Rehabilitation of runway 17R/35L.  
**Project Justification** Rehabilitation is required on runway 17R/35L in order to have continued use.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Other Grants	\$950,000
Oklahoma City Airport Trust	\$50,000
<b>Project Total</b>	<b>\$1,000,000</b>

**Project ID** A1000020 **Title** REMOVE 17 UNDERGROUND TANKS @ FUEL FARM  
**Location** Will Rogers World Airport  
**Description** Remove 17 underground fuel storage tanks at the old fuel farm.  
**Project Justification** Due to regulatory requirements, the storage tanks must be removed.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$338,000
<b>Project Total</b>	<b>\$338,000</b>

**Project ID** A0000074 **Title** RENOVATE 5 & 2 STORY PARKING GARAGES  
**Location** Will Rogers World Airport  
**Description** Renovate existing 5-story and 2-story parking garages.  
**Project Justification** Improvements of deteriorated structural components of existing facility related to pre-cast concrete components of the facility are required.  
**Operating Cost Impact** No additional operating costs  
**Operating Cost Description** Repairs will result in reduced maintenance related to age of garages

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$2,217,000
<b>Project Total</b>	<b>\$2,217,000</b>

# AIRPORTS

**Project ID** A1000042 **Title** REPLACE SERVER ROOM APC SMART UPS  
**Location** Will Rogers World Airport  
**Description** Replace server room APC Smart UPS RT7500 Battery Backup Unit.  
**Project Justification** Supports power outages for critical server farm for entire airport. Current unit is in need of replacement.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance costs.

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$10,000
<b>Project Total</b>	<b>\$10,000</b>

**Project ID** A0000111 **Title** REPLACE H2O TANK/PUMPS  
**Location** Wiley Post Airport  
**Description** Replace water tank and high pressure pumps that serve fire suppression pressurized sprinklers in Hangars 8, 8A, 6 and 14.  
**Project Justification** Water tank and pumps have outlived their useful life and need to be replaced.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$200,000
<b>Project Total</b>	<b>\$200,000</b>

**Project ID** A0000108 **Title** REPLACE\UPGRADE PHONE SYSTEM  
**Location** Will Rogers World Airport  
**Description** Replace existing telephone system and network switch mandated by Information Technology for secure network.  
**Project Justification** Satisfy-security-network mandate by Information Technology. Project will provide compatibility with other city departments and reduce monthly telephone costs.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$75,000
<b>Project Total</b>	<b>\$75,000</b>

# AIRPORTS

**Project ID** A1000046      **Title** RE-ROOF MAINTENTANCE SOUTH BUILDING  
**Location** Will Rogers World Airport  
**Description** Re-Roof Maintenance south building.  
**Project Justification** Roof has reached the end of its useful life and is in need of replacement.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$230,000
<b>Project Total</b>	<b>\$230,000</b>

**Project ID** A7000016      **Title** RECONSTUCT ROADWAYS & PARKING LOTS  
**Location** Mike Monroney Aeronautical Center  
**Description** Reconstruction/Resurface/Replace/Crack & Seal Roadway, parking lots, and service roads.  
**Project Justification** Pavement is in poor condition and needs to be replaced.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$1,582,270
<b>Project Total</b>	<b>\$1,582,270</b>

**Project ID** A1000014      **Title** SHUTTLE BUSES  
**Location** Will Rogers World Airport  
**Description** Purchase shuttle buses for public parking operation.  
**Project Justification** Replacement of Shuttle Buses as they reach the end of their useful life.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Preventative maintenance program

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$75,000
<b>Project Total</b>	<b>\$75,000</b>

# AIRPORTS

**Project ID** A3000006 **Title** SIGNS FOR RUNWAYS 17R/35L AND 17L/35R  
**Location** CE Page Airport  
**Description** Install lighting holding position signs for runways 17R/35L and 17L/35R.  
**Project Justification** Signage needs lighting in order for continued use  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Electricity and maintenance costs.

Capital Funding Source	FY 11-12
Other Grants	\$202,500
Oklahoma City Airport Trust	\$10,660
<b>Project Total</b>	<b>\$213,160</b>

**Project ID** A0000075 **Title** SNOW BLOWERS  
**Location** Will Rogers World Airport  
**Description** Purchase of 2 new snow blowers.  
**Project Justification** Parts for Oshkosh snow blowers have become very difficult to locate. Blowers are at the end of their useful life.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Preventative maintenance costs.

Capital Funding Source	FY 11-12
Other Grants	\$1,445,690
Oklahoma City Airport Trust	\$76,090
<b>Project Total</b>	<b>\$1,521,780</b>

**Project ID** A2000011 **Title** STORM WATER DRAINAGE ASSESSMENT  
**Location** Wiley Post Airport  
**Description** Assessment of storm water drainage from Hangar 5 parking lot to west of runway 17R/35L  
**Project Justification** Assessment is needed to see why the pavement is being damaged in the area.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$25,000
<b>Project Total</b>	<b>\$25,000</b>

# AIRPORTS

**Project ID** A1000045 **Title** SOUTHWEST DEVELOPMENT STUDY  
**Location** Will Rogers World Airport  
**Description** Southwest Development Study.  
**Project Justification** Study for southwest development area feasibility.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**Project ID** A7000030 **Title** TPS - BUILDING ENVELOPE PHII  
**Location** Mike Monroney Aeronautical Center  
**Description** TPS - building envelope Phase II repairs.  
**Project Justification** Repairs to building as required by lease.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$690,000
<b>Project Total</b>	<b>\$690,000</b>

**Project ID** A7000031 **Title** TPS - REPLACE SKYLIGHT PANELS  
**Location** Mike Monroney Aeronautical Center  
**Description** TPS – replacement of skylight panels.  
**Project Justification** Replace skylights to prevent water intrusion in building.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$250,000
<b>Project Total</b>	<b>\$250,000</b>

# AIRPORTS

**Project ID** A7000028      **Title** TPS-RESECURE EXTERIOR PANELS  
**Location** Mike Monroney Aeronautical Center  
**Description** TPS-Resecure exterior wall panels - building envelope Phase I.  
**Project Justification** Due to age and condition of panels, exterior wall panels need resecured.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$350,000
<b>Project Total</b>	<b>\$350,000</b>

**Project ID** A1000040      **Title** TAXIWAY H REALIGNMENT/RECONSTRUCTION  
**Location** Will Rogers World Airport  
**Description** Taxiway H realignment and reconstruction.  
**Project Justification** Realignment and reconstruction is needed to continue use of taxiway.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Other Grants	\$4,845,000
Oklahoma City Airport Trust	\$255,000
<b>Project Total</b>	<b>\$5,100,000</b>

**Project ID** A1000001      **Title** UPGRADE LIGHTING-PARKING LOT 2  
**Location** Will Rogers World Airport  
**Description** Upgrade lighting in parking lot #2, (north of 5 story parking garage).  
**Project Justification** Upgrade lighting for safety and security.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Will require additional electricity and lamp replacements.

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$325,000
<b>Project Total</b>	<b>\$325,000</b>

# AIRPORTS

**Project ID** A1000022 **Title** ENVIRONMENTAL ASSESSMENT  
**Location** Will Rogers World Airport  
**Description** Environmental Assessments for Terminal Phase III, east side airport development.  
**Project Justification** Environmental Assessment for Phase III Terminal Expansion is required by the FAA before construction can begin.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Other Grants	\$356,550
Oklahoma City Airport Trust	\$18,760
<b>Project Total</b>	<b>\$375,310</b>

**Project ID** A0000100 **Title** LAND USE DEVELOPMENT STRATEGY  
**Location** Will Rogers World Airport  
**Description** Development of Land Use Strategy for approximately 2000 vacant acres of land surrounding the airport.  
**Project Justification** Development of the land will provide revenue generation for the airport as well as provide for future economic development for the City.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Oklahoma City Airport Trust	\$185,000
<b>Project Total</b>	<b>\$185,000</b>

Department Total \$46,146,890

# CITY CLERK'S OFFICE

**Project ID** C80107 **Title** CITY CLERK PROGRAM IMPROVEMENTS  
**Location** 200 N. Walker  
**Description** This project will provide for City Clerk CIP program improvements.  
**Project Justification** Funds for this project were reallocated from the completed Electronic Agenda System Project. This reallocation will permit future program improvements, as assigned, including but not limited to development of a new "City Manager Report" Sire workflow.  
**Operating Cost Impact** No additional operating costs.

<b>Capital Funding Source</b>	<b>FY 11-12</b>
Capital Improvement Fund	\$22,723
<b>Project Total</b>	<b>\$22,723</b>

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Department Total \$22,723



# CITY MANAGER'S OFFICE

**Project ID** F0016 **Title** 800 MHZ REBANDING  
**Location** Citywide  
**Description** Funding set aside for re-banding associated with the 800 MHz project. Expenditures will be reimbursed.  
**Project Justification** To provide temporary funding for the rebanding of the City's 800 MHz system.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Temp Sales Tax Pub Safety Capital	\$210,360
<b>Project Total</b>	<b>\$210,360</b>

**Project ID** F0001 **Title** 800 MHZ TRUNKED RADIO  
**Location** Citywide  
**Description** This program will replace the radios originally purchased for the new system.  
**Project Justification** Due to age and the lack of parts to fix the radios, replacements are necessary.  
**Operating Cost Impact** More than \$100,001  
**Operating Cost Description** Routine maintenance and repair.

Capital Funding Source	FY 11-12
Temp Sales Tax Pub Safety Capital	\$401,797
<b>Project Total</b>	<b>\$401,797</b>

**Project ID** C50003 **Title** CENTENNIAL LAND RUN MONUMENT  
**Location** Bricktown near the Canal  
**Description** A joint project between the City, State, and Federal Government in celebration of the Oklahoma Land Run of 1889. Project includes 45 bronze sculptures.  
**Project Justification** To celebrate the historical event and provide for artwork along the Bricktown Canal.  
**Operating Cost Impact** Between \$50,001 and \$100,000  
**Operating Cost Description** Annual Maintenance Cost of waxing the sculptures.

Capital Funding Source	FY 11-12
OKC Public Property Authority	\$450,000
<b>Project Total</b>	<b>\$450,000</b>

# CITY MANAGER'S OFFICE

**Project ID** C80366 **Title** CHANNEL 20 VIDEO CAMERAS  
**Location** 200 N. Walker  
**Description** New cameras for studio and field production of Channel 20 programs.  
**Project Justification** New studio and field cameras will allow us to improve the production quality of Channel 20 programs; allow for multiple production shoots and add new programs to our programming line-up.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Materials, supplies, and maintenance.

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$7,298
<b>Project Total</b>	<b>\$7,298</b>

**Project ID** F0013 **Title** COMPUTER AIDED DISPATCH  
**Location** Public Safety Office  
**Description** This program will provide a new Computer Aided Dispatch (CAD) system that will enhance public safety services by adding GIS address verification and geographic analysis.  
**Project Justification** Approved on March 14, 2000 temporary sales tax for public safety programs.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Routine maintenance and repair.

Capital Funding Source	FY 11-12
Temp Sales Tax Pub Safety Capital	\$16,933
<b>Project Total</b>	<b>\$16,933</b>

**Project ID** C80277 **Title** DIGITAL COPIER WITH SCANNING  
**Location** 420 W. Main  
**Description** Purchase of a digital copier with scanning capability for the MAPS/OCMAPS Office.  
**Project Justification** Due to the age and condition of current Copier, a replacement is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
MAPS3 Use Tax Fund	\$15,000
OCMAPS - Schools Sales Tax	\$15,000
<b>Project Total</b>	<b>\$30,000</b>

# CITY MANAGER'S OFFICE

**Project ID** F0002 **Title** EMERGENCY COMMUNICATIONS CENTER  
**Location** NE Corner of Robert S Kerr and Shartel  
**Description** Construct a new facility to house E-911 services, Fire and Police Dispatch, and critical communications/data equipment for the City. The Facility may be used for an emergency command center during disaster situations. Remaining funds are for capital maintenance of facility.  
**Project Justification** Approved on March 19, 2002 as an appropriate project to be supported by the limited purpose City Capital Improvement Excise Tax.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Routine maintenance and repair.

Capital Funding Source	FY 11-12
Temp Sales Tax Pub Safety Capital	\$172,840
<b>Project Total</b>	<b>\$172,840</b>

**Project ID** F0003 **Title** EMERGENCY WARNING SYSTEM  
**Location** Citywide  
**Description** Remaining funds for Emergency Warning System. Installation is complete of all new sirens.  
**Project Justification** Approved on March 14, 2000 temporary sales tax for public safety programs.  
**Operating Cost Impact** More than \$100,001  
**Operating Cost Description** Routine maintenance and repair.

Capital Funding Source	FY 11-12
Temp Sales Tax Pub Safety Capital	\$259,652
<b>Project Total</b>	<b>\$259,652</b>

**Project ID** F0004 **Title** FIRE MANAGEMENT INFORMATION SYSTEM  
**Location** Citywide  
**Description** This program will replace the existing Fire Department Information System with one that incorporates current data storage technology and has the ability to allow application deployment techniques for the future.  
**Project Justification** Approved on March 14, 2000 temporary sales tax for public safety programs.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Routine maintenance and repair.

Capital Funding Source	FY 11-12
Temp Sales Tax Pub Safety Capital	\$188,840
<b>Project Total</b>	<b>\$188,840</b>

# CITY MANAGER'S OFFICE

<b>Project ID</b>	CIP-I89	<b>Title</b>	I-89 SCHOOL BUILDINGS
<b>Location</b>	Citywide		
<b>Description</b>	Construction of new buildings and renovation of facilities as outlined in the I-89 Program Implementation Plan.		
<b>Project Justification</b>	Due to age of facilities and locations of students, renovations are necessary as well as Construction of new buildings.		
<b>Operating Cost Impact</b>	More than \$100,001		
<b>Operating Cost Description</b>	Operating Costs are for Project Office. Administrative costs only and not for operations of the facilities.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
	<hr/>		
	OCMAPS - Schools Sales Tax		\$77,900,000
	<hr/>		
	<b>Project Total</b>		<b>\$77,900,000</b>

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<b>Project ID</b>	CIP-TECH	<b>Title</b>	I-89 SCHOOL TECHNOLOGY
<b>Location</b>	Citywide		
<b>Description</b>	Computer technology for the Oklahoma City Public School District I-89. Project provides for computers, networking, and software.		
<b>Project Justification</b>	To provide the students of Oklahoma City Public Schools with up-to-date technology so that they have the best resources available to assist in their learning.		
<b>Operating Cost Impact</b>	More than \$100,001		
<b>Operating Cost Description</b>	Operating costs are for Project Office. Administrative costs only and not for operations of specified projects.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
	<hr/>		
	OCMAPS - Schools Sales Tax		\$4,500,000
	<hr/>		
	<b>Project Total</b>		<b>\$4,500,000</b>

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<b>Project ID</b>	C80398	<b>Title</b>	MAPS 3 OFFICE REMODEL
<b>Location</b>	420 W Main, 4th Floor		
<b>Description</b>	Remodel of the MAPS 3 Office for additional personnel.		
<b>Project Justification</b>	Project is necessary to provide office space for the additional employees that are needed to manage the MAPS 3 program.		
<b>Operating Cost Impact</b>	No additional operating costs		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
	<hr/>		
	Capital Improvement Fund		\$340,934
	<hr/>		
	<b>Project Total</b>		<b>\$340,934</b>

# CITY MANAGER'S OFFICE

**Project ID** C50016 **Title** MAPS 3 PROJECTS  
**Location** Citywide  
**Description** Improvement plans include a new Convention Center, Sidewalk Improvements, Oklahoma River Improvements, Biking and Walking Trails, New Downtown Park, Streetcar System, Aquatic Centers, and improvements to the Oklahoma State Fairgrounds.  
**Project Justification** To continue the City's momentum of creating jobs and improving the quality of life in Oklahoma City.  
**Operating Cost Impact** More than \$100,001  
**Operating Cost Description** Maintenance, Contracted Services, Personnel, Supplies and Materials

Capital Funding Source	FY 11-12
MAPS3 Sales Tax	\$35,000,000
<b>Project Total</b>	<b>\$35,000,000</b>

**Project ID** CIP-PROGRAM **Title** MAPS COMPLETION/RESERVE  
**Location** Various Locations  
**Description** Project represents funding remaining for various project completions.  
**Project Justification** Project is necessary to provide funding for final completion of approved MAPS projects.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Fund MAP	\$482,513
<b>Project Total</b>	<b>\$482,513</b>

**Project ID** F0005 **Title** MOBILE DATA COMPUTERS  
**Location** Citywide  
**Description** This program will replace the current Mobile Data Terminals with Mobile Data Computers (MDCs). In addition to the current applications, MDCs will add the capabilities necessary to provide access to GIS-based systems. Remaining funds will be use for replacements.  
**Project Justification** Approved on March 14, 2000 temporary sales tax for public safety programs.  
**Operating Cost Impact** Between \$10,001 and \$50,000  
**Operating Cost Description** Routine maintenance and repair.

Capital Funding Source	FY 11-12
Temp Sales Tax Pub Safety Capital	\$14,020
<b>Project Total</b>	<b>\$14,020</b>

# CITY MANAGER'S OFFICE

**Project ID** F0015 **Title** MUNICIPAL COURT INFORMATION SYSTEM  
**Location** 700 Couch Drive  
**Description** Council approved a Municipal Court component within the Public Safety information system projects, as an appropriate project to be supported by the limited purpose City Capital Improvement Excise Tax.  
**Project Justification** Approved on September 14, 2004 as an appropriate project to be supported by the limited purpose City capital improvement excise tax.  
**Operating Cost Impact** More than \$100,001  
**Operating Cost Description** Routine Maintenance and Repair

Capital Funding Source	FY 11-12
Temp Sales Tax Pub Safety Capital	\$404,602
<b>Project Total</b>	<b>\$404,602</b>

**Project ID** F0006 **Title** POLICE RECORDS MANAGEMENT SYSTEM  
**Location** Various Police Facilities  
**Description** This program will replace the existing Police Department Information System with one that incorporates current data storage technology and has the ability to allow application deployment techniques for the future.  
**Project Justification** Approved on March 14, 2000 temporary sales tax for public safety programs.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Routine maintenance and repair.

Capital Funding Source	FY 11-12
Temp Sales Tax Pub Safety Capital	\$1,474,458
<b>Project Total</b>	<b>\$1,474,458</b>

**Project ID** C10002 **Title** PRINTSHOP EQUIPMENT  
**Location** 200 N. Walker  
**Description** Escrow of funds to replace printing or copying equipment.  
**Project Justification** As current equipment reaches the end of its useful life it will need replacement.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$27,678
<b>Project Total</b>	<b>\$27,678</b>

# CITY MANAGER'S OFFICE

**Project ID** C80462 **Title** PROJECT MANAGEMENT COST  
**Location** 420 W. Main  
**Description** Funding for Public Works project management cost on Office of Sustainability capital projects.  
**Project Justification** Public Works project management costs are reimbursable by the grants and this project funds those reimbursements.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Other Grants	\$22,000
Temp Sales Tax Pub Safety Capital	\$111,261
<b>Project Total</b>	<b>\$133,261</b>

**Project ID** C80354 **Title** REPLACEMENT COMPUTERS  
**Location** Public information and marketing  
**Description** Replacement of Macintosh computers, printers, and graphics software for multi-media staff and pc's for other staff. This project is a continuous upgrade.  
**Project Justification** To replace and update Mac computers and software used by channel 20 and okc.gov staff as they become obsolete. These computers and their software are not supported by Information Technology.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Supplies and Maintenance Costs.

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$1,458
<b>Project Total</b>	<b>\$1,458</b>

**Project ID** CIP-SUBSCH **Title** SUBURBAN SCHOOL PROJECTS  
**Location** Citywide  
**Description** Projects include site purchase, construction, renovations, furniture and fixtures, transportation, equipment, and other improvements for 23 suburban school districts.  
**Project Justification** Condition of Facilities, Equipment, and Vehicles, require replacement. Other justifications are acceptable as long as they fall within the requirements of the OCMAPS Trust.  
**Operating Cost Impact** More than \$100,001  
**Operating Cost Description** Operating Costs are for project office administrative costs only and not for operations of facilities or specified projects.

Capital Funding Source	FY 11-12
OCMAPS - Schools Sales Tax	\$6,100,000
<b>Project Total</b>	<b>\$6,100,000</b>

# CITY MANAGER'S OFFICE

**Project ID** F0014                      **Title** WIRELESS DATA UPGRADE

**Location** Citywide

**Description** This program will include a review of the options available for wireless data networking and the implementation or upgrades as necessary to support new mobile data applications. Remaining funds are for capital replacement of hardware/software.

**Project Justification** Approved on March 14, 2000 temporary sales tax for public safety programs.

**Operating Cost Impact** Between \$1 and \$10,000

**Operating Cost Description** Routine maintenance and repair.

<b>Capital Funding Source</b>	<b>FY 11-12</b>
Temp Sales Tax Pub Safety Capital	\$7,252
<b>Project Total</b>	<b>\$7,252</b>

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Department Total                      \$128,123,896



# DEVELOPMENT SERVICES

**Project ID** C80300      **Title** IN FIELD COMPUTERIZATION

**Location** Citywide

**Description** Technical enhancement for code enforcement in the field. Notebooks will reduce the time required to transcribe field notes and print warnings and citations, effectively increasing the field time available to the code inspectors.

**Project Justification** Reducing in-office time required to report, and the enhanced ability to schedule inspection routes will increase the field time.

**Operating Cost Impact** Between \$1 and \$10,000 for replacement and maintenance

**Operating Cost Description** Replacement and Maintenance

Funding Source	FY 11-12
Capital Improvement Fund	\$22,872
<b>Project Total</b>	<b>\$22,872</b>

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Department Total	\$22,872
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# FINANCE

**Project ID** C20003                      **Title** FINANCE OFFICE IMPROVEMENTS  
**Location** 100 N. Walker and 420 W. Main Buildings  
**Description** This will provide for the replacement of office equipment and other improvements in the Finance Department.  
**Project Justification** Office equipment replacement needed as equipment reaches the end of its useful life.  
**Operating Cost Impact** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 11-12</b>
Capital Improvement Fund	\$17,769
<b>Project Total</b>	<b>\$17,769</b>

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Department Total                      \$17,769

# FIRE

**Project ID** B0000004151      **Title** BRICKTOWN FIRE STATION  
**Location** Bricktown  
**Description** Design, contract, equip and furnish a new fire station in the vicinity of Bricktown which may include related site acquisition and preparation, infrastructure, drainage utilities, roadways, parking, landscaping and/or fencing.  
**Project Justification** Re-location of Station #4 is necessary in order to best serve the public in the vicinity of the Bricktown area.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** This station will replace the current Fire Station #4 at 100 S.W. 4th negating any net increase in utility costs.

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$32,886
City and Schools Use Tax	\$797,656
<b>Project Total</b>	<b>\$830,542</b>

**Project ID** C80183      **Title** DEFIBRILLATORS  
**Location** Citywide  
**Description** Manual defibrillators with "15 lead" monitoring capability for use by Fire Department paramedics providing advanced life support (ALS).  
**Project Justification** Required for implementation of Advanced Life Support (ALS) program. Replacements are also necessary every 7 years.  
**Operating Cost Impact** Between \$10,001 and \$50,000  
**Operating Cost Description** Annual maintenance agreement with the manufacturer.

Capital Funding Source	FY 11-12
Fire Sales Tax Fund	\$50,000
Special Purpose Funds	\$9,284
<b>Project Total</b>	<b>\$59,284</b>

# FIRE

**Project ID** F0010                      **Title** FIRE APPARATUS REPLACEMENT  
**Location** Citywide  
**Description** Fire Apparatus replacement plan. Fire apparatus is comprised of all the emergency vehicles responding from fire stations including command vehicles.  
**Project Justification** As apparatus reach the end of their useful life, replacements are necessary.  
**Operating Cost Impact** No additional operating costs  
**Operating Cost Description** Replacing obsolete apparatus may actually reduce operating costs.

Capital Funding Source	FY 11-12
City and Schools Use Tax	\$8,115,042
<b>Project Total</b>	<b>\$8,115,042</b>

**Project ID** F0011                      **Title** FIRE PASSENGER VEHICLES  
**Location** Citywide  
**Description** Replacement of fire support vehicles.  
**Project Justification** Vehicles need to be replaced in a timely manner to ensure the ability to respond quickly and safely. In addition, at some point it becomes cost effective to replace vehicles.  
**Operating Cost Impact** No additional operating costs  
**Operating Cost Description** Replacing aged vehicles may actually reduce operating costs in the short term.

Capital Funding Source	FY 11-12
City and Schools Use Tax	\$180,365
Temp Sales Tax Public Safety	\$486
<b>Project Total</b>	<b>\$180,851</b>

**Project ID** F0018                      **Title** FIRE STATION #7 RENOVATION/EXPANSION  
**Location** 218 SW 23rd Street  
**Description** Renovation and Expansion of Fire Station  
**Project Justification** Due to age and condition of station, renovations and repairs are necessary.  
**Operating Cost Impact** Between \$50,001 and \$100,000  
**Operating Cost Description** Maintenance, supplies, utilities

Capital Funding Source	FY 11-12
Temp Sales Tax Pub Safety Cap	\$1,096,037
<b>Project Total</b>	<b>\$1,096,037</b>

# FIRE

**Project ID** B0000004214 **Title** FIRE STATION PARKING LOT REPAIRS  
**Location** Citywide  
**Description** Parking lot repairs at Fire Stations No. 2, 3, 14, 18, 21, 22, 24, and 25  
**Project Justification** Due to age and condition of the parking lots, repairs are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Temp Sales Tax Pub Safety Cap	\$46,078
<b>Project Total</b>	<b>\$46,078</b>

**Project ID** B0000004211 **Title** RENOVATION-FIRE STATION'S 11 & 12  
**Location** 900 NW 50<sup>th</sup> St. and 2121 Martin Luther King Ave.  
**Description** Renovation of Fire Stations 11 and 12.  
**Project Justification** Due to age and condition of facilities, renovations and repairs are needed.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$97,195
<b>Project Total</b>	<b>\$97,195</b>

**Project ID** B0706010002 **Title** SW 104TH ST & COUNCIL RD  
**Location** New Fire Station to serve an area in the vicinity of SW 104th Street and Council Road  
**Description** Design, construct, equip, and furnish new fire stations which may include relate site acquisition & preparation, demolition, infrastructure, drainage, utilities, roadways, parking, landscaping, irrigation, &/or fencing.  
**Project Justification** As a result of a fire station location study, a new fire station is needed in this area.  
**Operating Cost Impact** Between \$50,001 and \$100,000  
**Operating Cost Description** Supplies, maintenance and utilities

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$450,000
<b>Project Total</b>	<b>\$450,000</b>

**FIRE**

**Project ID** B0706020001 **Title** UNLISTED CONTROL ACCOUNT  
**Location** Citywide  
**Description** Repair, renovation, construction, replacement, and/or improvement of fire facilities and appurtenances; A&E/site and ROW acquisition, furnishings and equipment, utility relocation, and/or expenses of the bond issue.  
**Project Justification** Project is needed to establish a control account for unlisted funds as approved by the citizens of Oklahoma City.  
**Operating Cost Impact** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 11-12</b>
2007 G.O. Bonds	\$393,100
<b>Project Total</b>	<b>\$393,100</b>

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**Department Total** **\$11,268,129**

# GENERAL SERVICES

**Project ID** C11124 **Title** 100 N. WALKER WINDOW REPLACEMENTS  
**Location** 100 N. Walker  
**Description** This project is to replace windows in the building  
**Project Justification** Due to age and condition of windows, replacements are necessary. Work on this project has begun, but additional funding will be needed to complete due to the conditions of the windows.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$48,910
<b>Project Total</b>	<b>\$48,910</b>

**Project ID** C20029 **Title** 420 W. MAIN REMODEL  
**Location** 420 W. Main  
**Description** After a comprehensive facility study is complete, remodeling of various floors and offices will take place to best utilize the space throughout the building.  
**Project Justification** Due to an ever growing workforce and the need for storage space, a remodeling of various floors and offices is needed.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Potential increase sin maintenance cost.

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$198,535
<b>Project Total</b>	<b>\$198,535</b>

**Project ID** C10055 **Title** 420 W. MAIN RESTROOM REPAIR  
**Location** 420 W. Main Ave.  
**Description** Restroom repairs at 420 W. Main Building.  
**Project Justification** Due to age and condition of facilities, certain repairs are necessary including increasing compliance with the Americans with Disabilities Act.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$284,463
<b>Project Total</b>	<b>\$284,463</b>

# GENERAL SERVICES

**Project ID** C11141 **Title** 420 W. MAIN WATERPROOFING  
**Location** 420 W. Main  
**Description** Waterproof the north wall all the way down, and waterproof the columns in front of the building.  
**Project Justification** To prevent water from seeping into the building. Some repairs have been made, but additional repairs are still needed.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

**Project ID** C20006 **Title** ADA COMPLIANCE PROGRAM  
**Location** Citywide  
**Description** ADA program to assist in bringing City facilities into compliance.  
**Project Justification** Compliance will provide better citizen access to services and programs.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$253,899
<b>Project Total</b>	<b>\$253,899</b>

**Project ID** C20041 **Title** ADA COMPLIANT CURB RAMPS  
**Location** Citywide  
**Description** Funding for bringing identified curb Ramps into compliance.  
**Project Justification** Certain curb ramps in the City need modified to conform to ADA standards.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$50,005
<b>Project Total</b>	<b>\$50,005</b>



# GENERAL SERVICES

**Project ID** C20050 **Title** ADA FAIRGROUNDS PROGRAM  
**Location** Fairgrounds  
**Description** Fund an annual ADA program to bring the Fairgrounds into compliance.  
**Project Justification** Project is needed to provide necessary ADA improvements to the Fairgrounds in order to be in compliance.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$25,154
<b>Project Total</b>	<b>\$25,154</b>

**Project ID** C11142 **Title** CITY HALL ABS HVAC CONTROLS  
**Location** 200 N. Walker  
**Description** City Hall ABS HVAC Controls upgrade  
**Project Justification** The network controllers are outdated and will not be supported after December 2011.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$108,600
<b>Project Total</b>	<b>\$108,600</b>

**Project ID** C20017 **Title** CITYWIDE FACILITY REPAIRS/CONTINGENCY  
**Location** Citywide  
**Description** Reserve funding to meet unforeseen needs in projects in progress and new projects as they are identified.  
**Project Justification** Contingency account is necessary for unforeseen events that occur throughout City facilities as well as provide funding for new projects as they are identified.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$1,784,394
<b>Project Total</b>	<b>\$1,784,394</b>

# GENERAL SERVICES

**Project ID** C30001                      **Title** CITYWIDE FLEET REPLACEMENT

**Location** Citywide

**Description** Replacement of Citywide general fleet, which includes equipment used by Public Works, Animal Welfare, Courts, Transit (Cushmans), Development Services, and Parks. This includes non-highway equipment. This does not include Police or Solid Waste.

**Project Justification** As useful life of equipment and vehicles expire, replacement is necessary.

**Operating Cost Impact** No additional operating costs

**Operating Cost Description** Maintenance and repair will be necessary on existing fleet. However, new equipment requested will reduce cost due to warranty work absorbed by manufacturers.

<b>Capital Funding Source</b>	<b>FY 11-12</b>
Capital Improvement Fund	\$5,131,015
Other Grants	\$90,300
<b>Project Total</b>	<b>\$5,221,315</b>

**Project ID** C00029                      **Title** CLINIC FLOORING

**Location** Animal Welfare

**Description** Purchase and installation of a seamless floor in the Clinic area of the Animal Welfare Facility.

**Project Justification** The unsealed concrete and cracks have made the floor impossible to sanitize.

**Operating Cost Impact** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 11-12</b>
Capital Improvement Fund	\$9,165
<b>Project Total</b>	<b>\$9,165</b>

**Project ID** C11138                      **Title** COURTS ADA IMPROVEMENTS

**Location** 700 Couch Dr.

**Description** Various improvements to facility.

**Project Justification** Improvements are necessary to bring facility into compliance with ADA requirements.

**Operating Cost Impact** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 11-12</b>
Capital Improvement Fund	\$26,373
<b>Project Total</b>	<b>\$26,373</b>

# GENERAL SERVICES

**Project ID** C20018 **Title** COURTS BUILDING REPAIRS  
**Location** 700 Couch Dr.  
**Description** Courts Public Counter Repairs.  
**Project Justification** Due to condition and age of the Public Counter, certain repairs and improvements are necessary in order to best serve the public.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$20,000
<b>Project Total</b>	<b>\$20,000</b>

**Project ID** C20036 **Title** COURTS ROOF REPAIR/REPLACEMENT  
**Location** 700 Couch Drive  
**Description** Repairs or replacement of roof depending upon engineering study.  
**Project Justification** Due to age and condition of roof, repair or replacement is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$140,000
<b>Project Total</b>	<b>\$140,000</b>

**Project ID** C00001 **Title** CRIMINAL JUSTICE RENOVATION  
**Location** 700 Couch Drive  
**Description** Renovation of the Criminal Justice Office.  
**Project Justification** The Criminal Justice Office is in need of considerable renovation to bring the working conditions of the staff up to an acceptable level. The reception area needs to be reconfigured to provide a secure environment for staff and limit the ability of the public to enter the area.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$23,036
<b>Project Total</b>	<b>\$23,036</b>

# GENERAL SERVICES

**Project ID** C11143 **Title** DOWNTOWN CAMPUS ADA IMPROVEMENTS  
**Location** 100 N. Walker, 420 W. Main, 200 N. Walker  
**Description** ADA improvements to be made at the Downtown City Facilities  
**Project Justification** Compliance will provide better citizen access to services and programs.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$285,741
<b>Project Total</b>	<b>\$285,741</b>

**Project ID** C20021 **Title** DOWNTOWN CAMPUS CARPET REPLACEMENTS  
**Location** Downtown buildings  
**Description** Carpet Replacement Project at various locations throughout the downtown complex.  
**Project Justification** Replacement of carpet due to wear and tear.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$59,800
<b>Project Total</b>	<b>\$59,800</b>

**Project ID** C11144 **Title** DOWNTOWN CAMPUS MAINTENANCE  
**Location** 100 N. Walker, 200 N. Walker, 420 W. Main  
**Description** Maintenance and repairs to be made at the Downtown City Facilities  
**Project Justification** HVAC, plumbing, and roofing systems continue to age, increasing the possibility of failure.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$201,516
<b>Project Total</b>	<b>\$201,516</b>

# GENERAL SERVICES

**Project ID** C10093 **Title** FIRING RANGE WALLS  
**Location** Police Firing Range  
**Description** Repairs to Firing Range concrete shooting lane walls.  
**Project Justification** Walls must be repaired to keep the firing range certification in force.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$30,000
<b>Project Total</b>	<b>\$30,000</b>

**Project ID** C20109 **Title** FS#31 - ROOF REPLACEMENT  
**Location** Fire Station #31 - 618 North Rockwell  
**Description** Roof replacement at Fire Station #31.  
**Project Justification** Due to age and condition of roof, replacement is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$75,000
<b>Project Total</b>	<b>\$75,000</b>

**Project ID** C30013 **Title** FUELING MANAGEMENT SYSTEM  
**Location** 3738 SW 15th St.  
**Description** Upgrade of the CMF fuel islands to a Wireless Automated fueling system.  
**Project Justification** Project will provide for a more accurate and efficient fueling system.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$11,995
<b>Project Total</b>	<b>\$11,995</b>

# GENERAL SERVICES

**Project ID** C20059 **Title** GENERAL SERVICES BUILDING REPAIRS  
**Location** 600 SW 12th St., 115 N. Shartel).  
**Description** Repairs to the General Services Facilities.  
**Project Justification** Funds were used to pay for emergency building and roof repairs at the Building Management Division, and remaining funds will be used to make major roof repairs at the Central Garage.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$27,642
<b>Project Total</b>	<b>\$27,642</b>

**Project ID** C11133 **Title** ICE GUARDS AT CMF  
**Location** 3738 SW 15th St.  
**Description** Installation of Ice Guards on Central Maintenance Facility metal buildings.  
**Project Justification** To prevent injuries to employees and damage to equipment and vehicles.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$27,856
<b>Project Total</b>	<b>\$27,856</b>

**Project ID** C80210 **Title** MCKINLEY ROOF REPLACEMENT  
**Location** 1300 N. McKinley  
**Description** Roof replacement of McKinley Center roof.  
**Project Justification** Due to age and condition of roof, replacement is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$15,000
<b>Project Total</b>	<b>\$15,000</b>

# GENERAL SERVICES

**Project ID** C80208 **Title** MINNIS LAKEVIEW ROOF REPLACEMENT  
**Location** 12520 NE 36th Street  
**Description** Roof replacement of Minnis Lakeview Recreation Center.  
**Project Justification** Due to age and condition of roof, replacement is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$62,000
<b>Project Total</b>	<b>\$62,000</b>

**Project ID** C20100 **Title** SPACE UTILIZATION STUDY  
**Location** 420 W. Main, 100 N. Walker  
**Description** Study of Department offices and needs for additional space. Project has been completed and remaining funds are reserved for final payment. Scope as been increased to include the 100 N. Walker facility, as well.  
**Project Justification** Project to identify the proper use of space in the 420 W. Main and 100 N. Walker buildings.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$99,088
<b>Project Total</b>	<b>\$99,088</b>

**Department Total** **\$9,239,487**

# INFORMATION TECHNOLOGY

**Project ID** F0001                      **Title** 800 MHZ TRUNKED RADIO  
**Location** Citywide  
**Description** This program will replace the radios originally purchased for the new system.  
**Project Justification** Due to age and the lack of parts to fix the radios, replacements are necessary.  
**Operating Cost Impact** More than \$100,001  
**Operating Cost Description** Routine maintenance and repair.

Capital Funding Source	FY 11-12
City and Schools Use Tax	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

**Project ID** C10008                      **Title** CASH REGISTER SOFTWARE SYSTEM  
**Location** 420 W. Main  
**Description** New Cash Registers System was originally implemented in FY 07/08. Additional departments and functionality is to be added and implemented in phases.  
**Project Justification** Replacement of outdated systems in order for the City to be more efficient, reduce errors, and increase productivity.  
**Operating Cost Impact** More than \$100,001  
**Oper. Cost Description** Software and hardware maintenance.

Capital Funding Source	FY 11-12
OKC Municipal Facilities Authority	\$102,693
<b>Project Total</b>	<b>\$102,693</b>

**Project ID** C80233                      **Title** DATABASE AND DEVELOPMENT IMPROVEMENTS  
**Location** Citywide  
**Description** Provide a SQL Server for Data warehouse, Reporting Services, SharePoint Report Center, LFR dashboard and automation activities.  
**Project Justification** Improvements are necessary to maintain Citywide databases.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$192,265
<b>Project Total</b>	<b>\$192,265</b>



# INFORMATION TECHNOLOGY

**Project ID** C10004 **Title** DESKTOP REPLACEMENT  
**Location** Citywide  
**Description** Citywide Computer Replacement Program. This funding will allow the City to implement and maintain the desktop replacement plan.  
**Project Justification** The industry recommends a three-year replacement cycle for PC's to reduce downtime and ensure efficiency.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$264,951
<b>Project Total</b>	<b>\$264,951</b>

**Project ID** ITSEC0047310 **Title** EVENTTRACKER SYSTEM SERVER  
**Location** Citywide  
**Description** Additional Server for EventTracker System.  
**Project Justification** Purchase an additional server for EventTracker system to allow system distribution across multiple servers to improve performance with logging and reporting.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$1,818
<b>Project Total</b>	<b>\$1,818</b>

**Project ID** ITCLN0045632 **Title** FIELD MDC REPLACEMENTS  
**Location** Citywide  
**Description** Replacing end-of-life field mobile computers for non-public safety departments.  
**Project Justification** As field computers reach the end of their useful life, replacement is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$92,500
<b>Project Total</b>	<b>\$92,500</b>

# INFORMATION TECHNOLOGY

**Project ID** ITSVR0042716      **Title** IT - DATABASE SERVER REPLACEMNT  
**Location** Citywide  
**Description** Server replacement for end of life servers.  
**Project Justification** Replacement of servers, due to they have reached the end of their lifecycle.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$48,589
<b>Project Total</b>	<b>\$48,589</b>

**Project ID** ITTEL0031449      **Title** IT - 420 W MAIN VOIP IMPLEMENTATION  
**Location** 420 W. Main  
**Description** Project will fund implementation of VoIP at facility for those departments that have not yet been converted.  
**Project Justification** Completion of this project will have the campus buildings, 100 Walker, City Hall, Police HQ, Courts, ECC and 420 Main all on VoIP.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$15,000
<b>Project Total</b>	<b>\$15,000</b>

**Project ID** ITADM0048203      **Title** IT - DEVELOPMENT IMAGING  
**Location** Citywide  
**Description** Development Center Document Scanning and Citizen Access  
**Project Justification** To increase efficiency in the storage and retrieval of information and to allow for improved citizen access to documents.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

# INFORMATION TECHNOLOGY

**Project ID** ITENT0042500      **Title** IT- KRONOS SQL REPORTING  
**Location** Citywide  
**Description** Consulting fees to implement SQL Kronos Reporting services  
**Project Justification** Implementing Kronos upgrade w/v 6.0 using SQL will provide advanced reporting capabilities.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$25,000
<b>Project Total</b>	<b>\$25,000</b>

**Project ID** ITSVR0042720      **Title** IT - MAIN SERVER REPLACEMENT  
**Location** Citywide  
**Description** This project is to replace the hardware and storage for systems that are at end of life.  
**Project Justification** This project will not fund all servers and storage that are at end of life, however it should allow us to create a reserve of parts to repair the servers that are no longer under warranty but still remain in production.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$120,000
<b>Project Total</b>	<b>\$120,000</b>

**Project ID** ITADM0044477      **Title** IT - OKC.GOV MIGRATION  
**Location** Citywide  
**Description** Contract Services to Support OKC.GOV migration to SharePoint  
**Project Justification** This project will provide funds to obtain external web designers to migrate content to new site based on SharePoint.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$250,000
<b>Project Total</b>	<b>\$250,000</b>

# INFORMATION TECHNOLOGY

**Project ID** ITADM0048202      **Title** IT - PUBLIC WORKS IMAGING  
**Location** Citywide  
**Description** Scanning of Public Works project files  
**Project Justification** To increase efficiency in the storage and retrieval of information and to allow for improved citizen access to documents. Currently waiting on imaging contract to be renewed in order to scan Public Works 6th Floor project files and private development files.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$45,000
<b>Project Total</b>	<b>\$45,000</b>

**Project ID** ITDEV0027180      **Title** IT - SHAREPOINT IMAGING  
**Location** Citywide  
**Description** We need a 3rd party add on to SharePoint to perform the scan-and-store document management. This project provides advanced capabilities beyond what was requested previously to also perform intelligent forms.  
**Project Justification** We need to replace the unsupported Retrievalware product for document management for City wide document storage and retrieval.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance of software and equipment.

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$58,951
<b>Project Total</b>	<b>\$58,951</b>

**Project ID** ITSVR0036291      **Title** IT - TAPE BACKUP MOVE  
**Location** Citywide  
**Description** Move Tape Backup infrastructure to Remote Emergency Operations Center  
**Project Justification** This project will move the tape backup infrastructure to our offsite facility eliminating the loss of productivity necessary when retrieving tapes.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$40,000
<b>Project Total</b>	<b>\$40,000</b>

# INFORMATION TECHNOLOGY

**Project ID** ITPRJ0049225 **Title** IT ACCELAXFR - DEVELOPMENT CENTER VEHICLES  
**Location** Citywide  
**Description** Replacement of Mobile Data Units with printers and mounting for Development Center vehicles.  
**Project Justification** To increase efficiency in the storage and retrieval of information from the system.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$21,709
<b>Project Total</b>	<b>\$21,709</b>

**Project ID** ITADM48205 **Title** IT ADOBE PROFESSIONAL FOR ACCELA  
**Location** Citywide  
**Description** Adobe Professional Extended for Accela Software Submission  
**Project Justification** To allow use of Adobe with the City Accela software.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$12,000
<b>Project Total</b>	<b>\$12,000</b>

**Project ID** ITGIS0042710 **Title** IT GIS GEOCORTEX PROFESSIONAL SERVICES  
**Location** 100 N. Walker  
**Description** The services include ongoing support, troubleshooting, and further enhancements for our ArcGIS Server map services.  
**Project Justification** Project is for on-going professional services to develop additional functionality, assist on upgrades of the software, and provide on-going technical support and troubleshooting services.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$7,205
<b>Project Total</b>	<b>\$7,205</b>

# INFORMATION TECHNOLOGY

**Project ID** C20103 **Title** IT MULTI-PROJECT CONTROL ACCOUNT  
**Location** Citywide  
**Description** Projects include Security, Network, Administrative, Server, Process Management, GIS, Database, Telecom and others.  
**Project Justification** Project provides a control account until individual projects are identified for funding.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Total cost depends upon individual project

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$3,149,303
<b>Project Total</b>	<b>\$3,149,303</b>

**Project ID** C10007 **Title** IT SERVER REVOLVING ACCOUNT  
**Location** Citywide  
**Description** Information Technology (IT) revolving account. Account to collect and disburse funds for City departments, IT related equipment, and licensing.  
**Project Justification** Project is set up as a revolving account for the Department to use to fund various IT improvements throughout the City.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$53,387
<b>Project Total</b>	<b>\$53,387</b>

**Project ID** ITSVR0036290 **Title** IT SERVER - MOVE TAPE BACKUP INFRASTRUCTURE  
**Location** Citywide  
**Description** Move Tape Backup Infrastructure to Remote Emergency Operations Center  
**Project Justification** This project will move the tape backup infrastructure to our offsite facility eliminating the loss of productivity necessary when retrieving tapes. This is also a building block of using the Remote Emergency Operations Center as a DR site for enterprise applications.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$10,000
<b>Project Total</b>	<b>\$10,000</b>

# INFORMATION TECHNOLOGY

**Project ID** ITENT0012882 **Title** IT-ENTERPRISE - KRONOS  
**Location** Citywide  
**Description** Kronos Record Manager & Advanced Reporting  
**Project Justification** Implementing Kronos Record Manager will cover project schedule, user archiving & purging requirements, installation of the new product in Kronos stage environment, testing, departmental resource coordination, and planning/scheduling of the rollout/product.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

**Project ID** ITNET0012665 **Title** ITNETWORK-NAC  
**Location** 100 N. Walker  
**Description** IT Network Access Control Security Improvements  
**Project Justification** To further secure our network from intrusion NAC requires a user to log on before network connectivity is established.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance and Services

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$79,811
<b>Project Total</b>	<b>\$79,811</b>

**Project ID** ITSEC0026362 **Title** IT-SEC LAPTOP HARD DRIVE ENCRYPTION  
**Location** 100 N. Walker  
**Description** Laptop Hard Drive Encryption  
**Project Justification** Project will purchase solution to encrypt City laptop data preventing access to information in case of loss or theft.  
**Operating Cost Impact** Between \$10,001 and \$50,000  
**Operating Cost Description** Maintenance and service costs.

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$12,969
<b>Project Total</b>	<b>\$12,969</b>

# INFORMATION TECHNOLOGY

**Project ID** ITTEL0019928      **Title** IT-TEL CALL MANAGER, IPCC & ER UPGRADE  
**Location** 100 N. Walker  
**Description** IT Call Manager, IPCC & ER Upgrade  
**Project Justification** The existing VoIP system is no longer supported by Cisco and the existing version has dependencies that negatively impact server and client projects.  
**Operating Cost Impact** Between \$50,001 and \$100,000  
**Operating Cost Description** Estimated cost for maintenance, licensing and support.

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$108,789
<b>Project Total</b>	<b>\$108,789</b>

**Project ID** C10020      **Title** IT-TELECOM - REVOLVING ACCT  
**Location** 100 N. Walker  
**Description** As departments require upgrades and/or improvements to their telecommunication systems, this project provides for the transfer of funds from their accounts to the CIP so that IT can manage the purchase and management of the upgrades and/or improvements.  
**Project Justification** Improvements are needed to allow for enhanced telephone communications.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance of System

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$1,550
<b>Project Total</b>	<b>\$1,550</b>

**Project ID** ITSEC0045038      **Title** IT-WIFI SECURITY & NETWORK CONFIGURATION  
**Location** Citywide  
**Description** Wi-Fi Security and Network Configuration Enhancement to add encryption, QOS, disable peer to peer, enable air congestion features to all the Tropos routers and related devices to protect or block erroneous IP addresses.  
**Project Justification** This service or tool polls IP addresses arriving at our portal to protect or block erroneous IP addresses.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$15,500
<b>Project Total</b>	<b>\$15,500</b>



# INFORMATION TECHNOLOGY

<b>Project ID</b>	F0005	<b>Title</b>	MOBILE DATA COMPUTERS
<b>Location</b>	Citywide		
<b>Description</b>	This program will replace the current Mobile Data Terminals with Mobile Data Computers (MDCs). In addition to the current applications, MDCs will add the capabilities necessary to provide access to GIS-based systems.		
<b>Project Justification</b>	Approved on March 14, 2000 temporary sales tax for public safety programs.		
<b>Operating Cost Impact</b>	Between \$10,001 and \$50,000		
<b>Oper. Cost Description</b>	Routine maintenance and repair.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
	<hr/>		
	City and Schools Use Tax		\$1,800,000
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	<b>Project Total</b>		<b>\$1,800,000</b>

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<b>Project ID</b>	C25003	<b>Title</b>	RADIO SYSTEM IMPROVEMENTS
<b>Location</b>	Citywide		
<b>Description</b>	Upgrade radio system controller in order to work with system patches/fixes to critical radio components.		
<b>Project Justification</b>	Required to apply additional patches and fixes to critical radio components. The goal of these projects is to maintain our infrastructure to support ongoing recovery, security, and incident management processes.		
<b>Operating Cost Impact</b>	Between \$1 and \$10,000		
<b>Oper. Cost Description</b>	Maintenance costs.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
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	Capital Improvement Fund		\$3,989
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	<b>Project Total</b>		<b>\$3,989</b>

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<b>Project ID</b>	C80224	<b>Title</b>	TELEPHONE SYSTEMS
<b>Location</b>	Citywide		
<b>Description</b>	Telephony systems replacement, including phones and voice mail.		
<b>Project Justification</b>	The City's remaining outdated Legacy telephony system cannot be effectively maintained. Failures will continue to increase over time due to the lack of equipment & support.		
<b>Operating Cost Impact</b>	Between \$10,001 and \$50,000		
<b>Oper. Cost Description</b>	Maintenance costs.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
	<hr/>		
	Capital Improvement Fund		\$2,997
	<hr/>		
	<b>Project Total</b>		<b>\$2,997</b>

**Department Total** **\$7,735,976**

## MUNICIPAL COUNSELOR'S OFFICE

**Project ID** C80244      **Title** DOCKET TRACKING SYSTEM-LEGAL

**Location** 200 N. Walker

**Description** Software program which automates docket and litigation tracking required by Legal Department to ensure compliance with court dates of legal proceedings as set by State and Federal Courts.

**Project Justification** This program will automate the current manual system of recording court dates and legal proceedings as set by State and Federal Courts. The program will provide access to information such as the compilation of information for recovery of certain fees.

**Operating Cost Impact** Between \$1 and \$10,000

**Operating Cost Description** Annual maintenance and support.

<b>Capital Funding Source</b>	<b>FY 11-12</b>
Capital Improvement Fund	\$25,000
<b>Project Total</b>	<b>\$25,000</b>

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**Department Total**      **\$25,000**

# MUNICIPAL COURT

**Project ID** C20018                      **Title** COURTS BUILDING REPAIRS  
**Location** 700 Couch Dr.  
**Description** Courts Public Counter Repairs.  
**Project Justification** Due to condition and age of the public counter, certain repairs and improvements are necessary in order to best serve the public.  
**Operating Cost Impact** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 11-12</b>
Capital Improvement Fund	\$10,000
<b>Project Total</b>	<b>\$10,000</b>

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**Department Total**                      **\$10,000**

# NON-DEPARTMENTAL

**Project ID** C50002                      **Title** CAPITAL FUND CONTINGENCY  
**Location** Citywide  
**Description** Reserve/Contingency for projects Citywide as identified.  
**Project Justification** Project account is necessary for tracking of contingency until projects are identified.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$2,171,166
<b>Project Total</b>	<b>\$2,171,166</b>

**Project ID** C80255                      **Title** CITY/SCHOOLS CAPITAL CONTINGENCY  
**Location** Citywide  
**Description** Reserve/Contingency for Capital projects citywide as approved by City Council.  
**Project Justification** To allow for additional funds that might be needed for new or existing Capital Projects.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
City and Schools Use Tax	\$2,000,000
<b>Project Total</b>	<b>\$2,000,000</b>

**Project ID** C50004                      **Title** CITYWIDE OFFICE EQUIPMENT  
**Location** Citywide  
**Description** As projects are identified during the fiscal year funds will be allocated to specific projects.  
**Project Justification** Project account is necessary for tracking of funds until projects can be identified.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$134,778
<b>Project Total</b>	<b>\$134,778</b>

# NON-DEPARTMENTAL

**Project ID** F0012 **Title** PUBLIC SAFETY CAPITAL EQUIPMENT CONTINGENCY  
**Location** Citywide  
**Description** Reserve and contingency for established Police and Fire Capital projects.  
**Project Justification** Project is necessary to provide for additional budget that might be necessary during the year for increased project cost or for newly identified projects.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Temp Sales Tax Public Safety Capital	\$1,277,862
<b>Project Total</b>	<b>\$1,277,862</b>

**Project ID** N0001 **Title** MAPS CAPITAL REPLACEMENT  
**Location** Various Locations  
**Description** Project is set up to provide funding for replacement/repairs to MAPS projects: Ballpark, Convention Center, Civic Center, Arena, Canal, River and Transportation Link.  
**Project Justification** As projects age, funding will be necessary for repairs and renovations to the projects.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
MAPS Res/Operating & Capital	\$3,975,296
<b>Project Total</b>	<b>\$3,975,296</b>

**Project ID** C20016 **Title** RIVER PARK RESERVES  
**Location** North Canadian River  
**Description** River Park Reserves for future identified projects.  
**Project Justification** Project account is necessary for tracking of reserves until projects can be identified.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$89,649
<b>Project Total</b>	<b>\$89,649</b>

**Department Total** **\$9,648,751**

# PARKS AND RECREATION

**Project ID** B0000003011, B0000003014 **Title** ADA IMPROVEMENTS  
**Location** Citywide  
**Description** Install improvements for ADA-compliant park facility accessibility including related design.  
**Project Justification** Provide safe and accessible parks for the users.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$1,157,602
<b>Project Total</b>	<b>\$1,157,602</b>

**Project ID** ED0834 **Title** ART COUNCIL PLAZA IMPROVEMENTS  
**Location** California and Hudson  
**Description** TIF #8 Art Council Plaza Improvements  
**Project Justification** To improve appearance and make the central core more pedestrian friendly.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance and irrigation

Capital Funding Source	FY 11-12
Tax Increment Financing	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

**Project ID** B0000003414 **Title** ATHLETIC FIELD IMPROVEMENTS  
**Location** Douglas, Edwards, Southern Oaks, Swatek, Taylor, Washington, and Woodson  
**Description** Athletic Field Improvements at Douglas, Edwards, Southern Oaks, Swatek, Taylor, Washington, and Woodson Parks.  
**Project Justification** Provide safe and updated sports fields for the citizens of Oklahoma City.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$599,568
<b>Project Total</b>	<b>\$599,568</b>

# PARKS AND RECREATION

**Project ID** B0000006602      **Title** BOATHOUSE ROW IMPROVEMENTS  
**Location** SE 6th Street, along Oklahoma River  
**Description** Boat ramp replacement, parking lot, and storm sewer improvements.  
**Project Justification** Due to relocation of boat ramp, other improvements are necessary to provide public with access to the river.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$68,755
<b>Project Total</b>	<b>\$68,755</b>

**Project ID** C80397      **Title** CANAL MAINTENANCE BUILDING  
**Location** Located next to South Bricktown Canal  
**Description** New Canal Maintenance Building for the Parks Department. Remaining funds are budgeted for the access road to the facility.  
**Project Justification** Construction of canal maintenance building is needed in order to properly maintain canal.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Routine maintenance of facility.

Capital Funding Source	FY 11-12
MAPS Reserve/Operating & Capital	\$300,000
<b>Project Total</b>	<b>\$300,000</b>

**Project ID** ED0826      **Title** CIVIC CENTER PLAZA  
**Location** 201 N. Walker  
**Description** Civic Center/Bicentennial Park Improvements. Features may include sweeping lawn areas, paved surfaces, water features, retaining and seat walls, lighting, art and stage areas for sculptures, signage and landscaping.  
**Project Justification** Improvements are needed to provide for a safe and accessible park and provide for new and improved amenities for users.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance and irrigation

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$3,324,580
Tax Increment Financing	\$4,000,000
<b>Project Total</b>	<b>\$7,324,580</b>

# PARKS AND RECREATION

**Project ID** B0000002912, B0000005709 **Title** COMMUNITY CENTER/FACILITY IMPROVEMENTS  
**Location** Draper, Earlywine, Hathaway, Hefner, Lincoln, Mack, McKinley, Melrose, Pilot, Pitts, Sellers, Southern Oaks, Taylor and Woodson centers.  
**Description** Facility Improvements at multiple park locations  
**Project Justification** Due to age and condition of facilities, improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$1,645,178
<b>Project Total</b>	<b>\$1,645,178</b>

**Project ID** B0000004031 **Title** EARLYWINE TRAIL IMPROVEMENTS  
**Location** Earlywine Park  
**Description** Construct trails, parking, restroom facilities, furniture, equipment, landscaping, lighting, and/or signage, and related design.  
**Project Justification** To Increase the recreational opportunities available to the public in this area of the City.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance, supplies, and utilities.

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$975,544
<b>Project Total</b>	<b>\$975,544</b>

**Project ID** B0000003114 **Title** EARLYWINE POOL IMPROVEMENTS  
**Location** Earlywine Aquatic Center  
**Description** Improvements at Earlywine Aquatic Center  
**Project Justification** Improvement and renovations at existing pool and facilities are necessary to increase the use of the facility.  
**Operating Cost Impact** Between \$10,001 and \$50,000  
**Operating Cost Description** Increase in water, power, and personnel costs.

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$5,802
<b>Project Total</b>	<b>\$5,802</b>



# PARKS AND RECREATION

**Project ID** B0000012259      **Title** G.O. BOND INTEREST CONTROL ACCOUNT  
**Location** Citywide  
**Description** Project control account reserved for projects as needed. Any unlisted projects must be approved by City Council.  
**Project Justification** Project allows for reserve on interest earned on G.O. Bond funds to be used on projects as identified and approved by City Council.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$632,458
<b>Project Total</b>	<b>\$632,458</b>

**Project ID** B0000004001      **Title** KATY RAILWAY TO RENO BLVD. AND LINCOLN BLVD.  
**Location** Katy Railway to Reno Ave. and Lincoln Blvd.  
**Description** Construct trails and related design site amenities such as parking, furniture, equipment, landscaping, lighting, and /or signage. Trail M. (Katy trail)  
**Project Justification** To increase the recreational opportunities available to the public in this area of the City.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$17,289
<b>Project Total</b>	<b>\$17,289</b>

**Project ID** B0000006601      **Title** LAYFAYETTE PARK PLAYGROUND IMPROVEMENTS  
**Location** SW 46th & Walker Ave.  
**Description** Playground Improvements at Lafayette Park.  
**Project Justification** Due to age and condition of equipment, replacements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$16,532
<b>Project Total</b>	<b>\$16,532</b>

# PARKS AND RECREATION

**Project ID** ED0820 **Title** MYRIAD GARDENS ARCH STRUCTURE  
**Location** Myriad Botanical Gardens  
**Description** Construction of Myriad Gardens South Entrance.  
**Project Justification** To improve appearance and make the central core more pedestrian friendly.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Tax Increment Financing	\$5,000,000
<b>Project Total</b>	<b>\$5,000,000</b>

**Project ID** ED0819 **Title** MYRIAD GARDENS RENOVATIONS  
**Location** Myriad Botanical Gardens  
**Description** Renovations including the addition of a grand performance lawn, children’s discovery garden & play area, water features, ice skating rink, restaurant & café, dog release area & the addition of a new grand entrance to the Crystal Bridge Conservatory.  
**Project Justification** Improvements are needed to provide for a safe and accessible park and provide for new and improved amenities for users.  
**Operating Cost Impact** Between \$50,001 and \$100,000  
**Operating Cost Description** Maintenance and irrigation

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$333,906
Tax Increment Financing	\$5,000,000
<b>Project Total</b>	<b>\$5,333,906</b>

**Project ID** GOLF0000082 **Title** GOLF COURSE PROJECTS  
**Location** City golf courses  
**Description** Funding is for various projects at the golf courses including tree replacement, signage, mowers, carts, and improvements to clubhouses.  
**Project Justification** Due to age of equipment and condition of facilities, replacements and repairs are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Public Property Authority	\$672,805
<b>Project Total</b>	<b>\$672,805</b>

# PARKS AND RECREATION

**Project ID** B0705060008 **Title** MYRIAD GARDENS (CRYSTAL BRIDGE)  
**Location** Myriad Gardens (Crystal Bridge)  
**Description** Improve parklands by installing/providing/improving playgrounds/athletic-picnic-horticulture garden areas-aquatic-nature observation-maintenance facilities/parking areas/roadways/trails/water feature-waterway improvements/docks/landscaping/lighting/etc.  
**Project Justification** Due to age and condition of Crystal Bridge, various improvements and replacements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$32,254
<b>Project Total</b>	<b>\$32,254</b>

**Project ID** PARK00001 **Title** PARK IMPROVEMENTS  
**Location** Various Locations  
**Description** Funding is for North Park Development, Park Maintenance Reserve, Douglass Park Improvements, and Will Rogers Park.  
**Project Justification** Improvements, repairs and renovations are necessary to some parks and funding is also available for new development.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Special Purpose Funds	\$2,684,529
<b>Project Total</b>	<b>\$2,684,529</b>

**Project ID** B0000003313, B0000003312 **Title** PARKING LOT IMPROVEMENTS  
**Location** Dolphin Wharton, Woodland, N. Rotary, Good Holm, Hefner, Ross, Girvin, Pilot Center, Red Andrews, N. Highland, Rotary Playground, Trosper, Lippert, Earlywine, Sellers, Siler, S. Rotary, Wheeler, Hosea Vineyard, Lorraine Thomas, Akers, Douglas, Perry, Hiram, Lela, Dulaney, Progressive, Stars & Stripes, Tinsley, Will Rogers, and Dolese Park.  
**Description** Parking Lots improvements at multiple park locations.  
**Project Justification** Due to age and condition of parking lots, paving improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$1,310,000
<b>Project Total</b>	<b>\$1,310,000</b>

# PARKS AND RECREATION

**Project ID** C10034                      **Title** PARKS PUBLIC ART  
**Location** Citywide  
**Description** Project set aside for purchase of public art for display in various areas of the City.  
**Project Justification** To provide artist's an opportunity to display artwork at various City locations and enhance the City's cultural appearance.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$35,751
<b>Project Total</b>	<b>\$35,751</b>

**Project ID** B0000002817, B0000002818                      **Title** PLAYGROUND IMPROVEMENTS  
**Location** Draper Park, Capitol Hill, Woodson, Pilot, Red Andrews, Wheeler, Martin Nature, Stars & Stripes, Lightning Creek, Overholser, Tinsley, Lakeshore, & Pat Murphy Park.  
**Description** Playground Improvements  
**Project Justification** Due to age and condition of equipment, replacements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$2,236,760
Capital Improvement Fund	\$13,256
<b>Project Total</b>	<b>\$2,250,016</b>

**Project ID** B0705060010                      **Title** SOFTBALL HALL OF FAME  
**Location** Softball Hall of Fame  
**Description** Improve parklands by installing/providing/improving playgrounds/athletic-picnic-horticulture garden areas-aquatic-nature observation-maintenance facilities/parking areas/roadways/trails/water feature-waterway improvements/docks/landscaping/lighting/etc.  
**Project Justification** Improvements are needed to provide for a safe and accessible park for users.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$26,890
<b>Project Total</b>	<b>\$26,890</b>

# PARKS AND RECREATION

**Project ID** B0000004011 **Title** TINKER/DRAPER TRAIL  
**Location** Tinker to Draper Lake  
**Description** Construct trails and related design, site amenities such as parking, furniture, equipment, landscaping, lighting, and /or signage.  
**Project Justification** To increase the recreational opportunities available to the public in this area of the City.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance, supplies, and utilities.

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$2,406,077
<b>Project Total</b>	<b>\$2,406,077</b>

**Project ID** B0000004061 **Title** UNLISTED CONTROL ACCOUNT  
**Location** Citywide  
**Description** Various park and recreation facility improvements, park maintenance, equipment, expenses of the bond issue, advanced A&E, and right-of-way / land acquisition.  
**Project Justification** Provide the necessary up-front design fees for the implementation of the 2000 G.O. Bond Issue.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$410,091
<b>Project Total</b>	<b>\$410,091</b>

**Project ID** B0705060011 **Title** WILL ROGERS PARK  
**Location** Will Rogers  
**Description** Improve parklands by installing/providing/improving playgrounds/athletic-picnic-horticulture garden areas-aquatic-nature observation-maintenance facilities/parking areas/roadways/trails/water feature-waterway improvements/docks/landscaping/lighting/etc.  
**Project Justification** Improvements are needed to provide for a safe and accessible park for users.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$1,941,260
<b>Project Total</b>	<b>\$1,941,260</b>

# PARKS AND RECREATION

**Project ID** B0000003012      **Title** WILL ROGERS PARK ADA & SIDEWALKS  
**Location** Will Rogers Park  
**Description** Improvements to the Arboretum Walking Path. (Sidewalks & ADA Improvements)  
**Project Justification** Improvements are necessary to improve upon the safety of sidewalks and meet ADA requirements.  
**Operating Cost Impact** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 11-12</b>
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2000 G.O. Bonds	\$820,805
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<b>Project Total</b>	<b>\$820,805</b>

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**Department Total**                      **\$36,797,875**

# POLICE

**Project ID** C20012                      **Title** CITY JAIL RENOVATION/RELOCATION  
**Location** 200 N. Shartel  
**Description** Demolition or renovation of jail facility pending further Council action.  
**Project Justification** Due to age and condition of facility, drastic remodel or demolition and total re-construction is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$272,525
<b>Project Total</b>	<b>\$272,525</b>

**Project ID** B0707010001                      **Title** HEADQUARTERS/COURTS RENOVATE  
**Location** Police Headquarters/Courts  
**Description** Renovate/expand/improve/equip & furnish the Police Headquarters/Municipal Courts Complex which may include A&E/site acquisition & preparation/demolition/infrastructure/drainage /utilities/roadways/parking/landscaping/irrigation &/or fencing.  
**Project Justification** Due to age and condition of facility; renovations, expansion and improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Police Sales Tax Fund	\$944,229
<b>Project Total</b>	<b>\$944,229</b>

**Project ID** C20090                                      **Title** ID BADGE PRINTER  
**Location** Citywide  
**Description** Project is to purchase printer to be used for the creation of ID Badges for all City personnel.  
**Project Justification** Current printer has reached the end of its useful life, and is in need of replacement.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$10,000
<b>Project Total</b>	<b>\$10,000</b>

# POLICE

**Project ID** B0707020001      **Title** NEW PUBLIC INEBRIATE ALTERNATIVE FACILITY  
**Location** 1940 Linwood  
**Description** Design/construct/equip & furnish new Police facility which may include A&E/site acquisition & preparation/demolition/infrastructure/drainage/utilities/roadways/parking/landscaping/irrigation &/or fencing.  
**Project Justification** Due to age and condition of current facility, replacement and relocation is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$850,276
<b>Project Total</b>	<b>\$850,276</b>

**Project ID** F0008      **Title** POLICE BLACK AND WHITES  
**Location** Citywide  
**Description** Purchase of black and white police vehicles to replace old high maintenance vehicles.  
**Project Justification** Vehicle maintenance is costly because of the age of the vehicles and the amount of time they are out of service due to repairs.  
**Operating Cost Impact** Generates revenue or savings  
**Operating Cost Description** Initially, newer vehicle purchases result in a savings due to less maintenance cost on an aged fleet.

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$71,495
City and Schools Use Tax	\$2,614,998
Temp Sales Tax Pub Safety Capital	\$84,065
<b>Project Total</b>	<b>\$2,770,558</b>

**Project ID** F0007      **Title** POLICE HELICOPTER  
**Location** Citywide  
**Description** Replacement of City Helicopter.  
**Project Justification** Remaining funds will most likely be used for future refurbishments, as original replacements have already taken place.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
City and Schools Use Tax	\$753,990
<b>Project Total</b>	<b>\$753,990</b>



# POLICE

**Project ID** B0000004322      **Title** POLICE PROPERTY MANAGEMENT UNIT IMPROVEMENTS  
**Location** 701 W. Main Street  
**Description** Police Property Management Unit Facility Improvements  
**Project Justification** Due to age and condition of facility, improvements are necessary.  
**Operating Cost Impact** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 11-12</b>
2000 G.O. Bonds	\$615,173
Police Sales Tax Fund	\$500,155
<b>Project Total</b>	<b>\$1,115,328</b>

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**Project ID** F0009      **Title** POLICE UNMARKED VEHICLES  
**Location** Citywide  
**Description** Replacement of unmarked vehicles.  
**Project Justification** Vehicle maintenance is costly because of the age of the vehicles and the amount of time they are out of service due to repairs.  
**Operating Cost Impact** Generates revenue or savings  
**Operating Cost Description** Initially, newer vehicle purchases result in a savings due to less maintenance cost on an aged fleet.

<b>Capital Funding Source</b>	<b>FY 11-12</b>
Capital Improvement Fund	\$114,473
City and Schools Use Tax	\$794,299
Temp Sales Tax Pub Safety Cap	\$11,310
<b>Project Total</b>	<b>\$920,082</b>

# POLICE

**Project ID** VEH\_SP\_INV      **Title** SPECIAL INVESTIGATIONS VEHICLES  
**Location** Citywide  
**Description** Purchase of replacement undercover vehicles.  
**Project Justification** Due to age and condition of current vehicles, replacements are necessary.  
**Operating Cost Impact** Generates revenue or savings  
**Operating Cost Description** Newer vehicles will be less expensive to maintain.

<b>Capital Funding Source</b>	<b>FY 11-12</b>
State Asset Forfeiture Funds	\$160,000
<b>Project Total</b>	<b>\$160,000</b>

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**Department Total                    \$7,796,988**

# PUBLIC TRANSPORTATION AND PARKING

<b>Project ID</b>	T00026	<b>Title</b>	BUS TECHNOLOGY EQUIPMENT
<b>Location</b>	Transit facilities and on Fleet vehicles		
<b>Description</b>	Full featured computer aided dispatch and automatic vehicle location system.		
<b>Project Justification</b>	LED signs and audio equipment meet ADA requirements. Driver console units will reduce paperwork and the accompanying errors in data input, and reduce radio usage by providing text messages to vehicles.		
<b>Operating Cost Impact</b>	Between \$1 and \$10,000		
<b>Operating Cost Description</b>	Maintenance of new equipment.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
	<hr/>		
	Cent OK Transit & Parking Authority		\$360,000
	Other Grants		\$1,440,000
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	<b>Project Total</b>		<b>\$1,800,000</b>

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<b>Project ID</b>	T00016	<b>Title</b>	COMPUTERS/SOFTWARE UPGRADES
<b>Location</b>	300 SW 7th St.		
<b>Description</b>	Upgrade computers and purchase operational software to improve reporting and customer service. Replacement is necessary every 3 years.		
<b>Project Justification</b>	Technology enhancements offer improved efficiencies and improved management information.		
<b>Operating Cost Impact</b>	Between \$1 and \$10,000		
<b>Operating Cost Description</b>	Maintenance of new computers and licensing of software.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
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	Cent OK Transit & Parking Authority		\$13,300
	Other Grants		\$53,200
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	<b>Project Total</b>		<b>\$66,500</b>

## PUBLIC TRANSPORTATION AND PARKING

**Project ID** T00019 **Title** MAINTENANCE EQUIPMENT REPLACEMENT  
**Location** 2000 S. May Ave.  
**Description** Purchase of maintenance equipment.  
**Project Justification** Replace equipment which has reached its useful economic life and add equipment necessary to accommodate technological changes in buses.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance of new equipment.

Capital Funding Source	FY 11-12
Cent OK Transit & Parking Authority	\$14,000
Other Grants	\$56,000
<b>Project Total</b>	<b>\$70,000</b>

**Project ID** T00015 **Title** OPERATIONS & MAINTENANCE BUILDING RENOVATIONS  
**Location** 2000 S. May Ave.  
**Description** Renovate the Operations and Maintenance building.  
**Project Justification** Since initial occupancy in the mid 90's, office space requirements have changed requiring reconfiguration of walls and partitions.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Cent OK Transit & Parking Authority	\$250,000
Other Grants	\$1,000,000
<b>Project Total</b>	<b>\$1,250,000</b>

**Project ID** T00025 **Title** PEDESTRIAN ACCESS  
**Location** Citywide  
**Description** Build walkways and cut curbs at bus shelters.  
**Project Justification** Improvements are necessary in order to meet ADA requirements.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Cent OK Transit & Parking Authority	\$20,000
Other Grants	\$80,000
<b>Project Total</b>	<b>\$100,000</b>

# PUBLIC TRANSPORTATION AND PARKING

**Project ID** T00007 **Title** REFURBISH UNION STATION  
**Location** 300 SW 7th St.  
**Description** Refurbish of Union Station.  
**Project Justification** Due to deteriorating condition of Union Station, significant improvements and repairs are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Cent OK Transit & Parking Authority	\$80,000
Other Grants	\$320,000
<b>Project Total</b>	<b>\$400,000</b>

**Project ID** T00017 **Title** SERVICE VEHICLE REPLACEMENT  
**Location** Citywide  
**Description** Replacement of service vehicles.  
**Project Justification** Deterioration of current vehicles has resulted in equipment reaching the end of its useful life.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance on Replacement vehicles.

Capital Funding Source	FY 11-12
Cent OK Transit & Parking Authority	\$12,000
Other Grants	\$48,000
<b>Project Total</b>	<b>\$60,000</b>

**Project ID** T00003 **Title** TRANSIT CENTER IMPROVEMENTS  
**Location** 425 N. Hudson  
**Description** Facilities Improvements.  
**Project Justification** Certain design deficiencies require correction or improvement.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Cent OK Transit & Parking Authority	\$10,000
Other Grants	\$40,000
<b>Project Total</b>	<b>\$50,000</b>

**Department Total** **\$3,796,500**

# PUBLIC WORKS

**Project ID** C20050 **Title** ADA FAIRGROUNDS PROGRAM  
**Location** Fairgrounds  
**Description** Fund an annual ADA program to bring the Fairgrounds into compliance.  
**Project Justification** Project is needed to provide necessary ADA improvements to the Fairgrounds in order to be in compliance.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$160,020
<b>Project Total</b>	<b>\$160,020</b>

**Project ID** C800461 **Title** BALLPARK ADDITIONAL IMPROVEMENTS  
**Location** Bricktown Ballpark  
**Description** Various repairs and improvements that are needed at Ballpark.  
**Project Justification** Due to age and condition of facility, various repairs and improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$750,000
OKC Public Property	\$165,982
<b>Project Total</b>	<b>\$915,982</b>

**Project ID** B0709000001 **Title** CENTRAL MAINTENANCE FACILITY  
**Location** 3738 SW 15th St.  
**Description** Expansion, renovation, remodeling, repair, and improvement of the City's Central Maintenance Facility.  
**Project Justification** In order to consolidate City Maintenance services, an expansion and relocation is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$552,052
<b>Project Total</b>	<b>\$552,052</b>

# PUBLIC WORKS

**Project ID** C80455 **Title** COX CENTER IMPROVEMENTS HOCKEY  
**Location** 1 Myriad Gardens  
**Description** Improvements to the facility for use as an AHL facility which began in FY 2011.  
**Project Justification** As part of the agreement with Prodigal Hockey LLC., various improvements are necessary to the Cox Convention Center to prepare for the 2010-2011 season.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$385,443
<b>Project Total</b>	<b>\$385,443</b>

**Project ID** C20001 **Title** COX CENTER PROJECTS  
**Location** 1 Myriad Gardens  
**Description** Remaining funds are for additional capital needs as identified.  
**Project Justification** Replacements/repairs are necessary due to age and condition of equipment and facility.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Public Property	\$1,093,755
<b>Project Total</b>	<b>\$1,093,755</b>

**Project ID** C50007 **Title** ECONOMIC DEVELOPMENT  
**Location** Downtown  
**Description** Project includes funding of various infrastructure improvements including streets, traffic, medians, drainage, and other improvements to provide for Economic Development in the downtown area.  
**Project Justification** To provide funding for the improvement of various infrastructure including streets, traffic, medians, drainage, and other improvements.  
**Operating Cost Impact** Depend upon the individual projects approved.

Capital Funding Source	FY 11-12
Tax Increment Financing	\$4,500,000
<b>Project Total</b>	<b>\$4,500,000</b>

# PUBLIC WORKS

<b>Project ID</b>	C50012	<b>Title</b>	FAIRGROUND IMPROVEMENTS
<b>Location</b>	Oklahoma State Fairgrounds		
<b>Description</b>	Project funds available to provide for various improvements to the facilities and to the grounds.		
<b>Project Justification</b>	Due to the age of the facilities and grounds, improvements are necessary to provide for a safe and enjoyable experience for visitors and employees.		
<b>Operating Cost Impact</b>	No additional operating costs		
<b>Operating Cost Description</b>	No affect on City operating cost, but depending upon type of improvement may increase cost to Fairgrounds operators.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
	<hr/>		
	OKC Public Property		\$4,704,353
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	<b>Project Total</b>		<b>\$4,704,353</b>

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<b>Project ID</b>	C50015	<b>Title</b>	NBA UPGRADES
<b>Location</b>	100 W. Reno Ave.		
<b>Description</b>	Improvement plans include a grand entrance, multistory atrium, new restaurants, clubs, concession areas, bunker suites, loge and sky boxes, roof top gardens, locker rooms, a warm-up basketball court, team offices and a 12,000-square-foot family fun zone.		
<b>Project Justification</b>	To fund major upgrades to the Oklahoma City Arena and build an off-site practice facility for the NBA Thunder franchise. The renovations are hoped to give the arena competitive advantages over other event facilities in the region.		
<b>Operating Cost Impact</b>	Between \$1 and \$10,000		
<b>Operating Cost Description</b>	Increase in maintenance and operating cost of facility.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
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	Sports Facilities Sales Tax		\$39,143,864
	Sports Facilities Use Tax		\$9,151,580
	<hr/>		
	<b>Project Total</b>		<b>\$48,295,444</b>



# PUBLIC WORKS

**Project ID** C00087 **Title** PUBLIC WORKS GRANT PROJECTS  
**Location** Citywide  
**Description** Various Street, Streetscape, and Trail projects that have been awarded grant funds to assist in their construction.  
**Project Justification** Due to the condition, age, and appearance of Streets, replacement projects as well as Street Enhancement projects are necessary. Trail projects provide for a better quality of life for the citizens of Oklahoma City.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Actual cost will be dependent upon the individual projects that are funded.

Capital Funding Source	FY 11-12
Other Grants	\$7,129,486
Special Purpose Funds	\$261,417
<b>Project Total</b>	<b>\$7,390,903</b>

**Project ID** C33002 **Title** PUBLIC WORKS OFFICE EQUIPMENT  
**Location** 420 W. Main  
**Description** Budgeted amount for office equipment replacement in department.  
**Project Justification** Due to age and condition of equipment, replacement is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
General Fund	\$12,498
<b>Project Total</b>	<b>\$12,498</b>

**Total for Public Works Other Projects \$68,010,450**

# PUBLIC WORKS

**Project ID** B0000001364      **Title** BRIDGE DATABASE MAINTENANCE PROGRAM  
**Location** Citywide  
**Description** New software program to maintain bridge data for all City bridges.  
**Project Justification** System is necessary to maintain data on City bridges to allow for proper maintenance and repair.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$86,178
<b>Project Total</b>	<b>\$86,178</b>

**Project ID** B0000004607      **Title** BRIDGE MAINTENANCE MATERIALS  
**Location** Citywide  
**Description** Purchase of bridge maintenance materials for Street Maintenance Division of the Public Works Department.  
**Project Justification** To extend bridge life and lower future bridge repairs and/or replacements. The rehabilitation work is done to increase the overall life of the structure.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$270,946
<b>Project Total</b>	<b>\$270,946</b>

**Project ID** B0000004603      **Title** BRIDGE MAINTENANCE PROGRAM  
**Location** Citywide  
**Description** Annual Bridge Maintenance Contract provides funds for repair and replacement of bridges as well as rehabilitation program.  
**Project Justification** To extend bridge life and lower future bridge repairs and/or replacements. The rehabilitation work is to increase the overall life of the structure.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$114,820
<b>Project Total</b>	<b>\$114,820</b>

# PUBLIC WORKS

**Project ID** B0000001308      **Title** NORTH CANADIAN RIVER & RT 66 BRIDGE  
**Location** Old Route 66 over North Canadian River  
**Description** Bridge rehabilitation, repair, reconstruction, and/or improvement of bridge, which may include related engineering, right of way acquisition, utility relocation, drainage, lighting, and/or approach improvements.  
**Project Justification** Due to age and condition of bridge, rehabilitation is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$368,804
<b>Project Total</b>	<b>\$368,804</b>

**Project ID** B0000004609      **Title** NW 150<sup>th</sup> ST. & CHOCTAW RD BRIDGE REPLACEMENT  
**Location** NE 150th & Choctaw Road  
**Description** This project will replace the drainage pipes located at this location that were washed out during the floods of 2010.  
**Project Justification** Due to the damage caused by flooding, the bridge needs replacement.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$200,001
<b>Project Total</b>	<b>\$200,001</b>

**Project ID** B0702010004      **Title** PEDESTRIAN BRIDGE CROSSING I-40  
**Location** New pedestrian bridge crossing Realigned Interstate 40 in the vicinity of South Harvey Avenue  
**Description** Replacement/construction/reconstruction/rehabilitation/repair &/or improvement of bridges which may include related appurtenances/A&E/ROW/utility relocation/drainage/lighting &/or approach improvements.  
**Project Justification** To allow pedestrian access from one side of I-40 to the other.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$4,281,337
<b>Project Total</b>	<b>\$4,281,337</b>

# PUBLIC WORKS

**Project ID** B0000004604 **Title** RENO AVE. & BRYANT AVE.BRIDGE  
**Location** Reno Ave. & Bryant Ave.  
**Description** Oklahoma County Bridge Improvement Agreement to provide for replacement of the existing bridge and approximately 150 feet of approaches on both ends.  
**Project Justification** The bridge structure has reached the end of its useful life, and is in need of replacement.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$500,454
<b>Project Total</b>	<b>\$500,454</b>

**Project ID** B0000004605 **Title** SMALL BRIDGE REPAIRS  
**Location** Citywide  
**Description** Small Bridge Repair Contract for various locations as identified.  
**Project Justification** This project establishes unit prices for repair and replacement of bridges citywide, and provides the ability to construct small bridges that are critical to emergency access.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$379,561
<b>Project Total</b>	<b>\$379,561</b>

**Project ID** B0702020001 **Title** UNLISTED CONTROL ACCOUNT  
**Location** Citywide  
**Description** To provide funds for the purpose of constructing, reconstructing, improving, and repairing bridges.  
**Project Justification** Project is needed to establish a control account for unlisted funds as approved by the citizens of Oklahoma City. Each project must be approved by the City Council.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$750,000
<b>Project Total</b>	<b>\$750,000</b>

**Total Bridge Projects** **\$6,952,101**

# PUBLIC WORKS

**Project ID** B0000005323      **Title** 11200 BLOCK OF N. PENNSLVANIA AVE.  
**Location** 11200 Block of N Pennsylvania Ave  
**Description** Drainage improvements in the vicinity of the 11200 block of N Pennsylvania Ave easterly and northerly along the Chisholm Creek channel to the vicinity of NW 115th St.  
**Project Justification** Improvements are necessary to improve the flow of drainage in the area.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$31,798
<b>Project Total</b>	<b>\$31,798</b>

**Project ID** B0000002622      **Title** 4901 N. PENNSYLVANIA AVE.  
**Location** 4901 North Pennsylvania  
**Description** Drainage Improvements including the installation of a 7 foot by 4 foot concrete box culvert.  
**Project Justification** Due to the undersized drainage system in the area, excessive flooding has occurred.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$300,000
<b>Project Total</b>	<b>\$300,000</b>

**Project ID** B0000002624      **Title** 5100 S. HATTIE AVE.  
**Location** 5100 South Hattie  
**Description** Drainage Improvements at location including the installation of a 700 foot long underground structure, box inlets and an intercepting overflow flume to collect the surface water.  
**Project Justification** Due to the absence of any drainage system in the Shallow Brook Addition III subdivision, general yard flooding in the area occurs.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$396,644
<b>Project Total</b>	<b>\$396,644</b>

# PUBLIC WORKS

**Project ID** B0000005333 **Title** BROCK CREEK, PHASE III  
**Location** SW 48th St and Youngs Blvd (Brock Creek Phase III)  
**Description** Drainage improvements along Brock Creek from the vicinity of SW 48th St and Youngs Blvd southerly to the vicinity of SW 59th St west of Youngs Blvd.  
**Project Justification** To reduce potential flooding of homes, businesses and/or streets in the area.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$35,000
<b>Project Total</b>	<b>\$35,000</b>

**Project ID** B0000009930 **Title** CREEK CLEANING PROJECTS  
**Location** Citywide  
**Description** Project is to remove debris, obstructions and weeds Citywide.  
**Project Justification** Project is necessary in order to enhance community appearance and help reduce flooding.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Stormwater Drainage Utility	\$728,343
<b>Project Total</b>	<b>\$728,343</b>

**Project ID** C005001 **Title** DEEP FORK CREEK BASIN  
**Location** Citywide  
**Description** Storm Drainage construction, improvements, studies and purchase of equipment and materials.  
**Project Justification** Project is necessary to improve and maintain the City's drainage systems.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance of channels

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$690,032
<b>Project Total</b>	<b>\$690,032</b>

# PUBLIC WORKS

**Project ID** B0704030007      **Title** DRAINAGE EQUIPMENT  
**Location** Citywide  
**Description** Purchase of Tandem Dump Trucks w/Plows and Spreaders for the Street Maintenance division of the Public Works Department.  
**Project Justification** Several of the tandem-axle dump trucks used to accomplish drainage activities are in need of replacement. Seven trucks are proposed, these vehicles range in age from eight to ten years old, and have mileages ranging from 99,071 to 136,152 miles.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$56,568
Street and Alley Fund	\$47,807
<b>Project Total</b>	<b>\$104,375</b>

**Project ID** B0000009929      **Title** DRAINAGE FENCE REPAIR  
**Location** Citywide  
**Description** Provides for the installation of new fencing on various projects as well as the repair and replacement of downed and damaged fencing around the City storm drainage channels, detention ponds, parks, parking lots, demolition sites, etc.  
**Project Justification** Repairs are often needed around drainage structures due to either damages, vandalism and/ or overall condition of fence.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Stormwater Drainage Utility	\$92,565
<b>Project Total</b>	<b>\$92,565</b>

# PUBLIC WORKS

**Project ID** B0000004608      **Title** DRAINAGE MAINTENANCE REPAIRS  
**Location** Citywide  
**Description** Contract for drainage maintenance repairs for the Street Maintenance Division of Public Works.  
**Project Justification** Small-scale repairs and maintenance to drainage structures are often needed and due to lack of City staff to perform all of the necessary repairs, a contract with an outside vendor is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$513,220
<b>Project Total</b>	<b>\$513,220</b>

**Project ID** B0000009908      **Title** DRAINAGE STUDIES  
**Location** Citywide  
**Description** Drainage Studies Citywide  
**Project Justification** Funding is budgeted on an annual basis for drainage studies as they are needed.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Stormwater Drainage Utility	\$7,790
<b>Project Total</b>	<b>\$7,790</b>

**Project ID** B0000009915      **Title** MAINTENANCE OF SEDIMENT BASIN  
**Location** Oklahoma River  
**Description** Project is to dredge the Oklahoma River Sediment basin to remove large amounts of sediment deposits that are caused by strong flows of water primarily caused by storm events.  
**Project Justification** To prevent large amounts of sediment from entering into the Oklahoma River Lakes.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Stormwater Drainage Utility	\$114,724
<b>Project Total</b>	<b>\$114,724</b>



# PUBLIC WORKS

**Project ID** C005003 **Title** N. CANADIAN RIVER BASIN  
**Location** Citywide  
**Description** Storm Drainage construction, improvements, studies and purchase of equipment and materials. necessary to improve and maintain the City's drainage systems.  
**Project Justification** Project is necessary to improve and maintain the City's drainage systems.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost** Maintenance of channels

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$107,214
<b>Project Total</b>	<b>\$107,214</b>

**Project ID** B0000002621 **Title** NE 8TH ST. & LAIRD AVE.  
**Location** NE. 8th St. and Laird Ave.  
**Description** Drainage Improvements including the replacement of 100 feet of a 72-inch concrete pipe, pavement cut and repair, erosion control, traffic control and reconnection of an existing feeder pipe to the new 72 inch concrete pipe.  
**Project Justification** The 100 foot section of the pipe under the street failed and is in urgent need of replacement before it collapses, creating a hazardous condition.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$60,030
<b>Project Total</b>	<b>\$60,030</b>

**Project ID** B0704010004 **Title** NW 10<sup>th</sup> ST., RENO AVE., ROCKWELL AVE. & PORTLAND AVE.  
**Location** Drainage Improvements within an area bounded by NW 10<sup>th</sup> St. / Reno Ave. / Rockwell Ave./ Portland Ave.  
**Description** Drainage Improvements in the area.  
**Project Justification** Project will relieve the flooding of streets and homes in the area.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$334,211
<b>Project Total</b>	<b>\$334,211</b>

# PUBLIC WORKS

**Project ID** B0000002564      **Title** NW 112TH & PENNSYLVANIA AVENUE  
**Location** NW 112<sup>th</sup> St. and Pennsylvania Ave.  
**Description** Drainage improvements in the vicinity of NW 112th Street and Pennsylvania Avenue which may include related right-of-way acquisition engineering utility relocations landscaping maintenance access ways and/or safety fencing  
**Project Justification** Improvements are necessary to improve storm water drainage in the area.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$919,943
<b>Project Total</b>	<b>\$919,943</b>

**Project ID** B0000002571      **Title** NW 112TH ST. & MILLER AVE.  
**Location** NW 112th St. and Miller Ave. to NW 122nd St. and May Ave.  
**Description** Drainage improvements which may include related right-of-way acquisition, engineering, utility relocations, landscaping, maintenance access ways, and/or safety fencing.  
**Project Justification** Improvements are necessary to increase the flow of drainage in the area.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$112,110
<b>Project Total</b>	<b>\$112,110</b>

**Project ID** B0000009904      **Title** NW 122ND ST. & PENNSYLVANIA AVE.  
**Location** NW 122nd & Pennsylvania  
**Description** Construction of Detention Pond at NW 122nd and Pennsylvania Avenue.  
**Project Justification** Project will provide storm drainage improvements necessitated by recent commercial development in this area.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Stormwater Drainage Utility	\$23,909
<b>Project Total</b>	<b>\$23,909</b>

# PUBLIC WORKS

**Project ID** B0000002565      **Title** NW 25TH ST. & PENIEL AVE.  
**Location** NW 25th Street and Peniel Ave  
**Description** Drainage improvements in the vicinity of NW 25th St. and Peniel Ave. which may include related right-of-way acquisition, engineering, utility relocations, landscaping, maintenance access ways, and/or safety fencing.  
**Project Justification** Improvements are necessary to improve storm water drainage in the area.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$336,484
<b>Project Total</b>	<b>\$336,484</b>

**Project ID** B0000008002      **Title** NW 36TH ST & BROADWAY EXTENTION  
**Description** Construction of an underground storm sewer from the intersection of NW 36th St and Broadway Extension northwest to the existing creek.  
**Project Justification** Improvements are needed in the area to allow for improved storm water drainage.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$161,796
<b>Project Total</b>	<b>\$161,796</b>

**Project ID** B0000009928      **Title** PWD RIVER MAINTENANCE FACILITY  
**Location** Along Oklahoma River  
**Description** Construction of a Public Works Department River Maintenance Facility on the Oklahoma River.  
**Project Justification** A new facility is necessary to provide for proper maintenance on the Oklahoma River.  
**Operating Cost Impact** Between \$10,001 and \$50,000  
**Operating Cost Description** Utilities, maintenance, and supplies.

Capital Funding Source	FY 11-12
Stormwater Drainage Utility	\$435,285
<b>Project Total</b>	<b>\$435,285</b>

# PUBLIC WORKS

**Project ID** B0000002619      **Title** ROLLINGWOOD DRAINAGE IMPROVEMENTS PH II  
**Location** Harvard Ave. between NW 61<sup>st</sup> St. and NW 62<sup>nd</sup> St.  
**Description** Rollingwood addition drainage improvements including the purchase of necessary right of way, utility relocations, demolition, concrete channel liner, concrete drainage box, pipe handrail, sanitary sewer connections, add sodding.  
**Project Justification** To eliminate localized erosion along the channel.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$14,358
<b>Project Total</b>	<b>\$14,358</b>

**Project ID** C30009      **Title** STORMWATER QUALITY FLEET REPLACEMENT  
**Location** Citywide  
**Description** Replacement of fleet for the Drainage Maintenance division which includes trucks and heavy equipment.  
**Project Justification** Due to age and condition of fleet and equipment, replacement is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Stormwater Drainage Utility	\$536,290
<b>Project Total</b>	<b>\$536,290</b>

**Project ID** B0000002627      **Title** SW 44 ST & SANTA FE AVE.  
**Location** SW 44th Street & Santa Fe Ave.  
**Description** Drainage Channel repairs including the replacement of 600 feet of concrete channel liner on the east side of Lightning Creek, north and south of the existing pedestrian bridge.  
**Project Justification** The channel liner was severely damaged in the June 2010 flood and is in need of repairs.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$480,000
<b>Project Total</b>	<b>\$480,000</b>

# PUBLIC WORKS

**Project ID** B0000002580 **Title** TOPOGRAPHICAL AERIAL MAPS  
**Location** Citywide  
**Description** Updating of aerial photographs used in maintaining and improving the storm water drainage system within the City.  
**Project Justification** Updates are necessary to make sure the City has recent photos of the storm water drainage system.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$53,749
<b>Project Total</b>	<b>\$53,749</b>

**Project ID** B0000004610 **Title** UNIT PRICE DRAINAGE REPAIR CONTRACT  
**Location** Citywide  
**Description** Unit Price Drainage Repair Contract for repairs as drainage issues need resolution.  
**Project Justification** Small-scale repairs and maintenance to drainage structures are often needed and due to lack of City staff to perform all of the necessary repairs, a contract with an outside vendor is necessary so that repairs are completed in a timely manner.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$382,172
<b>Project Total</b>	<b>\$382,172</b>

**Project ID** B0704030001 **Title** UNLISTED CONTROL ACCOUNT  
**Location** Citywide  
**Description** To provide funds for the purchase of improving the City's drainage control system including but not limited to A&E/ROW/utility relocation/improvements/construction/repair &/or replacement of facilities & their appurtenances/equipment/materials/etc.  
**Project Justification** Project is needed to establish a control account for unlisted funds as approved by the citizens of Oklahoma City. All projects must be approved by the City Council.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$750,000
<b>Project Total</b>	<b>\$750,000</b>

# PUBLIC WORKS

**Project ID** B0704030002      **Title** VICINITY OF I-40, 1/2 MILE EAST OF COUNCIL RD.  
**Location** Vicinity of I-40, 1/2 mile east of Council Rd.  
**Description** Drainage improvements at location.  
**Project Justification** Improvements are necessary to provide improved flow of drainage in area.  
**Operating Cost Impact** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 11-12</b>
2007 G.O. Bonds	\$2,123,301
<b>Project Total</b>	<b>\$2,123,301</b>

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**Total Drainage Projects                      \$9,845,343**

# PUBLIC WORKS

**Project ID** B0000004481      **Title** CAPITOL HILL LIBRARY  
**Location** 334 SW 26th St.  
**Description** Renovation, remodeling, and improvement of Capitol Hill Library which may include related site acquisition and preparation, infrastructure, drainage, utilities, roadways, parking, landscaping, and/or fencing.

**Project Justification** Due to age and condition of facility, renovations are necessary.

**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$223,119
<b>Project Total</b>	<b>\$223,119</b>

**Project ID** B0000004441      **Title** NEW LIBRARY, NW OKC  
**Location** 5600 NW 122nd St.  
**Description** Design and construct a new library building to be located in NW Oklahoma City which may include related site acquisition and preparation, infrastructure, drainage, utilities, roadways, parking, landscaping and/or fencing.

**Project Justification** As a result of a comprehensive study conducted by the Metropolitan Library System, a new library is needed in this area.

**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$349,941
Special Purpose Funds	\$14,695
<b>Project Total</b>	<b>\$364,636</b>

**Project ID** B0000004451      **Title** NEW SW LIBRARY  
**Location** 134th St. and Pennsylvania Ave.  
**Description** Design, construct, equip, and furnish a new library which may include relate site acquisition and preparation, infrastructure, drainage, utilities, roadway, parking, landscaping, and/or fencing.

**Project Justification** As a result of a comprehensive study conducted by the Pioneer Library System, a new facility is needed in this area.

**Operating Cost Impact** Between \$50,001 and \$100,000

**Operating Cost Description** Maintenance, utilities, and landscaping

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$308,492
<b>Project Total</b>	<b>\$308,492</b>

# PUBLIC WORKS

**Project ID** B0000012261      **Title** NORICK LIBRARY FRONT DOOR  
**Location** Park Avenue and Hudson Avenue  
**Description** North vestibule entry modification to add revolving doors and east entry modification to improve airlocks.  
**Project Justification** Project is necessary to aid in control of the temperatures in the facility.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$130,000
<b>Project Total</b>	<b>\$130,000</b>

**Project ID** C10089      **Title** NORICK LIBRARY PROJECT  
**Location** 300 Park Avenue  
**Description** Water leak issues at the Norick Library. We have proposed a curtain wall expert (Wiss, Janney, Elstner Associates, Inc.) to assist in discussion with the contractor, his lawyer and bonding company regarding the water leaks.  
**Project Justification** Water leaks are creating environmental and structural concerns, so repairs are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$23,514
Special Purpose Funds	\$126,214
<b>Project Total</b>	<b>\$149,728</b>

**Project ID** B0000004461      **Title** RALPH ELLISON LIBRARY  
**Location** NE 23rd St Martin Luther King Ave.  
**Description** Expansion, renovation, and remodeling of Ralph Ellison Library which may include related site acquisition and preparation, infrastructure, drainage, utilities, roadways, parking, landscaping, and/or fencing.  
**Project Justification** Due to age and condition of facility, improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Special Purpose Funds	\$126,444
<b>Project Total</b>	<b>\$126,444</b>



# PUBLIC WORKS

**Project ID** B0000004471      **Title** SOUTHERN OAKS LIBRARY  
**Location** 6900 S Walker Ave  
**Description** Expansion, renovation, and remodeling of Southern Oaks Library which may include related site acquisition and preparation, infrastructure, drainage, utilities, roadways, parking, landscaping, or fencing.  
**Project Justification** Due to age and condition of facility, renovations and/or expansion is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$1,433,413
Special Purpose Funds	\$702,568
<b>Project Total</b>	<b>\$2,135,981</b>

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**Total for Library Projects      \$3,438,400**

# PUBLIC WORKS

**Project ID** B0701040001 **Title** 07GOB-1 UNLISTED CONTROL ACCOUNT  
**Location** 2007 GOB Proposition 1 Unlisted A Control Account  
**Description** To provide funds for the purpose of constructing, reconstructing, improving, and repairing streets.  
**Project Justification** Project is needed to establish a control account for unlisted funds as approved by the citizens of Oklahoma City.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$1,544,691
<b>Project Total</b>	<b>\$1,544,691</b>

**Project ID** B0000008450 **Title** 11 LOCATIONS IN CLEVELAND CO. RESURFACING  
**Location** Bound by the following: South May Ave to S Harrah Rd; and South 89th Street to South 149th  
**Description** Agreement with Cleveland County for eleven (11) locations to be resurfaced.  
**Project Justification** Due to age and condition of the streets, street repairs are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$48,534
<b>Project Total</b>	<b>\$48,534</b>

**Project ID** B0701020004 **Title** BRITTON. MACARTHUR TO ROCKWELL  
**Location** Britton Road/MacArthur Boulevard to Rockwell Avenue  
**Description** Widening and improving the listed streets which may include related A&E, signals, signs, markings, devices, conduit & improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes, improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$20,541
<b>Project Total</b>	<b>\$20,541</b>

# PUBLIC WORKS

**Project ID** B0000000520      **Title** BRITTON RD., COUNCIL RD. TO COUNTY LINE RD.  
**Location** Britton Rd., Council Rd. to County Line Rd.  
**Description** Right-of-way acquisition and construction of a four-lane facility to replace the existing substandard street. Includes utility relocations; improves access to a developing residential area.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$143,691
<b>Project Total</b>	<b>\$143,691</b>

**Project ID** B0000000692      **Title** BROADWAY EXTENTION, NW 63<sup>rd</sup> ST. TO MEMORIAL RD.  
**Location** Broadway Extension NW 63rd to Memorial RD  
**Description** Participation project with ODOT where by the City is required to purchase certain right-of-way in the project area.  
**Project Justification** Due to condition of road surface, resurfacing is needed.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$406,890
<b>Project Total</b>	<b>\$406,890</b>

**Project ID** B0000008491      **Title** BRYANT AVE., SE 89<sup>th</sup> ST. TO SE 104<sup>th</sup> ST.  
**Location** Bryant Ave., SE 89<sup>th</sup> St. to SE 104<sup>th</sup> St.  
**Description** Street resurfacing agreement with ODOT.  
**Project Justification** Due to condition of road surface, resurfacing is needed.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$125,000
<b>Project Total</b>	<b>\$125,000</b>

# PUBLIC WORKS

**Project ID** B0000008441 **Title** CAPITOL/MEDICAL BIKE/PEDESTRIAN FACILITY  
**Location** Capitol complex  
**Description** Capitol/Medical Bicycle-Pedestrian facility.  
**Project Justification** To provide a location for the biking and pedestrian public to travel in the area.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$135,000
<b>Project Total</b>	<b>\$135,000</b>

**Project ID** B0701030002 **Title** CITYWIDE BIKE TRAIL IMPROVEMENTS  
**Location** Citywide on-street bike trail improvements  
**Description** Reconstruction, construction, repair, resurfacing, &/or improvements of street which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, etc.  
**Project Justification** Due to age and condition of street, improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$147,105
<b>Project Total</b>	<b>\$147,105</b>

**Project ID** B0000008320 **Title** CITYWIDE RESURFACING  
**Location** Citywide  
**Description** Resurface of City streets as identified by the Public Works Department.  
**Project Justification** Due to age and condition of City streets, resurfacing is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$983,816
<b>Project Total</b>	<b>\$983,816</b>

# PUBLIC WORKS

**Project ID** B0000008471      **Title** CITYWIDE STREET REPAIRS  
**Location** Citywide  
**Description** Contract for street pothole repair.  
**Project Justification** To provide funding for pothole repairs to locations, as identified by the Public Works Department.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$749,471
<b>Project Total</b>	<b>\$749,471</b>

**Project ID** B0000008484      **Title** CLASSEN CURVE LIGHTING  
**Location** Classen Curve, NW Grand to NW 53rd  
**Description** Purchase and installation of lighting in the area.  
**Project Justification** To provide the necessary lighting in the area for the traveling public.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$3,465
<b>Project Total</b>	<b>\$3,465</b>

**Project ID** B0701020010      **Title** COUNCIL RD., NW 122<sup>nd</sup> ST. TO MEMORIAL RD.  
**Location** Council Road/ NW 122nd Street to Memorial Road  
**Description** Widening and improving the listed streets which may include related A&E/signals/signs/markings/devices/conduit & improvements/lighting/drainage/intersection improvements/ROW/utilities/sidewalks &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes, improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$7,175
<b>Project Total</b>	<b>\$7,175</b>

# PUBLIC WORKS

**Project ID** B0000008457      **Title** COUNTY LINE RD., SOUTH OF NW 10TH  
**Location** County Line Rd, NW 10th St to 3/4 mile South to dead-end  
**Description** Resurfacing agreement with Oklahoma County, Canadian County, OG&E and City of OKC.  
**Project Justification** Due to age and condition of the streets, street repairs are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$300,000
<b>Project Total</b>	<b>\$300,000</b>

**Project ID** B0000000512      **Title** EASTERN AVE., MOORE CITY LIMIT TO I-240  
**Location** Eastern Ave., Moore City Limits to I-240  
**Description** Right-of-way acquisition/construction of a four-lane to replace the existing substandard street. Includes utility relocation; provides improved traffic circulation in southeast Oklahoma City.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$1,049,040
<b>Project Total</b>	<b>\$1,049,040</b>

**Project ID** B0000008464      **Title** GRAND BLVD, NW 10<sup>th</sup> ST. to NW 11<sup>th</sup> ST.  
**Location** Grand Blvd, NW 10th - NW 11th  
**Description** Street reconstruction in front of Edwards Elementary.  
**Project Justification** To provide a safer access for the dropping off and picking up of children in front of the school.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$37,011
<b>Project Total</b>	<b>\$37,011</b>

# PUBLIC WORKS

**Project ID** B0701040006 **Title** GRAND BLVD, NW 58<sup>th</sup> ST. - NW 63<sup>rd</sup> ST.  
**Location** Grand Blvd., from NW 58<sup>th</sup> St. to NW 63rd St.  
**Description** Included in the project is widening the street to three lanes, along with traffic, drainage and waterline improvements.  
**Project Justification** Due to proposed development and an expected increase in traffic volumes, improvements are needed in this area.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$113,783
<b>Project Total</b>	<b>\$113,783</b>

**Project ID** B0000008478 **Title** GUILFORD & GREYSTONE/COVENTRY  
**Location** Guilford & Greystone/Coventry Lane  
**Description** Agreement with City of Nichols Hills for Street Repair.  
**Project Justification** Certain streets need grading, drainage and hard surfacing for the safety and benefit of the citizens of Oklahoma City and Nichols Hills.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$150,235
<b>Project Total</b>	<b>\$150,235</b>

**Project ID** B0000008466 **Title** HARVEY AVE., NW 68<sup>th</sup> ST. to NW 69<sup>th</sup> St.  
**Location** Harvey Ave. from NW 68<sup>th</sup> St. to NW 69<sup>th</sup> St.  
**Description** Project is established for Street Assessment District #1620  
**Project Justification** Due to condition of street, resurfacing is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$51,698
<b>Project Total</b>	<b>\$51,698</b>

# PUBLIC WORKS

**Project ID** B0000008480 **Title** HEFNER RD., BROADWAY EXTENSION TO MIDWEST BLVD.  
**Location** Hefner Rd, Broadway Extension to Midwest Boulevard  
**Description** This project will resurface a section of Hefner Road between the Broadway Extension and Midwest Boulevard. The cost of this project is estimated to be \$3,000,000. OKC's share of the project participation costs will be 20%; ODOT's share will be 80%.  
**Project Justification** Due to the condition of the road surface, resurfacing is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$10,331
<b>Project Total</b>	<b>\$10,331</b>

**Project ID** B000000533 **Title** HEFNER RD., COUNCIL RD. TO COUNTY LINE RD.  
**Location** Hefner Rd from Council Rd to County Line Rd  
**Description** Widening, repair, construction, reconstruction, &/or improvement may include engineering, signals, signs, devices, conduit, street lighting, drainage, intersection improvement, right-of-way acquisition, utility relocation, landscaping, and sidewalks.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$2,362,112
<b>Project Total</b>	<b>\$2,362,112</b>

**Project ID** B000000522 **Title** I-40 & MORGAN RD.  
**Location** Interstate 40 and Morgan Rd Interchange  
**Description** Widening, repair, construction, reconstruction, &/or improvement may include engineering, signals, signs, devices, conduit, street lighting, drainage, intersection improvement, right-of-way acquisition, utility relocation, landscaping, and sidewalks.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$11,955
<b>Project Total</b>	<b>\$11,955</b>



# PUBLIC WORKS

**Project ID** B000000697 **Title** INTERSTATE 40 CROSSTOWN  
**Location** I-40 Crosstown Expressway between I-40/I-44 Junction and the I-40/I-235 Junction  
**Description** The City's participation in the realignment of I-40 and all related improvements necessary for the construction of the new alignment.  
**Project Justification** Under the executed agreement between the City and ODOT, the City has agreed to acquire the necessary right-of-way to the Lincoln/Byers connection. ODOT will then construct the reconnection of Lincoln Blvd. with Byers Ave.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$422,663
<b>Project Total</b>	<b>\$422,663</b>

**Project ID** B0701010026 **Title** KELLEY AVE., MLK, NE 23<sup>rd</sup> ST., NE 10<sup>th</sup> ST.  
**Location** Kelley Avenue/Martin Luther King Boulevard/NE 23rd Street/NE 10th Street  
**Description** Resurfacing, repair, rehabilitation, &/or improvements of the streets located in the areas bounded by the described streets which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, etc.  
**Project Justification** Due to age and condition of street improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$1,540,458
<b>Project Total</b>	<b>\$1,540,458</b>

**Project ID** B000000534 **Title** KELLEY AVE., NE 63<sup>rd</sup> ST. TO WILSHIRE BLVD.  
**Location** Kelley Ave., NE 63<sup>rd</sup> St. to Wilshire Blvd.  
**Description** Right-of-way acquisition/construction of a four-lane to replace the existing substandard street. Includes utility relocation. Improves north/south route and relief for Broadway Extension.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$2,857,061
<b>Project Total</b>	<b>\$2,857,061</b>

# PUBLIC WORKS

**Project ID** B0701020016 **Title** MACARTHUR BLVD., MEMORIAL RD TO NW 150<sup>th</sup> ST.  
**Location** MacArthur Blvd., Memorial Rd. to NW 150<sup>th</sup> St.  
**Description** Widening and improving the listed streets which may include related A&E, signals, signs, markings, devices, conduit & improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$1,750,000
<b>Project Total</b>	<b>\$1,750,000</b>

**Project ID** B0701020019 **Title** MAY AVE., NW 164<sup>th</sup> St. TO NW 178<sup>th</sup> St.  
**Location** May Ave., NW 164<sup>th</sup> St. to NW 178<sup>th</sup> St.  
**Description** Widening and improving the listed streets which may include related A&E/signals/signs/markings/devices/conduit & improvements/lighting/drainage/intersection improvements/ROW/utilities/sidewalks &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$52,256
<b>Project Total</b>	<b>\$52,256</b>

**Project ID** B0000000525 **Title** MAY AVE., NW 150<sup>th</sup> ST. TO NW 164<sup>th</sup> ST.  
**Location** May Ave from NW 150<sup>th</sup> St. to NW 164<sup>th</sup> St.  
**Description** Widening, repair, construction, reconstruction, &/or improvement may include engineering, signals, signs, devices, conduit, street lighting, drainage, intersection improvement, right-of-way acquisition, utility relocation, landscaping, and sidewalks.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$404,743
<b>Project Total</b>	<b>\$404,743</b>

# PUBLIC WORKS

**Project ID** B0701020020 **Title** MAY AVE., NW 178<sup>th</sup> ST. TO NW 192<sup>nd</sup> ST.  
**Location** May Ave., NW 178<sup>th</sup> St. to NW 192<sup>nd</sup> St.  
**Description** Widening and improving the listed streets which may include related A&E, signals, signs, markings, devices, conduit & improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$1,622,853
<b>Project Total</b>	<b>\$1,622,853</b>

**Project ID** B0701020021 **Title** MAY AVE., NW 192<sup>nd</sup> ST. N. TO CITY LIMITS  
**Location** May Ave., NW 192<sup>nd</sup> St. north to City Limits  
**Description** Widening and improving the listed streets which may include related A&E/signals/signs/markings/devices/conduit & improvements/lighting/drainage/intersection improvements/ROW/utilities/sidewalks &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$1,511,906
<b>Project Total</b>	<b>\$1,511,906</b>

**Project ID** B0000008489 **Title** MEMORIAL RD., PENNSYLVANIA AVE. TO WESTERN AVE.  
**Location** Memorial Rd., Pennsylvania Ave. to Western Ave.  
**Description** Street resurfacing ODOT agreement  
**Project Justification** Due to condition of road surface, resurfacing is needed.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

# PUBLIC WORKS

**Project ID** B0000008490 **Title** MEMORIAL RD., WESTERN AVE. TO SANTA FE AVE.  
**Location** Memorial Rd., Western Ave. to Santa Fe Ave.  
**Description** Street resurfacing agreement with ODOT.  
**Project Justification** Due to condition of road surface, resurfacing is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**Project ID** B0701040010 **Title** MICRORESURFACING PROGRAM  
**Location** Citywide  
**Description** This program provides for purchase of the materials needed by the City's workforce to maintain roadways and extend their life with pre-emptive maintenance.  
**Project Justification** This project is an annual program to repair existing deteriorated streets by the City's Street Maintenance division.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$278,582
2007 G.O. Bonds	\$3,129,795
Street and Alley Fund	\$275,384
<b>Project Total</b>	<b>\$3,683,761</b>

**Project ID** B0000000531 **Title** MORGAN RD., SW 15<sup>th</sup> ST. TO SW 29<sup>th</sup> St.  
**Location** Morgan Rd SW 15th to SW 29th St  
**Description** Right-of-way acquisition and construction of a four-lane street to replace the existing county paving and to provide a width equal to that of a new four-lane bridge. Provides better access to I-40.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$82,972
<b>Project Total</b>	<b>\$82,972</b>

# PUBLIC WORKS

**Project ID** B0701030018      **Title** NE 13<sup>th</sup> ST., LINCOLN BLVD. TO LOTTIE BLVD.  
**Location** NE 13<sup>th</sup> St., Lincoln Blvd. to Lottie St.  
**Description** Reconstruction, construction, repair, resurfacing, &/or improvements of street which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, etc.  
**Project Justification** Due to age and condition of street, improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$97,838
<b>Project Total</b>	<b>\$97,838</b>

**Project ID** B0000000516      **Title** NW 122<sup>nd</sup> ST., COUNCIL RD. TO ROCKWELL AVE.  
**Location** NW 122<sup>nd</sup> St., Council Rd. to Rockwell Ave.  
**Description** Right-of-way acquisition/construction of a four-lane to replace the existing substandard street. Includes utility relocation; provides a safe road for a densely populated area.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$86,342
<b>Project Total</b>	<b>\$86,342</b>

**Project ID** B0000000508      **Title** NW 150<sup>th</sup> St., PORTLAND AVE. TO MAY AVE.  
**Location** NW 150<sup>th</sup> St. from Portland Ave. to May Ave.  
**Description** Widening, repair, construction, reconstruction, &/or improvement may include engineering, signals, signs, devices, conduit, street lighting, drainage, intersection improvement, right-of-way acquisition, utility relocation, landscaping, and sidewalks.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$84,781
<b>Project Total</b>	<b>\$84,781</b>

# PUBLIC WORKS

**Project ID** B0000000529 **Title** NW 164<sup>th</sup> ST., WESTERN AVE. TO PENNSYLVANIA AVE.  
**Location** NW 164<sup>th</sup> St. from Western Ave. to Penn Ave.  
**Description** Widening, repair, construction, reconstruction, &/or improvement may include engineering, signals, signs, devices, conduit, street lighting, drainage, intersection improvement, right-of-way acquisition, utility relocation, landscaping, and sidewalks.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$2,964,294
<b>Project Total</b>	<b>\$2,964,294</b>

**Project ID** B0000000585 **Title** NW 164<sup>th</sup> St., MACARTHUR BLVD.TO PORTLAND AVE.  
**Location** NW 164<sup>th</sup> St., MacArthur Blvd. to Portland Ave.  
**Description** Resurfacing of roadway  
**Project Justification** Improvements are needed to improve the overall condition of the intersection.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$548,000
<b>Project Total</b>	<b>\$548,000</b>

**Project ID** B0701020028 **Title** NW 164<sup>th</sup> St., PENNSYLVANIA AVE. TO MAY AVE.  
**Location** NW 164<sup>th</sup> St., Pennsylvania Ave. to May Ave.  
**Description** Widening and improving the listed streets which may include related A&E, signals, signs, markings, devices, conduit & improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$1,405,227
<b>Project Total</b>	<b>\$1,405,227</b>

# PUBLIC WORKS

**Project ID** B0000000584      **Title** NW 16<sup>th</sup> ST. AND MAY AVE.  
**Location** NW 16th St. and May Ave.  
**Description** Intersection improvements, traffic lane channelization & signalization, signals, signs, and devices. May include engineering, right-of-way acquisition, utility relocation, sidewalk improvement, conduit, installation, drainage, and lighting.  
**Project Justification** Improvements are needed to improve the overall condition of the intersection.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$84,519
<b>Project Total</b>	<b>\$84,519</b>

**Project ID** B0701020031      **Title** NW 178<sup>th</sup> St., MAY AVE.TO PORTLAND AVE.  
**Location** NW 178<sup>th</sup> St., May Ave. to Portland Ave.  
**Description** Widening and improving the listed streets which may include related A&E, signals, signs, markings, devices, conduit & improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$2,625,000
<b>Project Total</b>	<b>\$2,625,000</b>

**Project ID** B0701020034      **Title** NW 192<sup>nd</sup> ST., MAY AVE. TO PENNSYLVANIA AVE.  
**Location** NW 192<sup>nd</sup> St., May Ave. to Pennsylvania Ave.  
**Description** Widening and improving the listed streets which may include related A&E, signals, signs, markings, devices, conduit & improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$303,267
<b>Project Total</b>	<b>\$303,267</b>

# PUBLIC WORKS

**Project ID** B0701020035 **Title** NW 192<sup>nd</sup> ST., PENNSYLVANIA AVE. E. TO CITY LIMIT  
**Location** NW 192<sup>nd</sup> St., Pennsylvania Ave. east to City Limits  
**Description** Widening and improving the listed streets which may include related A&E, signals, signs, markings, devices, conduit & improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$88,559
<b>Project Total</b>	<b>\$88,559</b>

**Project ID** B0701020036 **Title** NW 192<sup>nd</sup> ST., PORTLAND AVE. TO MAY AVE.  
**Location** NW 192<sup>nd</sup> St., Portland Ave. to May Ave.  
**Description** Widening and improving the listed streets which may include related A&E, signals, signs, markings, devices, conduit & improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$2,625,000
<b>Project Total</b>	<b>\$2,625,000</b>

**Project ID** B0000000565 **Title** NW 23<sup>rd</sup> ST., VILLA AVE. TO I-44  
**Location** NW 23<sup>rd</sup> St. from Villa Ave. to I-44  
**Description** Resurfacing, repair, construction, reconstruction &/or improvement may include engineering, signals, signs, devices, conduit, right-of-way acquisition, lighting, drainage, sidewalks, street furniture, landscaping, utility relocation, & sprinkler systems.  
**Project Justification** Due to condition of road surface, resurfacing is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$4,955
<b>Project Total</b>	<b>\$4,955</b>



# PUBLIC WORKS

**Project ID** B0701030033 **Title** NW 23<sup>rd</sup> ST., TULSA AVE TO ANN ARBOR AVE.  
**Location** NW 23<sup>rd</sup> St., Tulsa Ave. to Ann Arbor Ave.  
**Description** Reconstruction/construction/repair/resurfacing/ &/or improvements of street which may include A&E/signals/signs/markings/devices/conduit/lighting/drainage/intersection imprv./ROW/utilities/sidewalks/furniture &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of street improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$40,120
<b>Project Total</b>	<b>\$40,120</b>

**Project ID** B0701020037 **Title** NW EXPRESSWAY, PENNSYLVANIA AVE. TO CLASSEN BLVD.  
**Location** NW Expressway, Pennsylvania Ave. to Classen Blvd.  
**Description** Widening and improving the listed streets which may include related A&E/signals/signs/markings/devices/conduit & improvements/lighting/drainage/intersection improvements/ROW/utilities/sidewalks &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$11,378
<b>Project Total</b>	<b>\$11,378</b>

**Project ID** B0000008470 **Title** OLD TOWN ST & TEDDY AVE.  
**Location** Vicinity of Harrah Rd and SE 59<sup>th</sup> ST.  
**Description** Project is to establish Assessment District #1621, in the vicinity of Old Town St. and Teddy Avenue.  
**Project Justification** To provide for new pavement on street an assessment district has been established to collect the necessary funds for the improvement.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$13,580
<b>Project Total</b>	<b>\$13,580</b>

# PUBLIC WORKS

**Project ID** ED0824 **Title** P180 STREETScape #1  
**Location** West Reno Avenue from Dewey Avenue to E.K. Gaylord Boulevard and North Robinson  
**Description** The streetscape/street improvements include layout & grading, surface drainage, landscaping, hardscape elements, including paving, lighting, bike racks, tree grates, plant pots, trash receptacles, benches, banner poles & related site specialty elements.  
**Project Justification** To improve appearance and make the central core more pedestrian friendly.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance and irrigation.

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$283,057
<b>Project Total</b>	<b>\$283,057</b>

**Project ID** ED0825 **Title** P180 STREETScape #2  
**Location** Harvey Avenue from Dean A. McGee Avenue to NW 6th Street; Dean A. McGee Avenue from Harvey Avenue to Robinson Avenue; Dean A. McGee Avenue from Hudson Avenue to Harvey Avenue; NW 5th Street from Hudson Avenue to Harvey Avenue; Robinson Avenue from Dean A. McGee Avenue to NW 6th Street.  
**Description** The streetscape/street improvements include layout & grading, surface drainage, landscaping, hardscape elements, including paving, lighting, bike racks, tree grates, plant pots, trash receptacles, benches, banner poles & related site specialty elements.  
**Project Justification** To improve appearance and make the central core more pedestrian friendly.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance and irrigation.

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$64,920
Tax Increment Financing	\$1,000,000
<b>Project Total</b>	<b>\$1,064,920</b>

# PUBLIC WORKS

**Project ID** ED0827 **Title** P180 STREETSCAPE #3

**Location** Walker Avenue, north of Reno Avenue to north of Main Street; Main Street, west of Lee Avenue to west of Hudson Avenue; Sheridan Avenue, east of Dewey Avenue to west of Walker Avenue; California Avenue, south of Park Avenue south to Devon Site

**Description** The streetscape/street improvements include layout & grading, surface drainage, landscaping, hardscape elements, including paving, lighting, bike racks, tree grates, plant pots, trash receptacles, benches, banner poles & related site specialty elements.

**Project Justification** To improve appearance and make the central core more pedestrian friendly.

**Operating Cost Impact** Between \$1 and \$10,000

**Operating Cost Description** Maintenance and irrigation.

Capital Funding Source	FY 11-12
Tax Increment Financing	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

**Project ID** ED0828 **Title** P180 STREETSCAPE #4

**Location** Sheridan Ave., Walker Ave. to Ek Gaylord; Hudson Ave., Reno Ave. to Park Ave.; Robinson Ave., Sheridan to Park Ave.

**Description** The streetscape/street improvements include layout & grading, surface drainage, landscaping, hardscape elements, including paving, lighting, bike racks, tree grates, plant pots, trash receptacles, benches, banner poles & related site specialty elements.

**Project Justification** To improve appearance and make the central core more pedestrian friendly.

**Operating Cost Impact** Between \$1 and \$10,000

**Operating Cost Description** Maintenance and irrigation

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$3,955,502
<b>Project Total</b>	<b>\$3,955,502</b>

# PUBLIC WORKS

<b>Project ID</b>	ED0829	<b>Title</b>	P180 STREETScape #5
<b>Location</b>	Colcord Ave., Lee Ave. to Hudson Ave. ; Couch Dr., Lee Ave. to Hudson Ave.; Walker Ave., Main to Kerr Blvd.		
<b>Description</b>	The streetscape/street improvements include layout & grading, surface drainage, landscaping, hardscape elements, including paving, lighting, bike racks, tree grates, plant pots, trash receptacles, benches, banner poles & related site specialty elements.		
<b>Project Justification</b>	To improve appearance and make the central core more pedestrian friendly.		
<b>Operating Cost Impact</b>	Between \$1 and \$10,000		
<b>Operating Cost Description</b>	Maintenance and irrigation		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
	<hr/>		
	2007 G.O. Bonds		\$3,033,374
	Tax Increment Financing		\$2,000,000
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	<b>Project Total</b>		<b>\$5,033,374</b>

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<b>Project ID</b>	B000000812	<b>Title</b>	PAVEMENT MANAGEMENT & INVENTORY SYSTEM
<b>Location</b>	Citywide		
<b>Description</b>	Purchase of software for system and also fund contract to perform analysis.		
<b>Project Justification</b>	To provide City staff with information on the condition of City streets.		
<b>Operating Cost Impact</b>	No additional operating costs		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
	<hr/>		
	Street and Alley Fund		\$14,797
	<hr/>		
	<b>Project Total</b>		<b>\$14,797</b>

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<b>Project ID</b>	ED0836	<b>Title</b>	PEDESTRIAN LINKAGE EXTERNAL
<b>Location</b>	Corporate Tower, Robinson Renaissance, and Oklahoma Tower		
<b>Description</b>	Project will create an at-grade pedestrian corridor that links the Devon Plaza (and Core to Shore to the south) to the Central Business District		
<b>Project Justification</b>	To improve appearance and make the central core more pedestrian friendly.		
<b>Operating Cost Impact</b>	Between \$1 and \$10,000		
<b>Operating Cost Description</b>	Maintenance costs.		
	<b>Capital Funding Source</b>		<b>FY 11-12</b>
	<hr/>		
	Tax Increment Financing		\$1,750,000
	<hr/>		
	<b>Project Total</b>		<b>\$1,750,000</b>

# PUBLIC WORKS

**Project ID** ED0837 **Title** PEDESTRIAN LINKAGE INTERNAL

**Location** Third floor of the East Garage

**Description** Project will provide a protected connector from the Devon facility to Corporate Tower (which then has access to the Underground).

**Project Justification** To improve appearance and make the central core more pedestrian friendly.

**Operating Cost Impact** Between \$1 and \$10,000

**Operating Cost Description** Maintenance and irrigation.

Capital Funding Source	FY 11-12
Tax Increment Financing	\$750,000
<b>Project Total</b>	<b>\$750,000</b>

**Project ID** B0701010008 **Title** PENNSYLVANIA AVE.; WESTERN AVE.; SW. 44th ST.; SW 59th ST.

**Location** Pennsylvania Avenue/ Western Avenue / SW 44th Street/ SW 59th Street

**Description** Resurfacing/repair/rehabilitation &/or improvements of the streets located in the areas bounded by the described streets which may include A&E/signals/signs/markings/devices/conduit/lighting/drainage/intersection improvements/ROW/utilities/sidewalks.

**Project Justification** Due to age and condition of street improvements are necessary.

**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$1,350,000
<b>Project Total</b>	<b>\$1,350,000</b>

**Project ID** B0701020038 **Title** PENNSYLVANIA AVE., NW 164<sup>th</sup> ST. TO NW 178<sup>th</sup> ST.

**Location** Pennsylvania Ave., NW 164<sup>th</sup> St. to NW 178<sup>th</sup> St.

**Description** Widening and improving the listed streets which may include related A&E, signals, signs, markings, devices, conduit & improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, &/or landscaping & irrigation systems.

**Project Justification** Due to age and condition of the street and high traffic volumes improvements are necessary.

**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$7,187
<b>Project Total</b>	<b>\$7,187</b>

# PUBLIC WORKS

**Project ID** B0000000515      **Title** PENNSYLVANIA AVE., NW 150<sup>th</sup> ST. TO NW 164<sup>th</sup> ST.  
**Location** Pennsylvania Ave., NW 150<sup>th</sup> St. to NW 164<sup>th</sup> St.  
**Description** Widening, repair, construction, reconstruction, &/or improvement may include engineering, signals, signs, devices, conduit, street lighting, drainage, intersection improvement, right-of-way acquisition, utility relocation, landscaping, and sidewalks.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$11,953
<b>Project Total</b>	<b>\$11,953</b>

**Project ID** B0000008442      **Title** RESURFACING PROJECT PR-15-06/07  
**Location** Indiana Ave, SW 67th St. to SW 59th St.; McKinley Ave., South of SW 66th St. to SW 59th St.; Douglas, SW 67th St. to SW 65th St.; Klein, SW 66th St. to SW 61st St.; SW 71st Circle, Extending North for SW 71st St.; SW 71st St., Pennsylvania Ave. to Blackwelder Blvd. ; SW 69th St., Indiana Ave. to Blackwelder Blvd.; SW 66th St., Pennsylvania Ave. to Kentucky Ave.; SW 66th St., Blackwelder Blvd. to Pennsylvania Ave.; SW 65th St., Pennsylvania Ave. to Kentucky Ave.; SW 65th St., Blackwelder Blvd. to Pennsylvania Ave. ; SW 64th St., Kentucky Ave. to Indiana Ave.; SW 62nd St., Douglas to Klein; SW 62nd St., Pennsylvania Ave. to Blackwelder Ave.; SW 61st St., Klein to Western Ave.; SW 61st Terr, Pennsylvania Ave. to Blackwelder Ave.; SW 60th St., Pennsylvania Ave. to Kentucky Blvd.  
**Description** Resurfacing of streets at multiple locations.  
**Project Justification** Due to age and condition of streets, resurfacing is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$636,608
<b>Project Total</b>	<b>\$636,608</b>

# PUBLIC WORKS

**Project ID** B0701030042      **Title** ROBINSON AVE., RENO AVE. TO SW 15<sup>th</sup> ST.  
**Location** Robinson Ave., Reno Ave. to SW 15<sup>th</sup> St.  
**Description** Reconstruction, construction, repair, resurfacing, &/or improvements of street which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, etc.  
**Project Justification** Due to age and condition of street improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$339,016
<b>Project Total</b>	<b>\$339,016</b>

**Project ID** B0000000564      **Title** ROBINSON AVE., SW 8<sup>th</sup> ST. TO SW 15<sup>th</sup> ST.  
**Location** Robinson Ave., SW 9<sup>th</sup> St. to SW15th St.  
**Description** Resurfacing, repair, construction, reconstruction, &/or improvement may include engineering, signals, signs, devices, conduit, right-of-way acquisition, lighting, drainage, sidewalks, street furniture, landscaping, utility relocation, etc.  
**Project Justification** Due to condition of road surface, resurfacing is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$282,122
<b>Project Total</b>	<b>\$282,122</b>

**Project ID** B0000000057      **Title** S.ROBINSON AVE., SW 29<sup>th</sup> ST. TO OKLAHOMA RIVER  
**Location** S. Robinson Ave., SW 29<sup>th</sup> St. To Oklahoma River  
**Description** Resurfacing, repair, construction, reconstruction, &/or improvement may include related engineering, traffic control signals, signs, devices, conduit, street lighting, drainage, intersection improvement, right-of-way acquisition, &/or utility relocation.  
**Project Justification** Due to condition of road surface, resurfacing and/or reconstruction is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$55,467
<b>Project Total</b>	<b>\$55,467</b>

# PUBLIC WORKS

**Project ID** B0000008483      **Title** SE 164<sup>th</sup> ST., WESTERN AVE.TO PENNSYLVANIA AVE.  
**Location** SE 164th St., Western Ave. to Pennsylvania Ave.  
**Description** Agreement with Cleveland County and OKC to provide for the resurfacing of the existing rural roadway.  
**Project Justification** Due to condition of the road surface, resurfacing is necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

**Project ID** B0000008476      **Title** SE 49<sup>th</sup> ST. PAVING IMROVEMENTS  
**Location** SE 49th Street at Tinker AFB  
**Description** Paving improvements at Tinker AFB / Agreement with OIA  
**Project Justification** Paving improvements are necessary to provide for a good surface for heavy Tinker AFB traffic.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$16,137
<b>Project Total</b>	<b>\$16,137</b>

**Project ID** B0701030043      **Title** SHARTEL AVE., CALIFORNIA AVE. TO MAIN ST.  
**Location** Shartel Ave., California Ave. to Main St, Film District Streetscape  
**Description** Reconstruction, construction, repair, resurfacing, &/or improvements of street which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, etc.  
**Project Justification** Due to age and condition of street improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$1,236
<b>Project Total</b>	<b>\$1,236</b>



# PUBLIC WORKS

**Project ID** B0701030045 **Title** SHERIDAN AVE., SHARTEL AVE. TO DEWEY AVE.  
**Location** Sheridan Ave., Shartel Ave. to Dewey Ave., Film District Streetscape  
**Description** Reconstruction/construction/repair/resurfacing/ &/or improvements of street which may include A&E/signals/signs/markings/devices/conduit/lighting/drainage/intersection imprv./ROW/utilities/sidewalks/furniture &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of street improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$88,592
<b>Project Total</b>	<b>\$88,592</b>

**Project ID** B0000008468 **Title** SPENCER RD. & HOGBACK RD. TO JONES CITY LIMIT  
**Location** Spencer Rd, Douglas Ave to Jones City Limit; Hogback Rd, Jones City Limit to NE 164th;  
**Description** Oklahoma County agreement for resurfacing of several streets at the above locations.  
**Project Justification** Due to age and condition of street, resurfacing is necessary  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$251,888
<b>Project Total</b>	<b>\$251,888</b>

**Project ID** B0000008429 **Title** STOCKYARD CITY GATEWAY ARCH  
**Location** Stockyard City  
**Description** Construction of Archway over Agnew Ave. at entry way into Stockyards City.  
**Project Justification** To enhance the aesthetics in the area, project is being constructed.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$69,685
<b>Project Total</b>	<b>\$69,685</b>

# PUBLIC WORKS

**Project ID** B0000000503 **Title** SW 29<sup>th</sup> ST., MERIDIAN AVE. TO MACARTHUR BLVD.  
**Location** SW 29<sup>th</sup> St., Meridian Ave. to MacArthur Blvd.  
**Description** Widening, repair, construction, reconstruction, &/or improvement may include engineering, signals, signs, devices, conduit, street lighting, drainage, intersection improvement, right-of-way acquisition, utility relocation, landscaping, and sidewalks.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$2,181,888
<b>Project Total</b>	<b>\$2,181,888</b>

**Project ID** B0701030050 **Title** SW 44<sup>th</sup> ST., BLACKWELDER AVE. TO WALKER AVE.  
**Location** SW 44<sup>th</sup> St., Blackwelder Ave. to Walker Ave.  
**Description** Reconstruction, construction, repair, resurfacing, &/or improvements of street which may include A&E, signals, signs, markings, devices, conduit, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, furniture, etc.  
**Project Justification** Due to age and condition of street improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$2,776,485
<b>Project Total</b>	<b>\$2,776,485</b>

**Project ID** ED0810 **Title** TIF 8 STREETScape DESIGN  
**Location** Project 180 boundaries  
**Description** Downtown Streetscape conceptual design.  
**Project Justification** To improve appearance and make the central core more pedestrian friendly.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Tax Increment Financing	\$2,000,000
<b>Project Total</b>	<b>\$2,000,000</b>

# PUBLIC WORKS

**Project ID** B0000008465      **Title** TINKER GATE, 74<sup>th</sup> ST. and S. MIDWEST BLVD.  
**Location** North of SE 74<sup>th</sup> St. on Midwest Blvd.  
**Description** Installation of a new Tinker AFB gate. OIA to reimburse Oklahoma City for design cost and pay in-advance for construction.  
**Project Justification** To improve access on and off Tinker Air Force Base.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley	\$366,264
<b>Project Total</b>	<b>\$366,264</b>

**Project ID** B0701030056      **Title** VILLA AVE., GENERAL PERSHING BLVD & NW 1<sup>st</sup> ST.  
**Location** Within an area bounded by Villa Avenue/ General Pershing Boulevard and NW 1st Street/ which may include boundary streets.  
**Description** Reconstruction/construction/repair/resurfacing/ &/or improvements of street which may include A&E/signals/signs/markings/devices/conduit/lighting/drainage/intersection imprv./ROW/utilities/sidewalks/furniture &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of street, improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$18,335
<b>Project Total</b>	<b>\$18,335</b>

**Project ID** B0000008479      **Title** VIZCAYA ADDITION, SECTION 1  
**Location** North of NW 150th and E of County Line Rd.  
**Description** Maintenance Bond Settlement repairs for Vizcaya Addition Section 1.  
**Project Justification** Due to poor conditions of the project, the City collected on the maintenance bond in order to make the necessary repairs.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$10,589
<b>Project Total</b>	<b>\$10,589</b>

# PUBLIC WORKS

**Project ID** B0701030053 **Title** WESTERN AVE., NW 36<sup>th</sup> ST. TO NW 63<sup>rd</sup> St.  
**Location** Western Ave., NW 36<sup>th</sup> St. to NW 63<sup>rd</sup> St.  
**Description** Reconstruction/construction/repair/resurfacing/ &/or improvements of street which may include A&E/signals/signs/markings/devices/conduit/lighting/drainage/intersection imprv./ROW/utilities/sidewalks/furniture &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of street improvements are necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$20,222
<b>Project Total</b>	<b>\$20,222</b>

**Project ID** B0701020045 **Title** WESTERN AVE., SW 134<sup>th</sup> ST. TO CITY LIMIT  
**Location** Western Ave., SW 134<sup>th</sup> St. south to City Limits  
**Description** Widening and improving the listed streets which may include related A&E, signals, signs, markings, devices, conduit & improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$4,498,887
<b>Project Total</b>	<b>\$4,498,887</b>

**Project ID** B0000000532 **Title** WESTERN AVE., NW 164<sup>th</sup> St. TO NW 178<sup>th</sup> ST.  
**Location** Western Ave., NW 164<sup>th</sup> St. to NW 178<sup>th</sup> St.  
**Description** Widening, repair, construction, reconstruction, &/or improvement may include engineering, signals, signs, devices, conduit, street lighting, drainage, intersection improvement, right-of-way acquisition, utility relocation, landscaping, and sidewalks.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$3,002,082
<b>Project Total</b>	<b>\$3,002,082</b>

# PUBLIC WORKS

**Project ID** B0701020047 **Title** WILSHIRE BLVD., COUNTY LINE RD. TO MORGAN RD.  
**Location** Wilshire Blvd., County Line Rd. to Morgan Rd.  
**Description** Widening and improving the listed streets which may include related A&E/signals/signs/markings/devices/conduit & improvements/lighting/drainage/intersection improvements/ROW/utilities/sidewalks &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$2,625,000
<b>Project Total</b>	<b>\$2,625,000</b>

**Project ID** B0701020048 **Title** WILSHIRE BLVD., COUNCIL RD. TO COUNTY LINE RD.  
**Location** Wilshire Blvd., Council Rd. to County Line Rd.  
**Description** Widening and improving the listed streets which may include related A&E, signals, signs, markings, devices, conduit & improvements, lighting, drainage, intersection improvements, ROW, utilities, sidewalks, &/or landscaping & irrigation systems.  
**Project Justification** Due to age and condition of the street and high traffic volumes, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$16,919
<b>Project Total</b>	<b>\$16,919</b>

**Project ID** B0000000527 **Title** WILSHIRE BLVD., NW HIGHWAY TO ROCKWELL AVE.  
**Location** Wilshire Blvd., NW Highway to Rockwell Ave.  
**Description** Widening, repair, construction, reconstruction, &/or improvement may include engineering, signals, signs, devices, conduit, street lighting, drainage, intersection improvement, right-of-way acquisition, utility relocation, landscaping, and sidewalks.  
**Project Justification** Due to condition of street and the amount of traffic, widening is necessary to provide for increased capacity and an improved surface.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$14,333
<b>Project Total</b>	<b>\$14,333</b>

**Total Street Projects \$68,055,622**

# PUBLIC WORKS

**Project ID** C200188 **Title** TRAFFIC PROJECTS GROUP 1 AND 4  
**Location** OCU Driveway/Princeton Lane and NE 136th St.; S. Pennsylvania and Kingswood Dr; Kingsgate Dr and SW 104th; Thornridge and NW 122nd; S. Western and SW 149<sup>th</sup> St.  
**Description** Traffic improvements as approved by City Council.  
**Project Justification** Improvements are necessary for the safety of the traveling public.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance of signals.

Capital Funding Source	FY 11-12
Capital Improvement Fund	\$66,153
<b>Project Total</b>	<b>\$66,153</b>

**Project ID** B0000005110 **Title** DREXEL BLVD. AND NW 23<sup>rd</sup> St.  
**Location** Drexel Blvd. and NW 23<sup>rd</sup> St.  
**Description** Improvements and widening of the intersection of Drexel Blvd and NW 23rd St to include construction of left turn lanes and improvement of existing signals signs and/or devices.  
**Project Justification** To improve flow of traffic through intersection.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley Fund	\$44,889
<b>Project Total</b>	<b>\$44,889</b>

**Project ID** B0000002102 **Title** NW 13<sup>th</sup> ST.; LINCOLN BLVD.; WESTERN AVE.; SW 8<sup>th</sup> St.  
**Location** NW 13<sup>th</sup> St. on the north, Lincoln Blvd. on the east, Western Ave. on the west, and SW 8<sup>th</sup> St. on the south.  
**Description** Installation of new and/or improvement of existing traffic signals, signs, or devices within the boundaries given.  
**Project Justification** Improvements are needed in this area to improve traffic flow and provide an increase in safety for the traveling public.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$209,302
<b>Project Total</b>	<b>\$209,302</b>

# PUBLIC WORKS

**Project ID** B0703010001      **Title** NW 13<sup>th</sup> ST.; RENO AVE.; WESTERN AVE.; RAILROAD  
**Location** Downtown in an area bounded by NW 13<sup>th</sup> St.; Reno Ave.; Western Ave.; and BNSF  
**Description** Install traffic improvements for the purpose of interconnecting and synchronizing traffic signals for the street corridor including but not limited to installation of communication cable and conduit with master controllers/signal equipment and related....

**Project Justification** Project is needed for the purpose of interconnecting and synchronizing traffic signals in this corridor.

**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$3,796,514
<b>Project Total</b>	<b>\$3,796,514</b>

**Project ID** B0000007904      **Title** RXR SAFETY IMPROVEMENT PROJECT SIGNALS  
**Location** Railroad crossing on North Pennsylvania Ave. approximately 210 feet north of NW 5<sup>th</sup> St.  
**Description** ODOT authorized State apportioned funding to make flashing signal with crossing gate improvements at this location. This crossing is currently marked with advanced warning signage, pavement markings and warning signals only.

**Project Justification** Federal Railroad Administration safety index evaluation, analysis and annual reports, have identified the above listed railroad crossing location as qualifying for 90% Federal Aid Participation.

**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$116,678
<b>Project Total</b>	<b>\$116,678</b>

**Project ID** B0000000823      **Title** SIGN REPLACEMENT PROGRAM  
**Location** Citywide  
**Description** The primary use of this contract is the restriping of streets microsurfaced by the Street Maintenance division.

**Project Justification** The purpose of the unit price contract is to provide for the replacement of existing pavement markings as needed on a citywide basis.

**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$193,034
<b>Project Total</b>	<b>\$193,034</b>

# PUBLIC WORKS

**Project ID** B0000008474 **Title** SW 134<sup>th</sup> ST. & PORTLAND AVE.  
**Location** SW 134<sup>th</sup> St. & Portland Ave.  
**Description** Traffic intersection improvements due to the installation transmission line poles by Oklahoma Gas and Electric Company (OG&E) at a close proximity to the intersection of SW 134th Street and Portland Avenue.  
**Project Justification** Due to the location of the poles, OG&E and the City agreed the addition of traffic signals at the intersection will provide added safety for the traveling public.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
Street and Alley	\$22,163
<b>Project Total</b>	<b>\$22,163</b>

**Project ID** B0703030009 **Title** TRAFFIC DATA COLLECTION EQUIPMENT  
**Location** Citywide  
**Description** This project will provide needed traffic counters to replace the existing counters that are currently being used by the Traffic Management Division.  
**Project Justification** The existing counters are not compatible with the new record keeping system used by ACOG.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2000 G.O. Bonds	\$35,375
<b>Project Total</b>	<b>\$35,375</b>

**Project ID** B0703030010 **Title** TRAFFIC UNIT PRICE CONTRACT  
**Location** Citywide  
**Description** Provides for the acquisition, installation &/or improvement of signals, signs &/or devices, street lighting, purchase & replacement of signs & control signal equip., traffic control maintenance equip. & acquisition of traffic data collection equipment.  
**Project Justification** Funding for this project will be appropriated as work is needed. The current contract is for one year and renewable for an additional two years. Work orders will be issued as traffic signal issues arise.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$99,882
<b>Project Total</b>	<b>\$99,882</b>



# PUBLIC WORKS

**Project ID** B0703030001      **Title** UNLISTED CONTROL ACCOUNT

**Location** Citywide

**Description** Acquisition/installation/ and/or improvement of traffic signals/signs and/or devices including related A&E/ROW/utilities/drainage and intersection improvements; street lighting/purchase and replacement of traffic signs and control signal equipment/etc.

**Project Justification** Project establishes a control account for unlisted funds as approved by the citizens of Oklahoma City. City Council must approve all Unlisted projects.

**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
2007 G.O. Bonds	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

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**Total Traffic Projects                      \$4,683,990**

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**Departmental Total                      \$160,985,906**

# UTILITIES

**Project ID** OCEAT00002 **Title** MOBILE EQUIPMENT  
**Location** Citywide  
**Description** Replacement of pick-up trucks, refuse trucks, side loaders, and other mobile equipment.  
**Project Justification** Deterioration of current equipment has resulted in equipment reaching the end of its useful life.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Oper. Cost Description** Maintenance of new equipment.

Capital Funding Source	FY 11-12
OKC Environmental Asst. Trust	\$2,773,308
<b>Project Total</b>	<b>\$2,773,308</b>

**Project ID** OCEAT00003 **Title** WASTE CART PURCHASES  
**Location** Citywide  
**Description** Replacement of Big Blue waste carts and purchase of additional carts for expanded service.  
**Project Justification** Normal wear and tear requires replacement of waste carts and the expanded cart service requires additional cart purchases on a yearly basis.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Environmental Asst. Trust	\$1,307,424
<b>Project Total</b>	<b>\$1,307,424</b>

**OCEAT Total** **\$4,080,732**

# UTILITIES

**Project ID** ZCCINT **Title** CHISHOLM CREEK INTERCEPTOR  
**Location** North Central Oklahoma City  
**Description** Construction of new Chisholm Creek basin interceptor.  
**Project Justification** New relief interceptor is needed in order to get wastewater to the plant in the most efficient manner.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$1,750,000
<b>Project Total</b>	<b>\$1,750,000</b>

**Project ID** ZMAIN **Title** CITY WIDE SANITARY SEWER RENEWALS/REPLACEMENTS  
**Location** Citywide  
**Description** The projects in this category provide for renewal and replacements of functionally and/or structurally deficient sanitary sewer lines.  
**Project Justification** Due to age and condition of lines, renewals and/or replacements become necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$5,050,000
<b>Project Total</b>	<b>\$5,050,000</b>

**Project ID** ZDCWWT2 **Title** CHISHOLM CREEK WWT RENEWALS & REPLACEMENTS  
**Location** 20600 N. Portland Ave.  
**Description** Chisholm Creek Wastewater Treatment Plant - replacement of RBC building  
**Project Justification** The funds in this category of projects provide for renewal and/or replacement of the RBC building  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$12,800,000
<b>Project Total</b>	<b>\$12,800,000</b>

# UTILITIES

**Project ID** ZCOMPUG **Title** COMPUTER SYSTEM UPGRADE  
**Location** Citywide  
**Description** Computer System Upgrades  
**Project Justification** Computer System Upgrades are necessary to provide the best service in the most efficient manner. Includes plant technology and SCADA updates, as needed.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

.....  
**Project ID** ZDCWWT **Title** DEER CREEK WWT PLANT RENEWALS/REPLACEMENTS  
**Location** 20600 N. Portland Ave.  
**Description** Deer Creek Wastewater Treatment Plant renewal and/or replacement.  
**Project Justification** The funds in this category of projects provide for renewal and/or replacement of component parts within wastewater treatment plants. These parts have to be replaced in order for the plant to function efficiently and without breakdowns.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$104,000
<b>Project Total</b>	<b>\$100,000</b>

.....  
**Project ID** ZDCWWX **Title** DEER CREEK WWTP EXPANSION  
**Location** 20600 N. Portland Ave.  
**Description** Deer Creek WWTP expansion.  
**Project Justification** Expansion is necessary to provide for the projected increase in waste water the plant will have to treat.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

# UTILITIES

**Project ID** ZLIFTS **Title** LIFT STATION RENEWALS/REPLACEMENTS  
**Location** Citywide  
**Description** Lift station renewals and/or replacements.  
**Project Justification** Lift Stations are made-up of many stationary and moving parts that need to be R&R'd to provide the best service.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$1,500,000
<b>Project Total</b>	<b>\$1,500,000</b>

**Project ID** ZOGEXP **Title** OTHER GROWTH & EXPANSION  
**Location** Citywide  
**Description** Other Growth & Expansion  
**Project Justification** As growth & development continues throughout the City, large sanitary sewer mains must be installed to meet future development flows. Also, current billing inventory systems must be upgraded to efficiently account for the increasing number of utility customers.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$5,200,000
<b>Project Total</b>	<b>\$5,200,000</b>

**Project ID** ZPWREM **Title** PUBLIC WORKS REIMBURSEMENTS  
**Location** Citywide  
**Description** Reimbursements to Public Works on Capital Projects.  
**Project Justification** Typically, system mains are located within the street right-of-way. Some mains require relocation as part of street widening/reconstruction project. The main is relocated as a part of the project & the Public Works Department is reimbursed.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$300,000
<b>Project Total</b>	<b>\$300,000</b>

# UTILITIES

**Project ID** ZEQUIP                      **Title** RECURRING EQUIPMENT REPLACEMENT  
**Location** Citywide  
**Description** Recurring equipment replacement.  
**Project Justification** Due to age and condition of equipment, replacements become necessary.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$900,000
<b>Project Total</b>	<b>\$900,000</b>

**Project ID** ZSCWWT                      **Title** S CANADIAN WWT RENEWALS/REPLACEMENTS  
**Location** 15924 S. May Ave.  
**Description** South Canadian Wastewater Treatment Plant renewal and/or replacements.  
**Project Justification** The funds in this category of projects provide for renewal and/or replacement of component parts within wastewater treatment plants. These parts have to be replaced periodically in order for the plant to function efficiently and without breakdowns.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$104,000
<b>Project Total</b>	<b>\$104,000</b>

**Project ID** ZSCINT                      **Title** S. CANADIAN INTERCEPTOR  
**Location** South Central section of Oklahoma City  
**Description** Construction of new South Canadian interceptor.  
**Project Justification** New Interceptor is needed in order to get wastewater to the plant in the most efficient manner.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$3,000,000
<b>Project Total</b>	<b>\$3,000,000</b>

**Wastewater Projects Total                      \$31,208,000**

# UTILITIES

**Project ID** XMAIN **Title** CITYWIDE WATER MAIN RENEWALS/REPLACEMENTS  
**Location** Citywide  
**Description** Citywide water main renewals and replacements.  
**Project Justification** Some areas of the City experience red water due to internal corrosion of the water line. This project provides for replacement of waterlines to alleviate red water problems. The waterlines also experience failures due to external corrosion and age.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$3,500,000
<b>Project Total</b>	<b>\$3,500,000</b>

**Project ID** XDRPRR **Title** DRAPER PLANT RENEWALS/REPLACEMENTS  
**Location** 13700 S. Douglas Blvd  
**Description** Draper plant renewal and/or replacement.  
**Project Justification** The treatment plant consists of many processes, many of which have separate building(s) and/or structures. Each building and structure is made up of many stationary and moving parts that need to be R&R'd to provide the best service and without breakdowns.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$700,000
<b>Project Total</b>	<b>\$700,000</b>

**Project ID** XEQUIP **Title** EQUIPMENT REPLACEMENT  
**Location** Citywide  
**Description** Equipment replacement. The line maintenance division of the water utilities performs maintenance and repairs to the water distribution system.  
**Project Justification** The division has needs for purchasing new equipment and/or replacing the old equipment in order to provide continued service.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$825,000
<b>Project Total</b>	<b>\$825,000</b>

# UTILITIES

**Project ID** XHEFNRR **Title** HEFNER PLANT RENEWALS/REPLACEMENTS  
**Location** 3827 W. Hefner Rd.  
**Description** Hefner Water Treatment Plant renewal and/or replacement.  
**Project Justification** The treatment plant consists of many processes, many of which have separate building(s) and/or structures. Each building and structure is made up of many stationary and moving parts that need to be R&R'd to provide the best service and without breakdowns.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$1,500,000
<b>Project Total</b>	<b>\$1,500,000</b>

**Project ID** XLMDPS **Title** LINE MAINTENANCE DIVISION PROJECTS  
**Location** Citywide  
**Description** Line Maintenance Division capital projects.  
**Project Justification** Funding is needed for Capital projects that Line Maintenance encounters during their maintenance of water lines.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$75,000
<b>Project Total</b>	<b>\$75,000</b>

**Project ID** XPWDRE **Title** PUBLIC WORKS REIMBURSEMENTS  
**Location** Citywide  
**Description** Public Works Reimbursement Projects.  
**Project Justification** Typically, water distributions system mains are located within the street right-of-way. Some of the water mains require relocation as part of street widening or reconstruction projects. The water main is relocated as a part of the street projects and the Public Works department is reimbursed.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$300,000
<b>Project Total</b>	<b>\$300,000</b>



# UTILITIES

**Project ID** XROADS **Title** RELOCATION FOR ROAD PROJECTS  
**Location** Citywide  
**Description** Project provides funding for certain water line relocations, due to construction of road projects.  
**Project Justification** Water lines must be moved due to road construction projects to prevent collapse.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

**Project ID** XRESRV **Title** RESERVOIR MAINTENANCE  
**Location** Citywide  
**Description** The City owns and operates Lake Draper, Lake Hefner, Lake Overholser, and Lake Atoka. Many of the functional and structural components of the reservoir require capital funds to do major repairs and/or upgrades.  
**Project Justification** The City owns and operates four reservoirs for raw water storage. These reservoirs require regular maintenance to ensure their functional and structural integrity.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$400,000
<b>Project Total</b>	<b>\$400,000</b>

**Project ID** XSERAW **Title** SE OKLAHOMA RAW WATER SUPPLY  
**Location** SE Oklahoma  
**Description** SE Oklahoma Raw Water Supply  
**Project Justification** Engineering and environmental studies for raw water from SE Oklahoma.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

# UTILITIES

**Project ID** XEXTEN **Title** SOUTHWARD EXTENSION  
**Location** Southwest Oklahoma City  
**Description** Extension of large diameter line.  
**Project Justification** As Oklahoma City continues to grow and expand in the southwest, extension of water lines is necessary to provide citizens with water in these areas.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Oper. Cost Description** Maintenance of new lines.

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$7,500,000
<b>Project Total</b>	<b>\$7,500,000</b>

**Project ID** XUCSPR **Title** UTILITY CUSTOMER SERVICE PROJECTS  
**Location** 420 W. Main  
**Description** Utility customer services projects.  
**Project Justification** Funding for Capital projects to improve the Customer Service area to provide the best customer service to the citizens.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Water Utility Trust	\$550,000
<b>Project Total</b>	<b>\$550,000</b>

<b>Water Projects Total</b>	<b>\$17,350,000</b>
<b>Department Total</b>	<b>\$52,638,732</b>

# Zoo

**Project ID** C90009 **Title** VETERINARY HOSPITAL  
**Location** 2000 Remington Place  
**Description** Includes approximately 22,000 sq. ft. building which includes administrative areas/offices, diagnostic/testing/treatment areas, surgery facilities with an observation area, wards/holding, building support, quarantine, commissary, and parking.  
**Project Justification** Due to age, condition, and insufficient space of current facility, construction of a new facility is needed.  
**Operating Cost Impact** No additional operating costs

Capital Funding Source	FY 11-12
OKC Zoological Trust	\$500,000

**Project ID** C90008 **Title** ZOO OTHER CAPITAL  
**Location** Zoo  
**Description** Funding for vehicle replacements and roof repairs of the Zoo facilities.  
**Project Justification** Due to age and condition of fleet and roofs, replacement and repairs are necessary.  
**Operating Cost Impact** Between \$1 and \$10,000  
**Oper. Cost Description** Maintenance of vehicles

Capital Funding Source	FY 10-11
OKC Zoological Trust	\$582,000
<b>Project Total</b>	<b>\$582,000</b>

**Department Total** **\$1,082,000**

## OVERVIEW OF BONDS AND DEBT SERVICE

Major capital improvements such as streets, drainage, buildings, other facilities and major equipment are often financed by bonds. This funding mechanism allows payment for infrastructure improvements to be made over multiple years, usually over the life of the improvement.

General Obligation Bonds (G.O. Bonds) are issued only upon voter approval. Voters must be informed of the purpose of the bonds and review a list of bond projects to be funded.

Each year, the City repays a portion of the remaining principal on G.O. Bonds it has issued, along with interest on the remaining balance. Together these payments are called Debt Service. The ad valorem (property) tax is the primary revenue source used for repaying G.O. Bonds. The Debt Service Fund is totally independent of the City's operating funds, using a different source of revenue. Because of this independence, debt service costs do not affect current or future operations. State law does not place a cap on the amount of debt the City can incur through our General Obligation Bonds, but does limit the amount of debt on General Obligation Limited Tax (GOLT) Bonds to \$5 per thousand assessed. Revenue bonds for water, sewer, airport and parking projects, backed by user fees, have been issued by various trusts established by the City. The City is the legal beneficiary of these trusts.

Bonds issued by the City of Oklahoma City have been General Obligation Bonds. General Obligation Bonds are backed by the full faith and credit of the City, meaning the City must levy ad valorem taxes sufficient to pay each year's principal and interest payments. By State law, cities may only use ad valorem taxes to support the Debt Service Fund. The Mayor and City Council of Oklahoma City follow an informal policy of keeping the property tax rate for debt service at or below \$16.00 per thousand dollars of net assessed value.

In addition to paying the principal and interest on, primarily, General Obligation Bonds issued by the City, the Debt Service Fund also pays certain legal judgments against the City. The Debt Service Fund Budget is subject to different legal requirements than the remainder of the City's Budget. The Debt Service budget is adopted and filed with the County Excise Board, which establishes property tax rates once the

results from the previous year are finalized. The City's adopted budget will then be amended during the fiscal year to address any differences that exist.

The City retired approximately \$39 million in General Obligation bonded debt and issued \$43 million in FY 2011, leaving the total General Obligation Bond indebtedness at the end of FY 2011 at \$566 million. That total averages \$975 per capita for FY 2011 compared \$1,003 per capita at the end of FY 2010.

On March 30, 2009, Standard & Poor's rating service announced

# AAA

City of Oklahoma City's "AAA" Bond Rating by Standard & Poor's reaffirmed in 2011.

that Oklahoma City's General Obligation debt rating had been raised from AA+ to AAA, putting Oklahoma City in an elite group of the best municipal credits in the marketplace. Similarly, Moody's Investor Service affirmed its rating of Aaa for the City's General Obligation Bonds. Oklahoma City's expanding economic base, ongoing downtown redevelopment, conservative financial management, and low debt contributed to the City's high rating. This high rating means lower interest rates enabling the City to spend a larger portion of the funds on the major capital projects.



# DEBT SERVICE

	Actual FY 09-10	Adopted FY 10-11	Adopted FY 11-12
<b>Revenues</b>			
Ad Valorem (Property)	\$63,872,987	\$71,850,520	\$68,907,484
Interest	1,632,472	1,000,000	1,500,000
Other Revenue	3,254,668	1,500,000	2,287,000
Fund Balance	0	9,094,660	10,523,165
<b>Total Revenues</b>	<b>\$68,760,127</b>	<b>\$83,445,180</b>	<b>\$83,217,649</b>
<b>Expenditures - Non-Departmental</b>			
<i>Debt Service:</i>			
Judgments	\$2,470,277	\$7,879,776	\$3,130,000
Judgment Interest	104,437	834,104	156,500
Fiscal Agency Fees	611,606	315,000	442,000
Bond Retirement	37,460,000	39,070,000	44,410,000
Interest on Bonds	22,818,720	24,823,135	25,027,832
Reserve For Future Debt Service Payments	0	10,523,165	10,051,317
Transfers	1,022	0	0
<b>Total Expenditures</b>	<b>\$63,466,062</b>	<b>\$83,445,180</b>	<b>\$83,217,649</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$53,672,386	\$58,966,452	\$60,394,957
Additions/(Reductions) to Fund Balance	5,294,066	1,428,505 *	(10,523,165) **
<b>Ending Fund Balance</b>	<b>\$58,966,452</b>	<b>\$60,394,957 *</b>	<b>\$49,871,792 **</b>

\* Estimated.

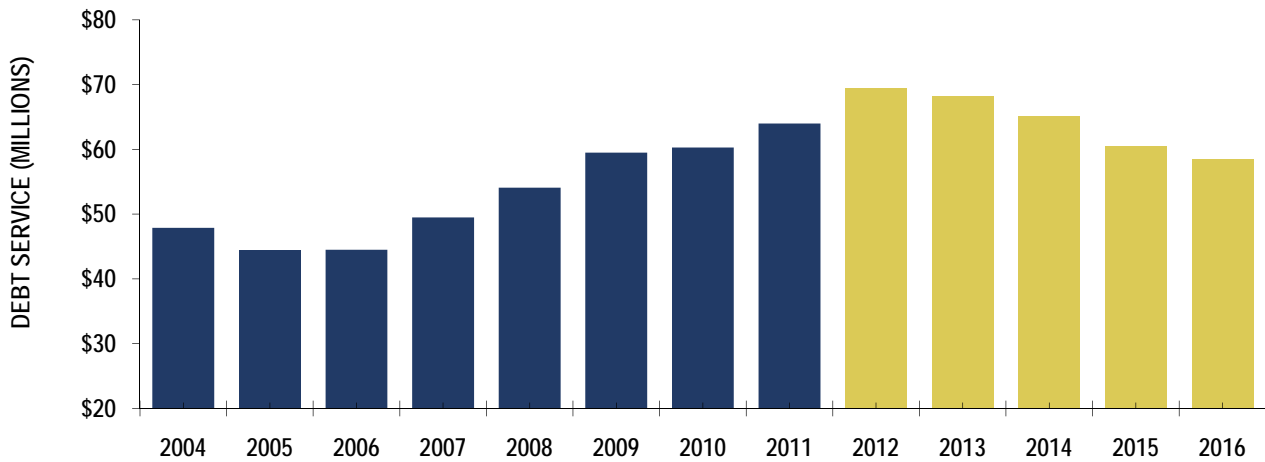
\*\* Assumes budgeted revenues and expenditures.



*Streets and bridges continue to be the priority for citizens and City leaders. In December 2007, voters approved \$835.5 million in bonds. Of that total, \$760.5 million are G. O. Bonds for various infrastructure improvement projects and \$75 million are GOLT bonds, dedicated to economic development.*

# DEBT SERVICE

Historical and Projected  
Debt Service  
Fiscal Year Ending June 30





**FISCAL YEAR**

**DEBT SERVICE**

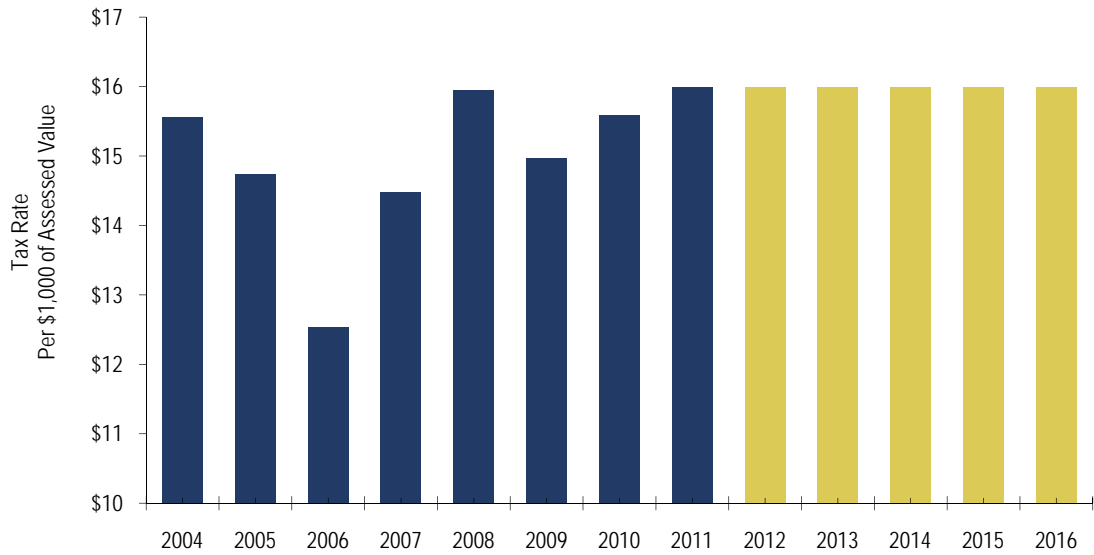
2004	\$47,923,272
2005	\$44,501,197
2006	\$44,536,995
2007	\$49,527,484
2008	\$54,119,073
2009	\$59,469,157
2010	\$60,278,720
2011	\$64,003,378
2012	\$69,437,832*
2013	\$68,182,082*
2014	\$65,071,810*
2015	\$60,500,311*
2016	\$58,509,855*

NOTE: This information includes debt service for bonds anticipated to be issued.

	Actual
	*Projected

# DEBT SERVICE

**Property Tax Rate for  
Debt Service  
Fiscal Year Ending June 30**



FISCAL YEAR	TAX RATE*
2004	\$15.55
2005	\$14.73
2006	\$12.53
2007	\$14.48
2008	\$15.95
2009	\$14.97
2010	\$14.77
2011	\$15.91
2012	\$15.99**
2013	\$15.99**
2014	\$15.99**
2015	\$15.99**
2016	\$15.99**

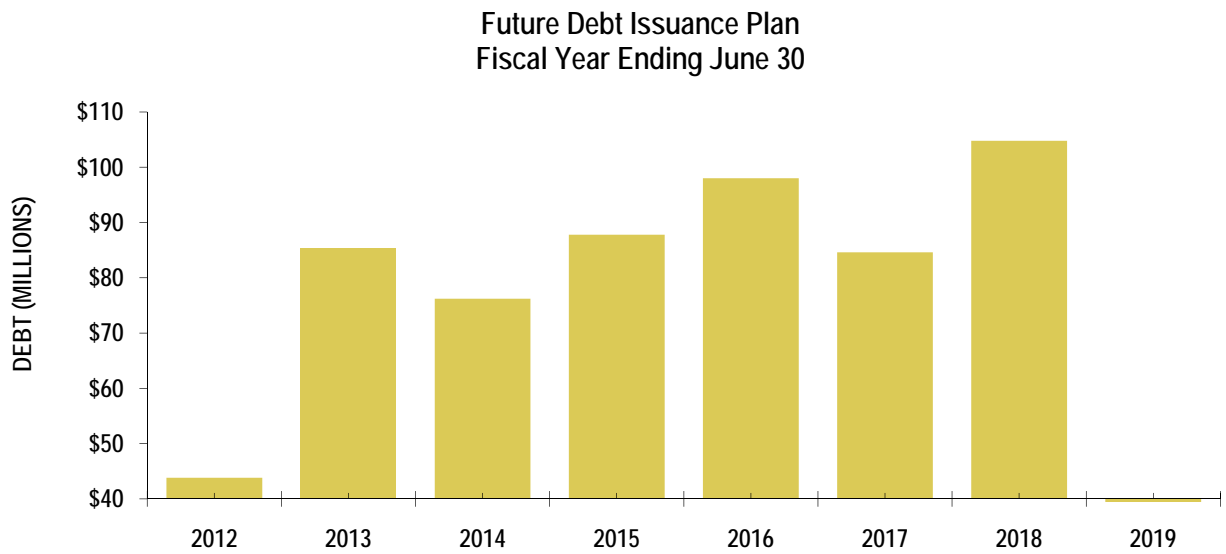
\*Per \$1,000 of Assessed Value

NOTE: This information includes tax rates for anticipated bond issues. Although there is no limit in Oklahoma State Law, the Mayor and City Council follow an informal policy of keeping the mill levy/tax rate at or below \$16.00 per thousand dollars of net assessed value.

	Actual
**	Projected

# REMAINING BOND AUTHORIZATION ISSUANCE PLAN

Remaining Authorization	
2007 GO Bonds	\$579,940,000
2007 GOLT Bonds	39,000,000
<b>Total</b>	<b>\$618,940,000</b>



	GO Bonds	GOLT Bonds	Total
2012	43,795,000	0	43,795,000
2013	75,430,000	10,000,000	85,430,000
2014	76,190,000	0	76,190,000
2015	77,805,000	10,000,000	87,805,000
2016	98,040,000	0	98,040,000
2017	74,575,000	10,000,000	84,575,000
2018	95,760,000	9,000,000	104,760,000
2019	38,345,000	0	38,345,000
	<b>\$579,940,000</b>	<b>\$39,000,000</b>	<b>\$618,940,000</b>



# MAJOR ACCOMPLISHMENTS

## Significant General Obligation Projects Completed In FY 2011

### Bridge Projects

Western Ave, NW 150th St to NW 164th St  
NW 150th St, Santa Fe Ave to Western Ave

### Building Projects

Fire Station, 1939 Exchange Ave  
City COTPA Facility 2000 S. May Ave

### Drainage Projects

Rollingwood Drain Improvements Ph II  
SW 51st St & L and Ave  
SW 15th St & McKinley Ave to Twin Creek, W of Down  
Emergency Storm Sewer Repair, NW 32nd

### Streets and Paving Projects

NW 150th St, Santa Fe Ave to Western Ave  
Drexel Boulevard & NW 23rd St  
NW 23rd St, Villa Ave to Interstate 44  
I-40 Crosstown, Relocation of Road Weather System  
Czech Hall Rd, Reno Ave to Interstate 40  
May Ave, NW 150th St to NW 164th St  
NW Express Way I-44 to Penn Ave Ph II  
Barnes Ave, NW 25th St to NW 36th St  
Venice Blvd, NW 30th St to NW 35th St  
W Park Pl, Independence Ave to May Ave  
NW 17th St, Grand Blvd to May Ave  
NW 16th St, Portland Ave to May Ave  
Brookline Ave, NW 16th St to NW 23rd St  
NW 32nd St, Pennsylvania Ave to De W of Linn Ave  
NW 18th St, Portland Ave to May Ave  
Barnes Ave, NW 36th St to NW 40th St  
NW 37th St, Altadena to Pennsylvania  
Western Ave, I-235, NW 23rd Street, NW 10th  
Oklahoma Ave, NE 23rd St to NE 30th St  
NE 28th St, Santa Fe Ave to Lincoln Blvd  
NE 30th St, Santa Fe Ave to Phillips Ave  
E Hill St, Santa Fe Ave to Lincoln Blvd  
Walnut Ave, NE 23rd St to NE 30th St  
Stiles Ave, Madison St to NE 30th St  
NE 34th St, Santa Fe Ave to Lincoln Blvd  
Johnston Dr, SW 44th St to SW 38th St  
Kincaid Dr, SW 43rd St to Blackwelder Ave  
McKinley Ave, SW 29th St to SW 44th St  
Rancho Dr, Grand Blvd to SW 44th St  
Indiana Ave, SW 28th St to SW 22nd St  
Douglas Ave, Grand Blvd to SW 29th St  
SW 3rd St, Western Ave to Dewey Ave  
E Hill St, Santa Fe Ave to Lincoln Blvd  
Walnut Ave, NE 23rd St to NE 30th St  
Stiles Ave, Madison St to NE 30th St  
NE 34th St, Santa Fe Ave to Lincoln Blvd  
Johnston Dr, SW 44th St to SW 38th St  
Kincaid Dr, SW 43rd St to Blackwelder Ave  
McKinley Ave, SW 29th St to SW 44th St  
Rancho Dr, Grand Blvd to SW 44th St  
Indiana Ave, SW 28th St to SW 22nd St  
Douglas Ave, Grand Blvd to SW 29th St  
SW 3rd St, Western Ave to Dewey Ave

### Parks Projects

Stinchcomb Wildlife Refuge Master Plan  
Stars & Stripes Park  
Will Rogers, Earlywine, Highley, Perle Mesta, Redland  
Schilling Park Improvements  
Greens Tot Lot  
Softball Hall of Fame  
Park Shelter & Sidewalk Imp - 9 Parks  
Earlywine Aquatic Center Upgrade  
Wheeler & Douglass Park athletic Field Imp  
Lake Hefner Children's Playground Improvements  
Project 180 Myriad Botanical Gardens Demo

SE 11th St, Byers Ave to High Ave  
SE 13th St, Byers Ave to High St  
SW 55th St, Blackwelder Ave to Western Ave  
SW 27th St, McKinley Ave to Western Ave  
SW 5th St, Western Ave to Santa Fe Ave  
SW 10th St, Shartel Ave to De E of Robinson Ave  
SW 26th St, Virginia Ave to Blackwelder Ave  
Lee Ave, SW 7th St to Reno Ave  
SW 56th St, Pennsylvania Ave to Blackwelder Ave  
SW 30th St, Blackwelder Ave to Klein Ave  
Douglas Ave, SW 29th St to SW 24th St  
Mustang Road, Czech Hall Road, Reno Ave, SW 15th St (N 1/2 Sq. Mile Only)  
Western Ave, I-235, NW 23rd Street, NW 10th Street  
Ph 2 - Pennsylvania Avenue, Western Ave, SW 44th Street, SW 59th Street  
Sara Rd, SW 29th to SW 44th  
SW 48th St, Olie Ave to Walker Ave  
Broadway Ave, SW 52nd St to SW 57th St  
SE 79th St, Santa Fe Ave to Interstate 35  
Kentucky Ave, SW 67th St to SW 59th St  
Bell Fontaine Dr, Shields Blvd to Brookside Terrace  
SW 33rd St, St Clair Ave to Independence Ave  
Byers Ave, SE 74th St to SE 66th St  
Drexel Ave, SW 65th St to SW 59th St  
Independence Ave, SW 55th St to SW 44th St  
SW 63rd St, Pennsylvania Ave to Klein Ave  
Madole Blvd, SW 65th St to Drexel Ave  
Roff Ave, SW 44th St to Newcastle Ave  
SW 40th St, May Ave to Interstate 44  
SW 39th St, Interstate 44 to May Ave  
SW 65th St, May Ave to Villa Ave  
East Ave, SE 44th St to De S of SE 51st St  
Carter Dr, N of Stonewall De to Jordan Ave  
SE Grand Blvd, Interstate 35 to Eastern Ave  
East Ave, SE 44th St to SE 36th St  
Missouri Ave, Commerce St to SE 15th St  
SE 22nd St, Interstate 35 to Eastern Ave  
SE 40th St, High Ave to Missouri Ave  
SE 36th St, Eastern Ave to De E of East Ave  
SE 19th St, De W of Central Ave to Laird Ave  
SE 39th St, High Ave to Missouri Ave  
Stiles Ave, SE 29th St to SE 15th St  
Jordan Ave, SE 22nd St to SE 15th St  
SE 18th St, W of Central Ave to De E of Phillips Ave

## MAJOR ACCOMPLISHMENTS

NE 33rd St, Kelley Ave to Prospect Ave  
 NE 21st St, Prospect Ave to Martin Luther King Ave  
 Harvey Ave, NW 4th St to NW 10th St  
 NE 20th St, Kelley Ave to Martin Luther King Ave  
 NE 17th St, Lincoln Blvd to Kelley Ave  
 NE 12th St, Lottie Ave to Kelham Ave  
 NE 2nd St, Durland Ave to High Ave  
 Rhode Island Ave, NE 30th St to NE 36th St  
 Jordan Ave, NE 10th St to N of NE 32nd St  
 NW 4th St, Hudson Ave to Santa Fe Railroad Tracks  
 NE 13th St, Lottie Ave to Kelham Ave  
 Western Ave, California Ave to NW 10th St  
 SE 11th St, Byers Ave to High Ave  
 NW Expressway I-44 to Penn Ave Ph II

SE 82nd St. and Sooner Road  
 Western Ave. at Brink Jr. High School  
 NW 23rd St, Villa Avenue to I44  
 NW Expressway 1-44 to Penn Avenue Ph I

### Traffic Projects

NW 23rd St, Villa Ave to Interstate 44  
 Drexel Boulevard & NW 23rd St  
 Wilshire Blvd, N Kelley Ave to Eastern Ave  
 Drexel Blvd. and NW 23rd  
 NW122nd St, Kelley Ave to Broadway Ext



The City of  
**OKLAHOMA CITY**

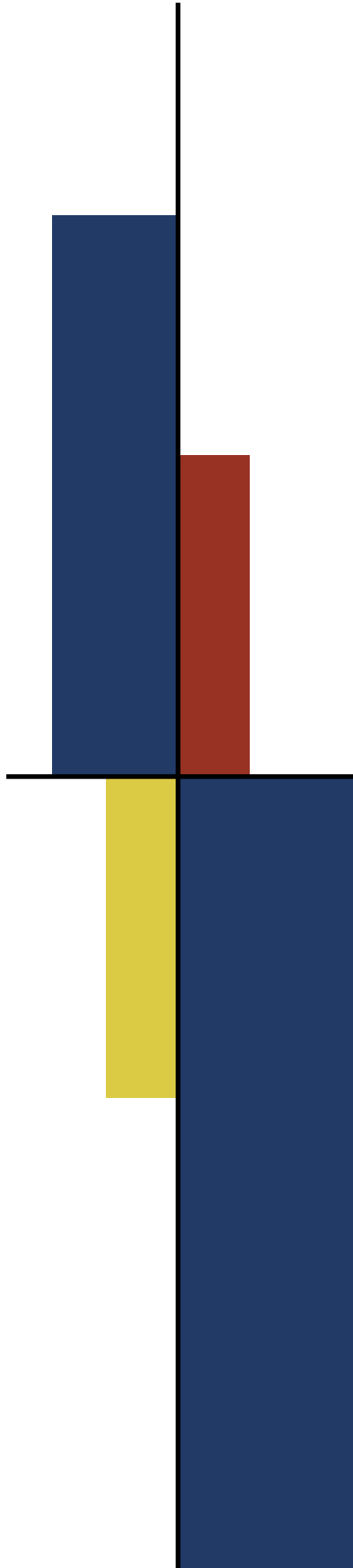
# APPENDIX FY 2011-2012

**Budget Guidelines and Control**  
**Financial Policies and Procedures**

**Statement of Compliance**

**Table of Compliance**

**Glossary**



## OVERVIEW OF BUDGET GUIDELINES AND CONTROL

The Budget Guidelines and Control Section describes Oklahoma City's financial planning and budgeting practices, including State laws that affect budgeting, how the budget may change during the fiscal year, and the major financial policies and practices of the City.



## LEGISLATIVE REQUIREMENTS



Oklahoma State Law allows for two methods of budgeting. The City of Oklahoma City has chosen the fund and department method and these are the requirements:

1. A budget that discloses the complete financial position and condition of the City must be prepared and submitted to the Mayor and City Council at least thirty days prior to the beginning of the fiscal year.
2. The budget must contain a summary, a message from the City Manager and a description of important budget features. Actual revenues and expenditures for the immediate prior fiscal year must be included along with the budgeted revenues and expenditures for the current year and estimated revenues and expenditures for the upcoming fiscal year.
3. The estimate of revenues and expenditures must be accounted for by fund and account. The budget of expenditures for each fund may not exceed the estimated revenues. No more than 10 percent of the total budget for any fund may be budgeted for miscellaneous purposes (e.g., contingencies and reserves).
4. No later than 15 days prior to the beginning of the budget year, the Council must hold a public hearing on the proposed budget. The date, time and place of the hearing, along with a summary of the budget, must be published in a newspaper of general circulation no less than five days before the hearing. The proposed budget is available to the public at this time.
5. After the hearing and at least seven days prior to the beginning of the budget year, Council must adopt the budget.
6. The adopted budget must be filed with the State Auditor and Inspector and the City Clerk. The adopted budget becomes effective on the first day of the fiscal year.
7. No expenditures or encumbrances may exceed 90 percent of the appropriation for any fund until revenues, including the prior fiscal year's fund balance, in an amount equal to at least 90 percent of the appropriation for the fund are collected.
8. General obligation operating debt and deficit spending are prohibited. Oklahoma City's debt service requirements are, therefore, budgeted in a Debt Service Fund. Revenue bonds may be issued by Trusts and Authorities, while voter approved general obligation bond issues may be used to finance specific capital projects.
9. The Municipal Budget Act also allows cities to transfer funds between departments and/or between expenditure categories (i.e., Capital Outlay to Personal Services, Supplies to Capital Outlay, etc.). Since these transfers represent a deviation from the adopted budget, the City Manager reports these transfers to the City Council as an informational item. This practice keeps the governing body informed of necessary operational changes as the adopted budget is implemented.
10. Trusts that have been created to benefit the City are required to submit budgets, financial reports and related materials to the Mayor and City Council.

## LEVELS OF BUDGETARY CONTROL

The budget is adopted by the Mayor and City Council by fund, department and expenditure classification.

The following are the definitions for each classification:

**Personal Services** are the costs of personnel, such as compensating City employees for salaries, wages, and employee benefits (social security, retirement, and insurance), the cost of health insurance for retired employees, and other personnel related costs such as uniform allowance.

**Other Services and Charges** are for expenditures for services (e.g., advertising, repairs, postage), contractual arrangements, and any other expenditures that are not applicable to the other classifications.

**Supplies and Materials** are items used to provide City services such as fuel, parts, and office supplies.

**Capital Outlay** is the purchase, construction or improvement of machinery and equipment, furniture, land, buildings, and similar assets. Capital outlay items have a useful life of over one year and a cost of \$7,500 or more. Definitions differ for grant and certain special revenue funds.

**Transfers** are payments to other funds or trusts related to the City. Some transfers are general fund subsidies to other City funds.

**Debt Service** is the payment of principal and interest on bonds that financed the purchase or construction of City facilities such as roads, buildings, and water supply systems.

Actual expenditures are charged to more detailed accounts. For example, the supplies and materials classification contains distinct object accounts for fuel, office supplies, computer supplies and other commodities.

Departments have the flexibility to shift funds between accounts within the same classification (e.g., from the fuel account to the office supplies account) or between organizational divisions in the same classification (e.g., from the Fire Department/Administration Division's personal service classification to the Fire Department / Fire

Suppression Division's personal service classification).

A department cannot exceed the adopted budget for any classification without either a budget amendment or an appropriately approved budget transfer.

### Budget Transfers

Transfers are more common than budget amendments and must be approved by the department (or, if funds are transferred from one department to another, by both departments), the Office of Management and Budget, the Finance Director, and in some cases, the City Manager. Transfers are reported quarterly to the Mayor and City Council for informational purposes.

### Budget Amendments

The Oklahoma Municipal Budget Act permits the City Council to amend the City's annual adopted budget. The budget may be amended for supplemental appropriations up to the amount of any additional revenues that are available due to:

1. Revenues received from unanticipated sources;
2. Revenues from anticipated sources in excess of unbudgeted estimates; or
3. Unanticipated, unencumbered cash balances on hand at the end of the previous fiscal year in excess of budgeted estimates.

The Oklahoma Municipal Budget Act also allows the City Council to take action, as it deems necessary, to amend the budget if it appears that projected revenues will be insufficient to meet appropriations.

The budget amendment must be adopted at a City Council meeting and filed with the City Clerk and the State Auditor and Inspector. In the event of a budget amendment, Oklahoma City incorporates the same public notice and public hearing practices used in the adoption of the original budget

## ACCOUNTING BASIS

### The City of Oklahoma City's budget is best characterized as being developed on a modified cash and expenditures/encumbrances basis.

The operating budget is an estimate of revenues and expenditures for one fiscal year. Only revenues expected to be received in cash during the year or soon thereafter are included in revenue estimates, as well as any fund balance that will be used for one-time expenditures during the coming year. Only amounts that will be spent or encumbered (under contract) by the end of the fiscal year are budgeted as expenditures. This is in conformance with the Oklahoma Municipal Budget Act that does not allow the City to incur operating fund obligations for more than one fiscal year.

Annual financial reports are prepared under the modified accrual and accrual basis of accounting, as required by Generally Accepted Accounting Principles (GAAP). The annual financial report also compares actual revenues and expenditures on the budgetary basis to the budget so that budget performance can be measured.

The City of Oklahoma City's budgetary basis of accounting differs from the basis of accounting required by Generally Accepted Accounting Principles (GAAP) for preparing the City's Comprehensive Annual Financial Report (CAFR). The major differences between the budgetary basis of accounting and the basis of accounting required by GAAP are listed in the following paragraphs. A reconciliation of the budgetary basis and GAAP basis fund balances is provided each year in the CAFR.

1. For budgetary purposes, only revenues expected to be received in cash during the year or soon thereafter are included in revenue estimates along with unreserved fund balance expected to be used during the coming year. For GAAP purposes, governmental fund type revenues are recognized when they are both "*measurable and available*" according to the modified accrual basis of accounting. Proprietary fund type revenues are recognized when earned according to the accrual basis of accounting.
2. For budgetary purposes, only amounts that will be spent or encumbered (under contract) by the end of the fiscal year are budgeted as expenditures. For GAAP purposes, governmental and proprietary fund type expenditures are recorded when incurred according to the modified accrual and accrual basis of accounting. Encumbered amounts are commonly treated as expenditures for budgetary purposes, while encumbrances are never treated as expenditures for GAAP purposes.
3. Transactions, such as transfers, classified as "*other financing sources (or uses)*" in the CAFR for GAAP purposes are classified as revenues and expenditures for budgetary purposes.
4. All City public trust revenues and expenses are incorporated for GAAP purposes but only included in budgetary revenues and expenses to the extent that transfers are budgeted from or to a City fund by the public trust.



## OVERVIEW OF FINANCIAL POLICIES AND PRACTICES

This section describes the major policies and practices that guide Oklahoma City's financial planning and management. Policies are shaped by state law and established by the Mayor and City Council. Practices are determined by City management and, while often ratified by the Mayor and City Council in annual budgeting and other major decisions, have not been adopted as policies.



The financial policies and practices described in this section address:

**Budgeting and Financial  
Planning**

**Capital Planning**

**Revenue**

**Investments**

**Debt Management**

**Procurement**

**Accounting and Auditing**

## BUDGETING AND FINANCIAL PLANNING POLICIES

A Resolution Adopting Budgeting and Financial Planning Policies, adopted by the City Council February 15, 2011, requires that the City Manager prepare and submit the proposed budget in accordance with the following policies. A statement of compliance and table can be found on pages 655-657.

1. **Balanced Budget.** Under Title 11, Oklahoma statutes, Section 17-206, the budget of expenditures for a fund may not exceed the estimated revenues, including budgeted fund balance, for the fund. Fund Balance should not be budgeted as revenue to support ongoing operations in the annual budget. Fund Balance may be budgeted to fund one-time expenses such as capital projects. Fund balance may be drawn upon for cash flow needs, and may be used as revenue without amending the budget if other revenue sources in total fall short of the estimate used in the adopted budget.
  - b. **Operating Reserve.** Operating reserve is the fund balance carried forward into the next fiscal year that is not budgeted. Each city fund will maintain an operating reserve, although the requirements for operating reserve differ depending on the type of fund.
    - i. **General Fund:** The General Fund shall maintain operating reserves at the beginning of each fiscal year in the amount of no less than eight percent and no more than fifteen percent of the total General Fund budget for that fiscal year. This equates to maintaining approximately one to two months of expenditures in operating reserves. General Fund operating reserves should be counter cyclical; reserve requirements are higher when the financial condition of the City is better so that operating reserves may be drawn down should the financial condition worsen. If the operating reserve falls outside of the eight to fifteen percent range, the City Manager will recommend appropriate action to address the situation.
    - ii. **Other Funds:** Any fund that supports personnel or other ongoing operating expenditures shall maintain operating reserves at a target level of five to ten percent of the total budgeted expenditures of the fund for the ensuing fiscal year. For the purposes of this section, “budgeted expenditures” means total budgeted expenditures and budgeted transfers to other funds for the ensuing fiscal year for a fund. City enterprise funds that are fully supported by a trust of the City, such as the count as a miscellaneous expense for purposes of the Municipal Budget Act because what it will be used for cannot be known.
2. **Municipal Budget Act.** The City of Oklahoma City originally chose to begin using and complying with the Municipal Budget Act (Title 11 Sections 17-201 through 17-218) on December 18, 1979 (Item VIII. B.) for its budget process. The City will continue to follow the provisions and requirements of the Municipal Budget Act in its annual budgeting process.
3. **Borrowing for Operations.** The City will not borrow from any external source to fund ongoing operations.
4. **Reserves.** To meet unexpected needs and to minimize the disruption caused by decreases in revenues and/or increases in expenditures from year to year, most City funds should maintain two types of reserves: contingency and operating reserve.
  - a. **Contingency.** Each City fund should include an appropriation adequate to fund a contingency account of a targeted amount of two percent of the fund’s budgeted expenditures. As needs arise, appropriations may be transferred from the contingency account within legal and procedural limitations on transfers. The Municipal Budget Act specifies that no more than ten percent of the total budget may be budgeted for miscellaneous purposes. This account would

## BUDGETING AND FINANCIAL PLANNING POLICIES

Oklahoma City Water Utilities Trust, Oklahoma City Airports Trust or the Oklahoma City Environmental Assistance Trust, are excepted from this operating reserve requirement. Funds that are fully supported by a trust will follow the trust policy for operating reserve requirements.

- c. **Reporting Requirements:** The City Manager shall notify the Mayor and Council of reserve and contingency levels for all funds in the proposed budget.
5. **Performance-based Budget.** The City Manager shall develop and present a budget that includes meaningful measures of the performance of City government in meeting its various service demands. Such measures should be tied to individual programs, address specific services or functions and should measure the effectiveness and efficiency of services delivered rather than only the workload generated. Historical performance measures data and performance targets for the coming fiscal year shall be transmitted to the Mayor and City Council along with the proposed budget. The same information should be published in the Annual Budget Book. The City Manager shall take into account the validity of the measures and the ability of departments to meet the expected level of performance in allocating funds in the proposed budget.
  6. **Scope of Budget.** The annual budget shall estimate revenues and make appropriations for spending on all city, state, and federal funds estimated to be available to the City during the fiscal year, regardless from what source derived.
    - a. Several funds within the budget have differing controls over them than the adopted budget. These are Grant Funds, the Debt Service Fund and the Bond Funds. While appropriations for these funds are contained in the annual budget, they are controlled by different sources than the annual budget.
      - i. The annual budget will contain an estimate of revenue and expenses in the Federal, state and private grant funds, however, the control on those funds is at the individual grant level, not at the broader fund level.
      - ii. The Debt Service (Sinking) Fund will be included in the annual budget; however, it is the County Excise Board which approves the final Debt Service budget. The Finance Department will amend the annual budget to bring it in line with the final budget approved by the County Excise Boards for the counties in which Oklahoma City is located, however, it is that budget and state law which governs the Debt Service (Sinking) Fund budget.
      - iii. An estimate of Bond Fund expenditures will be included in the annual budget for information purposes. Spending in the Bond Funds is controlled by the requirements contained in the various ballots approved by voters and the legal restrictions placed on bond funds.
  7. **Annual Budget Book.** In addition to the Annual Budget adopted by the City Council, the City shall make available an Annual Budget Book. This book shall include such additional information as may be useful to citizens, including information on programs, performance and staffing levels.
  8. **Appropriations for Fiscal Year.**
    - a. **Level of control.** The Annual Budget shall be filed with the State Auditor and Inspector as required by Title 11 Oklahoma Statutes, Section 17-209, to the level of specificity required by Title 11 Oklahoma Statutes, Section 17-213. The annual Budget shall make appropriations

## BUDGETING AND FINANCIAL PLANNING PROCESS

specific to the fund, department and general character of expenditure. Funds may be encumbered in accordance with Title 62 Oklahoma Statutes, Section 310.2 and the City Charter and Code, provided that the unencumbered unexpended balance of the appropriation as a whole is not exceeded.

b. **Transfers.** The Oklahoma Municipal Budget Act (Oklahoma Statutes Title 11, section 17-201 et. seq) provides for certain transfers of unexpended and unencumbered appropriations by the chief executive officer or designee as authorized by the governing body. In order to streamline the process and decrease delays in processing, the following policy is put in place:

- i. The City Manager may authorize transfers of any unexpended and unencumbered appropriation or any portion thereof from one account to another within the same department or from one department to another within the same fund (Except that no appropriation for debt service or other appropriation required by law or ordinance may be reduced below the minimum required).
- ii. The City Manager may designate the Assistant City Managers to authorize transfers.
- iii. The Finance Director may authorize transfers between account classes (categories of budget as described in the Municipal Budget Act) within any department.

iv. The City Manager will inform the Council of all transfers through regular City Manager reports on adjustments to the budget by transfers.

c. **Lapsed appropriations.** The fiscal year ends on June 30th. State law, under Title 62 Oklahoma Statutes Section 310.4, provides a 90 day period from June 30th to September 30th where claims for payment for goods or services ordered in the previous fiscal year can be made against appropriations from the prior fiscal year. After that time, no further claims can be made against prior year appropriations.

9. **Budget Amendments.** The Annual Budget shall be amended in accordance with Title 11 Oklahoma Statutes, Section 17-216.

The governing body may amend the budget to make supplemental appropriations to any fund up to the amount of additional revenues which are available for current expenses for the fund due to:

- a. Revenues received or to be received from sources not anticipated in the budget for that year;
- b. Revenues received or to be received from anticipated sources but in excess of the budget estimates therefor; or
- c. Unexpended and unencumbered fund balances on hand at the end of the preceding fiscal year which had not been anticipated or appropriated in the budget. Any appropriation authorizing the creating of an indebtedness shall be governed by the applicable provisions of Article 10 of the Oklahoma Constitution.

## BUDGETING AND FINANCIAL PLANNING PROCESS

- i. If at any time during the budget year it appears probable that revenues available will be insufficient to meet the amount appropriated, or that due to unforeseen emergencies there is temporarily insufficient money in a particular fund to meet the requirements of appropriation for the fund, the governing body shall take action as it deems necessary. For that purpose, it may amend the budget to reduce one or more appropriations or it may amend the budget to transfer money from one fund to another fund, but no appropriation for debt service may be reduced and no appropriation may be reduced by more than the amount of the unencumbered and unexpended balance thereof. No transfer shall be made from the debt service fund to any other fund except as may be permitted by the terms of the bond issue or applicable law,
- ii. A budget amendment as provided in this section authorizing supplemental appropriations or a decrease in the total appropriation of funds shall be adopted at a meeting of the governing body and filed with the municipal clerk and the State Auditor and Inspector.

Any resolution amending the budget of any fund to recognize and appropriate fund balance shall state the reason for the amendment and the estimated impact upon reserve levels.

10. **Financial Forecast.** The City Manager shall, at least, biennially prepare and transmit to the Mayor and City Council a forecast of City revenues and expenditures for the ensuing five years, and the major financial policy issues likely to be addressed in that five-year period.
11. **Decentralization.** The City Manager shall make every effort to involve departments in the preparation of the proposed budget and to give managers maximum legal flexibility in encumbering and expending funds once the budget is adopted. See e.g., Title 62 Oklahoma Statutes, Section 310.2.
12. **Arbitrage Compliance.** To comply with federal regulations on interest earnings on tax-exempt bonds with the least impact on the operating budget, the City shall annually project payments to the federal government for arbitrage penalties, rebates and other payments for the next five years.
13. **Spending for Capital Projects.** To preserve the investment in City facilities, vehicles, and infrastructure, to reduce the likelihood of service interruption due to facility or equipment failure, and to promote economic development, the City shall make efforts to increase General Fund spending for capital assets. The City shall attempt to commit any growth revenue from “*non-recurring*” revenue sources—to non-recurring expenses, such as capital expenditures.
14. **Cost Allocation Plan.** The City Manager shall annually prepare and distribute a cost allocation plan. This plan should allocate the costs of the various administrative departments among all departments offering direct service to the public. The plan should conform to all requirements of federal funding agencies regarding such plans. The plan should be as simple as possible while maintaining equity. In preparing the cost allocation plan, the City Manager shall solicit input from both the administrative departments whose costs are allocated and the direct service departments to which costs are allocated. The City Manager may determine which allocated costs are paid from one department or fund to another based on ability to pay, but shall maintain equitable treatment of all departments or funds.
15. **Interest and Investment Income.** Interest and investment income earned by each fund shall be deposited in the same fund. All interest and investment income shall have the same purpose as that of the fund.

## BUDGETING AND FINANCIAL PLANNING POLICIES

GLOSSARY - Definitions in quotes are taken directly from the Municipal Budget Act. Definitions without quotes are terms used by the City.

1. "Account" means an entity for recording specific revenues or expenditures, or for grouping related or similar classes of revenues and expenditures and recording them within a fund or department;
2. Account class – A category of expenses used in the budget and based on the Municipal Budget Act. Specifically Personal Services, Other Services and Charges, Supplies, Capital, Debt Service and Transfers;
3. "Appropriated fund balance" means any fund balance appropriated for a fund for the budget year;
4. "Appropriation" means an authorization to expend or encumber revenues and fund balance of a fund;
5. "Budget" means a plan of financial operations for a fiscal year, including an estimate of proposed expenditures for given purposes and the proposed means for financing them;
6. "Budget summary" means a tabular listing of revenues by source and expenditures by fund and by department within each fund for the budget year;
7. "Budget year" means the fiscal year for which a budget is prepared or being prepared;
8. "Chief executive officer" means the mayor of an aldermanic city or a strong-mayor-council city, the mayor of a town, or the city manager or chief administrative officer as it may be defined by applicable law, charter or ordinance;
9. "Current year" means the year in which the budget is prepared and adopted, or the fiscal year immediately preceding the budget year;
10. Contingency – A specific account that is budgeted that is for unanticipated expenses;
11. "Deficit" means the excess of a fund's current liabilities and encumbrances over its current financial assets as reflected by its books of account;
12. "Department" means a functional unit within a fund which carries on a specific activity, such as a fire department or a police department within a general fund;
13. "Estimated revenue" means the amount of revenues estimated to be received during the budget year in each fund for which a budget is prepared;
14. "Fiscal year" means the annual period for reporting fiscal operations which begins and ends on dates as the Legislature provides or as provided by law;
15. "Fund" means an independent fiscal and accounting entity with a self-balancing set of accounts to record cash and other financial resources, together with all liabilities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives;
16. "Fund balance" means the excess of a fund's current financial assets over its current liabilities and encumbrances, as reflected by its books of account;
17. "Governing body" means the city council of a city, the board of trustees of a town, or the legislative body of a municipality as it may be defined by applicable law or charter provision;
18. "Immediate prior fiscal year" means the year preceding the current year;
19. "Levy" means to impose ad valorem taxes or the total amount of ad valorem taxes for a purpose or entity;
20. "Operating reserve" means that portion of the fund balance which has not been appropriated in a budget year; and
21. "Municipality" means any incorporated city or town.



## CAPITAL PLANNING

Oklahoma City's capital planning process is governed by ordinances and resolutions adopted by the City Council. The capital planning policies are summarized below:

1. The Capital Improvement Plan (CIP) covers five years and is prepared every two years.
2. The CIP identifies projects and includes estimated capital cost, operating cost impact, justification, relationship to adopted plans and policies and proposed sources of funding.
3. Project evaluation criteria are established by the City Manager.
4. The CIP is sent to applicable boards, trusts, authorities and commissions for review and comment prior to its adoption. Comments and recommendations need not be incorporated in the plan.
5. The City Council adopts the CIP after, at least, one public hearing with adequate notice to citizens of hearing time and place.
6. The CIP may be amended by the City Council. Amendments may change the priority for a project, change the proposed commencement year, or increase the estimated cost.
7. Projects may be added to the CIP by the City Council after recommendation by the City Manager, review by appropriate boards, trusts and commissions, and a public hearing.
8. The City Manager provides the City Council periodic progress reports on the status of capital improvement projects.



## REVENUE

Oklahoma City's authority for generating revenue is limited by state law. Specific user fees are set by the City Council, while municipal taxes require voter approval.

### Revenue Policies Summarized

1. The City sales tax rate is currently established at 3.875%. Of this amount, the General Fund receives 2.00%, the Public Safety Sales Tax Fund receives 0.75%, divided equally between the Police and Fire Departments, the Oklahoma City Zoo receives 0.125%, and 1.00% is dedicated to the MAPS 3.
2. The hotel tax collection rate is established at 5.5% of gross receipts of all room rentals at the sales value of the room. Collections are dedicated to promoting convention and tourism and to capital improvements at the fairgrounds.
3. Occupational taxes and utility taxes and fees are established at various rates.
4. User fees are established and revised by the City Council. The City Code includes a general schedule of fees which is updated by ordinance each time fees change.
5. Fees, penalties, and assessments for late payment are authorized by the various provisions establishing fees and taxes.

### Revenue Practices

1. Revenues are estimated annually.
2. Efforts are made to diversify revenues.
3. User charges are reviewed periodically and recommendations to increase or decrease charges are based on the following:
  - a. The history of charge levels, including how long present charges have been in place;
  - b. For charges that defray all or part of the cost of delivering a service, how revenues compare to costs;
  - c. How City charges compare to those of surrounding and comparable cities; and
  - d. The potential impact on the City, the local economy and on individuals and firms who will pay the charge.
4. Increases to user charges are to be implemented incrementally whenever possible.

Sales, use and hotel tax revenues are monitored and reported to the City Manager, the Mayor and City Council each month. Total City revenues are monitored, analyzed and reported to the City Manager monthly and to the Mayor and City Council periodically.



## INVESTMENT

### The City Treasurer follows three major, prioritized objectives in investing the City's funds: safety, liquidity and return on investments.

In March 2011, the City Council approved a revised and updated investment policy effective March 22, 2011. The City's investment policy incorporates City Charter, Municipal Code and statutory requirements and recognizes standards promulgated by the Government Finance Officers Association and the Association of Public Treasurers of the United States and Canada. In accordance with this policy, the City Treasurer follows three major prioritized objectives in investing the City's funds: safety, liquidity and return on investments.

**Safety.** Safety of principal is the foremost objective of the City's investment program. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital of the portfolio. This objective will be to minimize credit risk and interest rate risk.

**Liquidity.** The investment portfolio shall at all times be sufficiently liquid to enable the City to meet all operating cash flow needs that are reasonably anticipated. This will be accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands.

**Return on Investments.** The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints, liquidity needs and cash flow characteristics of the portfolio. Return shall be subordinate to safety and liquidity.

The Charter of Oklahoma City Article IV, § 13, provides for the investment of municipal funds in the custody of the City Treasurer upon the direction of the Council and only in such securities as are provided by the Constitution and the laws of the State of Oklahoma for the investment of the municipal funds. The statutes that bear on the investment of municipal funds are 62 O.S. Supp.

2000 § 348.1; 62 O.S. Supp. 2000 §§ 348.3 and 62 O.S. Supp. 2000 §§ 517.1 *et seq.* The City Manager is authorized to appoint Assistant City Treasurers to assist with the function of the City Treasurer and perform the duties of City Treasurer in absence or incapacity as specified in the Oklahoma City Municipal Code, § 2-232 (2002). In accordance with these provisions, the City Treasurer and Assistant City Treasurers will authorize all purchases, sales and trades of investments in accordance with the scope, objectives and covenants of the policy including those recommended by any independent professional investment consultants hired by the City. The City Treasury personnel involved in the investment process shall act responsibly as custodians of public funds. The City Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls and procedures to regulate the activities of assistants and any independent professional investment consultants.

The City Treasury personnel who have authority to invest public funds, make wire transfers, or who have signatory authority for depository accounts are required to be bonded in accordance with the Oklahoma City Municipal Code, § 2-233 (2002). The City Treasurer and a designee of the City Manager's Office will review all investment transactions.

The City currently invests in short-term U.S. Treasury securities, callable and non-callable agencies, collateralized or insured certificates of deposit, collateralized savings accounts, money market funds repurchase agreements and prime commercial paper. Repurchase agreements are fully collateralized by U.S. Treasury securities and agencies under a master repurchase agreement.

The City's basic investment strategy is to structure the investment portfolio to meet various cash flow needs and attain a market-average rate of return.

# INVESTMENT

Through historical experience, the Treasurer has documented the on-going cash flow needs of the City (e.g. bi-weekly payroll, vendor payments, debt service payments, and capital project requirements). In most instances, investment maturities are “laddered” to cover specific, known cash flow requirements throughout the year, such as debt service payments and capital improvement program expenditures. Short term investments, including

money market funds, high balance savings accounts and prime commercial paper are maintained for liquidity.

This portfolio strategy allows the City to meet liquidity requirements and provides the City reasonable rates of return under various market conditions. The portfolio is structured within the maturity and type limitations described below.

## Maturity Limitations

Percentage of Total Invested Principal

	<u>MAXIMUM %</u>	<u>MINIMUM %</u>
0 - 1 Year	100%	5% - 25%
1 - 3 Years	90%	0%
3 - 5 Years	90%	0%

## Investment Type Limitations

Percentage of Total Invested Principal

	<u>MAXIMUM %</u>	<u>MINIMUM %</u>
Repurchase agreements	100%	0%
U.S. Treasury securities*	100%	0%
Certificates of deposit	50%	0%
Money market funds	100%	0%
Savings account	100%	0%
U.S. non-callable agencies securities	100%	0%
U.S. callable agencies securities	20%	0%
Prime commercial paper	7.5%	0%
Direct City debt obligations and judgments	5%	0%

\*includes SLGS

The investment policy also has additional provisions pertaining to the following:

- Standard of care
- Ethics and conflict of interest
- Authorized depository institutions/financial dealers
- Collateralization
- Safekeeping and custody
- Delivery versus payment
- Internal controls
- Investment committee
- Investment procedures
- Record keeping and reporting
- Interest earnings
- Competitive selection of investments
- Performance standards
- Bond fund proceeds
- Policy adoption
- Advance refunding escrows

## DEBT MANAGEMENT

Debt issuance is controlled by the relevant provisions of State statutes, City Charter, City Code, and bond indentures.

The City and the public trusts, of which the City is a beneficiary, issue the following types of bonds.

1. **General Obligation Bonds.** The City may issue general obligation bonds that have been approved by a majority of the voters for various municipal improvements. These bonds are backed by the full faith and credit of the City, are retired from a property tax levy, and must be sold at competitive public sale.
2. **Revenue Bonds.** The City has created a number of trusts to finance City services that have issued revenue bonds to acquire assets or construct improvements. The debt of these trusts does not constitute debt of the City and is payable solely from the resources of the trusts. Relevant State statutes, the trust indenture, and the bond indenture govern the terms of these revenue bond issues.

Under City policy, professional consulting services for the issuance of the debt (bond counsel, bond underwriters, and financial advisors) will be selected through an open and fair process in accordance with the Council approved *“Administrative Guidelines and Procedures for Selection of Professional Consulting Services.”*

The City's capital funding and debt management practices are designed, as follows.

1. To maintain a balanced relationship between issuing debt and pay-as-you-go financing.
2. To use debt only for capital projects that cannot be financed from current revenues.
3. To schedule maturities of debt so as not to exceed the expected useful life of the capital project or asset(s) financed.
4. To maintain and improve current bond ratings so that borrowing costs are minimized and access to credit is preserved. Good communication with bond rating agencies will be maintained and the City will follow a policy of full disclosure on official bond statements.
5. To actively monitor its investment practices to ensure maximum returns on its invested bond proceeds while complying with Federal arbitrage requirements.

# PROCUREMENT

The City Council has adopted the following purchasing policies.

1. Comply with all pertinent state and local legal requirements governing purchasing.
2. Act to purchase for the City the highest quality in supplies and contractual services at the least expense consistent with prevailing economic conditions, while establishing and maintaining a reputation of fairness and integrity.
3. Endeavor to obtain as full and open competition as possible on all purchases and sales, and to competitively bid all formal contracts without undue restrictions and with open competition.
4. Provide a fair and equal opportunity to all vendors.
5. Maximize the possibilities of buying in large quantities, so as to take full advantage of discounts.
6. Strive to process all payments due vendors promptly and without unnecessary delay.
7. Obtain the greatest possible revenue from the disposal of surplus or obsolete materials and equipment.
8. Conduct the entire process of public purchasing in an open, impartial and ethical manner. In this regard, this policy prohibits the acceptance of gratuities, gifts or other favors that might raise questions concerning the impartiality of the process.
9. Maintain accountability through a system of checks and balances, stringent accounting and budget controls and periodic reports to supervising officials.
10. Keep abreast of current developments in the field of purchasing, pricing, market conditions and new product development, and to secure for the City the benefits of any research done in the field of purchasing.
11. The City Manager, with the assistance of the Municipal Counselor and City Auditor, has issued a City of Oklahoma City Purchasing Policies and Procedures Manual to all departments based on the formal policies established by the City Council.
12. The City Manager shall amend the manual as required by changes in pertinent law, ordinances or operating procedures.



*The ProCard program for small dollar/high volume purchases allows employees to obtain goods and services efficiently and quickly.*

## ACCOUNTING AND AUDITING

### Financial Reporting

1. The City's approach to financial reporting and disclosure is comprehensive, open and accessible. The objective of financial reporting activities is to provide interested parties with accurate, timely and understandable information concerning the City's financial operations and results.
2. The City has a comprehensive accounting information system. Interim financial statements provide City management, the Mayor and City Council with regular financial analyses. The City's accounting and financial reporting comply with Generally Accepted Accounting Principles (GAAP).
3. The City produces a Comprehensive Annual Financial Report (CAFR) for the City and the Oklahoma City Employee Retirement System and annual reports for major public trusts, in accordance with state and federal law. This reporting attempts to meet or exceed industry standards (established by the Governmental Accounting Standards Board) for financial reporting. The CAFR encompasses the City and related public trusts, associations, foundations, etc. as determined to comprise the City's reporting entity and over which the City exercises accountability and serves as the City's primary external reporting document.
4. The City also produces financial reports meeting regulatory requirements for secondary market disclosure, as determined by the Securities and Exchange Commission and other financial documents required to maintain the City's regulatory compliance.

### Internal Controls

1. The City's internal control environment is designed to safeguard City assets and provide reliable financial records. Reasonable assurances are provided through implementation of the following internal controls.
  - a. Transactions are executed in accordance with City Council/management's general or specific authorization.
  - b. Transactions are recorded as necessary to permit preparation of financial statements in

conformity with GAAP or other criteria applicable to such statements and/or to maintain accountability for assets.

- c. Access to assets is permitted only in accordance with the City Council and/or management's authorization.
  - d. The recorded accountability for assets is compared with the existing assets at reasonable intervals and appropriate action is taken with respect to any differences.
2. The City's internal controls are reviewed annually as a part of the independent audit and in compliance with federal and state regulations. Internal controls are also routinely reviewed by internal auditors. The City implements cost effective management and internal control recommendations.

### Auditing

1. By City Council resolution, the Audit Committee Charter was established as a standing committee of the City Council.
2. The Audit Committee reviews matters relating to internal and external auditing and the City's system of internal controls. The Audit Committee promotes cooperation among auditors and management, preserves the independence of the auditing function and ensures that appropriate action is taken on audit findings.
3. The City Charter and Oklahoma Statutes require an annual independent audit. Statutes also require annual audits of active public trusts. The City and its public trusts comply with audit requirements.
4. The City's independent auditor is competitively selected based on technical qualifications to obtain qualified audit services at the lowest cost to the City.
5. By City Council resolution, public trusts of which the City is the beneficiary are encouraged to use the independent auditor competitively selected by the City.

The City complies with the Single Audit Act which requires that a comprehensive audit of federal funds be conducted in conjunction with the City's annual financial audit associated with the CAFR.

## ACCOUNTING AND AUDITING

6. The City Auditor is appointed by the Mayor and City Council. The position of City Auditor is established by the City Charter and the office has been confirmed and established by ordinance as the Auditing Department. The Auditing Department and the City Auditor are a part of the Division of Public Affairs whose duties and responsibilities as established by the City Charter or related ordinance include, but are not limited, to the following:

- a. determine whether management has established and complied with procedures and practices to ensure that:

City operations are being conducted efficiently and effectively, in a manner consistent with the intended objectives of the governing body and in compliance with applicable laws and regulations;

resources, including funds, contractual rights, property and personnel, are adequately safeguarded; and financial and management records and reports disclose fairly, accurately and completely all information that is required by law, that is necessary to assess the City's financial

position and that is necessary to understand and evaluate the results of operations.

- b. evaluate and report on the adequacy and effectiveness of the internal control structure established and utilized over the payment of municipal funds;
- c. attend bid openings and verify the correctness, completeness and accuracy of bids received; and
- d. receive and file annually property inventories.

7. The Office of the City Auditor develops an audit plan which is submitted for the review and approval of Mayor and Council. The Comprehensive Audit Plan is a detailed work program that allocates the professional hours available among specified audit engagements.

8. Policies and procedures adopted by resolution of Mayor and Council direct that the operations of the Office of the City Auditor shall be conducted in accordance with government auditing standards.





## STATEMENT OF COMPLIANCE WITH BUDGETING & FINANCIAL PLANNING POLICIES

A Resolution adopting Budgeting and Financial Planning Policies, adopted by the City Council February 15<sup>th</sup>, 2011 requires that the City Manager prepare and submit the proposed budget in accordance with the policies specified by the resolution and that the proposed budget include a statement of the extent to which it complies with those policies.

1. **Scope of Budget.** This budget complies with the policy requiring that all City funds be budgeted.
2. **Appropriations for Fiscal Year.** The budget complies with policy requirements regarding level of budgetary control and appropriations lapsing at the end of the fiscal year.
3. **Budget Amendments.** This requirement is not applicable at this stage of the budget. If budget amendments are necessary, they will be conducted as required by policy.
4. **Financial Forecast.** Information from the five-year financial forecast, required at least every two years, was last presented to Council in February 2011.
5. **Decentralization.** This budget was prepared with department involvement as required by the policy.
6. **Performance-based Budget.** This budget includes measures of performance and has considered them when allocating funds, as required by the policy.
7. **Operating Reserves.** The policy requires each City fund to maintain two types of reserves: fund balance and contingency.
  - **Contingency.** Each City fund should include an appropriation adequate to fund a contingency account of a targeted amount of 2% of the fund's budgeted expenditures. Refer to the Table of Compliance for contingency levels for each operating fund.
- **Fund Balance.** Fund Balance is an unbudgeted reserve which may be drawn upon for cash flow needs, and may be used as revenue without amending the budget if other revenue sources in total fall short of the estimate used in the adopted budget. The policy states that Fund Balance should not be used to fund on-going operations and this budget meets this requirement.
- **General Fund.** The General Fund shall maintain reserves at the beginning of each fiscal year in the amount of no less than eight percent and no more than fifteen percent of the total General Fund budget for that fiscal year. For the purposes of this section, "budgeted expenditures" means total budgeted General Fund expenditures and budgeted transfers to other funds for the ensuing fiscal year. The projected General Fund unbudgeted fund balance for July 1, 2011 is estimated at \$52,806,070 or 14.51% of the budget.
- **Other Funds.** Any fund that is not partially funded through transfers from the General Fund and supports personnel or other ongoing operating expenditures shall maintain reserves at a target level of five to ten percent of the total budgeted expenditures of the fund for the ensuing fiscal year.

8. **Arbitrage Reserve.** The transfer to the arbitrage reserve complies with policies by equaling payments required in FY 2011-2012 and by setting aside reserves for future year payments.

## STATEMENT OF COMPLIANCE WITH BUDGETING & FINANCIAL PLANNING POLICIES

9. **Borrowing for Operations.** This budget will not require any fund to borrow for ongoing operations.
10. **Balanced Budget.** The budget is balanced in accordance with the Municipal Budget Act. Estimated revenues, including budgeted fund balance, meet or exceed anticipated expenditures.
11. **Spending for Capital Projects.** City policy is that non-recurring revenue be used for capital and one-time expenses. The budget meets this requirement.
12. **Cost Allocation Plan.** A cost allocation plan was prepared, distributed to departments, and used as the basis for determining Administrative Service Chargebacks as required by policy.



## TABLE OF COMPLIANCE WITH RESERVE POLICY FOR FISCAL YEAR 2011-2012

	FY 11-12 Adopted Budget	FY 11-12 Budgeted Contingency (a)	Contingency as a % of Budget (b)	Projected Unbudgeted Fund Balance (c)	Fund Bal. as a % of Budget (d)
(e) General Fund	\$364,010,801	\$6,427,005	1.77%	\$52,806,070	14.51%
(g) Court Admin. and Training Fund	2,306,708	128,481	5.57%	594,794	25.79%
Fire Sales Tax Fund	35,250,628	1,490,117	4.23%	2,434,406	6.91%
(e) Hotel/Motel Tax Fund	9,510,048	0	0.00%	6,577,336	69.16%
(g) MAPS Operations Fund	2,145,372	573,585	26.74%	8,958,178	417.56%
(g) MAPS 3 Use Tax	11,728,264	0	0.00%	11,609,984	98.99%
Medical Service Program Fund	7,611,730	0	0.00%	1,107,134	14.55%
(g) OCMAPS Sales Tax Fund	1,598,664	27,600	1.73%	4,818,128	301.38%
Police & Fire Cap. Equip. Use Tax	0	0	0.00%	12,848	N/A
Police Sales Tax Fund	35,883,529	1,504,137	4.19%	3,935,296	10.97%
(d) Storm Water Drainage Utility Fund	15,115,517	287,800	1.90%	2,039,097	13.49%
(f) Zoo Sales Tax Fund	11,639,328	0.00%	0.00%	1,026,926	8.82%
<b>Funds Supported by the General Fund or Other Entities</b>					
Airports	\$15,711,853	\$336,882	2.14%	\$1,058,191	6.73%
Emergency Management Fund	7,681,435	183,961	2.39%	738,604	9.62%
(e) Internal Service Fund	41,726,523	607,782	1.46%	3,096,977	7.42%
(e,h) Trans. and Parking Ent. Fund	2,234,020	38,826	1.74%	56,822	2.54%
(e,h) Solid Waste Mgmt. Cash Fund	10,890,149	193,381	1.78%	300,000	2.75%
(e,h) Wastewater Utility	25,187,574	472,579	1.88%	400,000	1.59%
(h) Water Utility	51,478,479	1,141,103	2.22%	400,000	0.78%

**NOTES:**

- (a) The budgeted contingency includes only operating contingencies.
- (b) The City's Financial Policies set a target of 2% for budgeted contingency.
- (c) The Projected Unbudgeted Fund Balance figures were calculated using estimates developed at the time the budget was presented to the City Council
- (d) The City's Financial Policies set an 8-15% target for unbudgeted fund balance in the General Fund and 5-10% in other funds.
- (e) Contingency is below target levels of 2% because of a management decision to lower contingency in order to maximize availability of funds for departmental programs.
- (f) These funds are dedicated for use by other entities; contingency is included in the receiving entity's budget.
- (g) These funds carry a high unbudgeted fund balance as a reserve for future projects.
- (h) These funds can rely on the General Fund or other entities for some or all of their funding and, therefore, do not have the same fund balance requirements as other funds.

# GLOSSARY

**Account Class** – A grouping of similar expenditure codes that follows the structure outlined in the Municipal Budget Act, e.g., personal services, other services and charges, supplies, capital outlay and transfers.

**Account Code** – An expenditure or revenue account number such as office supplies or rental of equipment. This is synonymous with line item.

**Accrual Basis of Accounting** – The accrual basis of accounting is used in proprietary fund types and the pension trust fund. The accrual basis of accounting recognizes revenues, when earned, and expenses, when incurred, as opposed to recognizing expenses when paid.

**ADA** – Americans with Disabilities Act of 1990 and amended in 2008 is a wide-ranging civil rights law that prohibits discrimination based on disability.

**Administrative Services Charge** – An internal charge to departments for central services provided by General Fund departments.

**Adopted Budget** – A plan of financial operation, legally adopted by the City Council, providing an estimate of expenditures for a given fiscal year and a proposed means of financing them. The legal requirements for adopting a budget are set forth in the Oklahoma State Statutes (Title 11 Sections 17-201 - 17-216, known as the Municipal Budget Act).

**Ad Valorem Tax** – A tax based on the value of real property, most commonly real estate. The City can only use this revenue source to pay General Obligation Bond debt and pay judgments against the City.

**AFSCME** – American Federation of State, County and Municipal Employees. This bargaining unit represents non-uniform and non-management City employees.

**Allocation** – Part of a lump-sum appropriation designated for expenditure by specific organizational units and/or for special purposes, activities or objects.

**Annual Operating Budget** – The document prepared by the Office of Management and Budget

that presents the adopted budget and supporting information. The operating budget is an estimate of revenues and expenditures for one fiscal year. Only revenues expected to be received in cash during the year or soon thereafter are included in revenue estimates, as well as any fund balance that will be used for one-time expenditures during the coming year. Only amounts that will be spent or encumbered (under contract) by the end of the fiscal year are budgeted as expenditures.

**Appropriation** – An authorization granted by a legislative body to make expenditures and incur obligations for specific purposes, usually limited in amount and duration.

**ARRA** –The American Recovery and Reinvestment Act of 2009 is an economic stimulus package enacted by the 111th U.S. Congress in February 2009 to create jobs and promote investment and consumer spending.

**Balanced Budget** – A budget developed wherein estimated revenues, including budgeted fund balance, meets or exceeds budgeted expenditures.

**Base Budget** – An estimate of the funding available for existing programs as established by the Office of Management and Budget for each department at the beginning of a budget cycle.

**BEDI** – Brownfield Economic Development Initiative.

**BID** – A Business Improvement District is a public/private sector partnership in which property and business owners of a defined area elect to make a collective contribution to the maintenance, development, and marketing of their commercial district. This is accomplished through an additional assessment against each property in the Business Improvement District.

**Bond Rating** – A bond rating performs the isolated function of credit risk evaluation. While many factors go into the investment decision-making process, the bond rating is often the single most important factor affecting the interest cost on bonds.

**Budget (Operating)** – A financial plan containing an estimate of proposed revenues and expenditures for a given period (typically, for a fiscal year).

## GLOSSARY

The term is also used to denote the officially approved expenditure ceilings under which a government and its departments operate. Adoption of a budget by the legislative body is an appropriation of the budgeted amounts.

**Budgetary Basis** – The accounting basis used for the purpose of budgeting. The City uses a modified cash and expenditures and/or encumbrances basis.

**Budgeted Fund Balance** – The amount of the fund balance that is budgeted for use in the budget.

**CAFR** – Comprehensive Annual Financial Report. The City prepares this annual report which provides the public with an accurate picture of current financial conditions.

**CALEA** – Commission on Accreditation for Law Enforcement Agencies.

**Capital Budget** – A one-year plan for financing a program of long-term work projects for the physical development of the City. The capital budget is usually enacted as part of the complete annual budget which includes other operating and capital outlay and is based on a Capital Improvement Program.

**Capital Improvement Program (CIP)** – A five-year plan for financing long-term work projects for the physical development of the City which identifies each project, the expected beginning and ending date, annual cost and proposed method of financing each project.

**Capital Outlay** – Expenditures of at least \$7,500 that result either in the acquisition of fixed assets or property, durable for longer than one year. This account also includes capital purchases.

**CDBG** – Community Development Block Grant. The CDBG is a program of the U.S. Department of Housing and Urban Development. CDBG grants fund local community development through affordable housing, anti-poverty programs and infrastructure development. National priorities include activities that benefit citizens with low to moderate income, prevent or eliminate slums or blight, and other community development activities that address an urgent threat to health or safety. These grants may be used for real estate acquisition, relocation, demolition, rehabilitation of housing and commercial buildings, construction of public facilities, improvements to water and sewer facilities, streets, neighborhood centers, the conversion of

school buildings, as well as for public services, such as economic development and job creation/retention.

**CEPA** – Clarence E. Page Airport. This general aviation airport is home to small aircraft and aviation-related enterprises.

**CHAPPS** – Cops Helping Alleviate Police Problems. Developed in 1983, CHAPPS offers support to the Oklahoma City Police Department employees and their families without cost or obligation by responding to “critical incidents” that may overwhelm a person’s emotional coping mechanisms.

**Chargeback** – A charge to departments receiving services from another City department. See Internal Service Fund.

**CLEET** – Council on Law Enforcement, Education and Training. Established in 1963, CLEET supports Oklahoma law enforcement by enhancing public safety, providing education and training, promoting professionalism and enhancing competency within the ranks of Oklahoma law enforcement.

**C-MOM** – Capacity Assurance, Management, Operation and Maintenance Programs. C-MOM is an approach presented by the Environmental Protection Agency to manage wastewater facilities. The plan includes using an information-based approach to setting priorities, evaluating capacity for all parts of the system, developing a strategic approach to preventative maintenance, and conducting periodic program audits to identify deficiencies and potential problems.

**COBRA** – The Consolidated Omnibus Budget Reconciliation Act sets forth requirements for employers and employees with regard to health insurance following termination of employment.

**Contingency** – A budgeted reserve for use in unforeseen circumstances.

**Contractual Services** – Services rendered to the City by private firms or other City departments. These services can include expenses such as utilities, rentals, printing, internal service charges, and repairs.

**COTPA** – The Central Oklahoma Transportation and Parking Authority is a trust of which the City is beneficiary. COTPA provides public transit services

## GLOSSARY

in the City and, through contracts, in many suburban areas and also operates downtown parking garages

**Core to Shore** - A planning process to focus on development between the downtown *Core* south to the *Shore* of the Oklahoma River. The *Core to Shore* zone covers approximately 1,375 acres impacted by the I-40 realignment and is scheduled for completion in 2012.

**Debt Service** – This is the City’s obligation to pay the principal and interest of bonds and other debt instruments according to a predetermined payment schedule.

**Dedicated Revenues** – Income that is restricted by law to expenditures for specific purposes.

**Department** – Identifies the highest level in the formal City organization; a grouping of Lines of Business (previously called Divisions prior to FY 06-07) or programs that serve a common purpose; synonymous with agency.

**Division** – The second highest level in the formal City organization are now identified as Lines of Business as a result of the FY 06-07 implementation of Leading for Results, a performance-based management tool. See Lines of Business.

**EEOC** – Equal Employment Opportunity Commission. The federal agency tasked with ending employment discrimination in the United States.

**EMSA** – Emergency Medical Services Authority. EMSA is a trust of the Tulsa and Oklahoma City governments. As an arm of local government, EMSA puts out bids for a private ambulance service to provide emergency and non-emergency medical services and dispatching in the Oklahoma City area.

**Encumbrances** – Obligations in the form of purchase orders, contracts, or salary commitments that are chargeable to an appropriation and for which a part of the appropriation is reserved. Encumbrances are eliminated when paid or when an actual liability is set up.

**EPA** – Environmental Protection Agency. The agency of the federal government is charged with protecting human health and with safeguarding the natural environment (air, water, and land).

**Expenditures** – The total outflow of funds represented by: (a) supplies, materials and services received for current operations; (b) payments in the form of goods or services received; (c) equipment and other assets received; (d) payment for servicing debts including interest or principal; and (e) transfers to other funds.

**Fiscal Year** – A 12-month period to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. The City’s fiscal year is July 1 to June 30.

**Fixed Assets** – Assets with a useful life in excess of one year and an initial cost equal to or exceeding \$7,500. Classifications include land, buildings, machinery, furniture, equipment, and construction in progress.

**FLSA** – Fair Labor Standards Act. A federal law that established the national minimum wage, guaranteed time and-a-half for overtime for certain jobs, and other employment laws.

**FMLA** – Family and Medical Leave Act. Enacted in 1993, this federal labor law allows an employee to take unpaid leave due to illness or to care for a sick family member.

**FOP** – Fraternal Order of Police represents sworn police employees in the City.

**Franchise Tax** – A gross receipts tax assessed on public utilities granted a franchise by the voters.

**Fund** – <sup>1</sup> For budgetary purposes, is an accounting entity used for segregating revenues and expenditures for specific purposes; <sup>2</sup> It is a fiscal accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance** – Excess of resources over expenditures in a fiscal year. Fund balance, as used in this document, is on a budgetary basis. Beginning fund balance is the residual funds brought forward from the previous year

## GLOSSARY

**Generally Accepted Accounting Principles (GAAP)** – the standard framework of guidelines for financial accounting which sets forth the standards conventions, and rules accountants follow in recording and summarizing transactions and in the preparation of financial statements and annual reports.

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

**GIS** – Geographical Information System. GIS integrates hardware, software, and data for capturing, managing, analyzing, editing and sharing and displaying all forms of geographically referenced information and can be integrated into any enterprise information system framework.

**GO Bond** – General Obligation Bond. GO Bonds are issued by The City of Oklahoma City to finance major capital improvements and infrastructure projects. GO bonds require a vote of the citizens and they are repaid over time with real property (ad valorem) taxes.

**GOLT Bond** – General Obligation Limited Tax Bond. GOLT Bonds are issued by The City of Oklahoma City for economic development to provide funding for the City's Strategic Investment Program. GOLT bonds require a vote of the citizens and they are repaid over time with real property (ad valorem) taxes.

**Grant** – A contribution by an organization (most often the federal government) to support a particular function.

**GRAVE** – Gun Resistance and Violence Education.

**HIDTA** – High Intensity Drug Trafficking Area as defined by the Oklahoma City Police Department.

**Hiring Freeze** – A temporary restriction on hiring in order to achieve financial savings.

**HL** – A Historic Landmark is a building, district, site, structure, or object officially recognized for its historical significance.

**HOME** – Home Investment Partnership Program. HOME is the largest Federal block grant to state and

local governments designed exclusively to create affordable housing for low-income households. Each year it allocates approximately \$2 billion among the states for hundreds of localities nationwide.

**HOPWA** – Housing Opportunities for People with AIDS. This HUD program addresses the specific needs of persons living with HIV/AIDS and their families. It makes grants to local communities, states, and nonprofit organizations for projects that benefit those individuals.

**HP** – Historic Preservation is the theory and practice of creatively maintaining the historic built environment and controlling the landscape component of which it is an integral part.

**HUD** – U.S. Department of Housing and Urban Development. HUD is a Cabinet department of the United States government founded in 1965 to develop and execute policy on housing and cities. It has largely scaled back its urban development function and now focuses primarily on housing.

**IAFF** – International Association of Fire Fighters is a labor union representing sworn City firefighters.

**ICMA** – International City/County Management Association. Founded in 1914, ICMA is an organization for local government leaders and managers. Their mission is to create excellence in local government by advocating and developing the professional management of local government worldwide.

**IMPACT** – Initiating Multiple Police Actions Against Criminal Targets. This is a Police Department program administered through the briefing stations that focuses on reducing crime.

**Infrastructure** – The main physical foundation of the City including roads, utilities, water mains, streets, and bridges.

**Internal Service Fund** – A fund established to finance and account for services and commodities furnished by one department to another department on a cost reimbursement basis. See Chargeback

**ISTEA** – The Intermodal Surface Transportation Efficiency Act of 1991 is a federal law that allows for the distribution of funds for highway, mass transportation, trails, and other transportation



## GLOSSARY

purposes. Oklahoma City uses ISTEA funds for highway improvement projects and for a network of trails around the City.

**LARA** – Lake Atoka Reservation Association. Lake Atoka is 100 miles southeast of Oklahoma City. In 1959, the City constructed the reservoir to supply water to Lake Draper through a 60-inch pipeline. LARA was created by The City of Oklahoma City, the Oklahoma City Water Utilities Trust, and the City of Atoka in 1974 to administer use of the Reservation, its resources, and facilities. The eight members are the Mayors of Oklahoma City and City of Atoka, the Manager of Oklahoma City, the Chairman of the Oklahoma City Water Utilities Trust (OCWUT), one appointee from Oklahoma City, and three citizens of Atoka County who are appointed by the City of Atoka.

**LFR** – See “Leading for Results”.



**Leading for Results** – The strategic planning process used by City departments to develop the performance-based program budget and the related performance measures to measure the effectiveness of the programs.

**Line Item** – An account for recording specific revenues or expenditures within a fund or department.

**Line of Business** – A set of programs within a department sharing a common purpose that produce results for citizens. Lines of Business represent broad result areas and are the second highest level of organization in the City. A Department is typically comprised of several Lines of Business. This terminology is used in the Leading for Results process and is comparable to a Division within a Department.

**Maintenance and Operations Expenditures (M & O's)** – Costs of services and supplies needed for a service, program or department. Under Oklahoma's Municipal Budget Act, these are budgeted and accounted for under two distinct classes: “other services and charges” and “materials and supplies.”

**MAPS** – Metropolitan Area Projects. The MAPS Sales Tax Fund was established by City ordinance on October 13, 1993 for a one-cent limited-purpose City sales tax approved by voters on December 14, 1993 and extended for six months on December 8,

1998 to support certain capital projects in the in the Central Business District and Fair Park. The tax expired on June 30, 1999.

**MAPS 3** – On December 9, 2009, voters extended a one-cent temporary sales tax initiative to continue the progress started with MAPS (1993) and the MAPS for Kid's sales tax (2001). The \$777 million MAPS 3 tax will begin on April 1, 2010 and continue approximately eight years. Proceeds will fund a new downtown convention center and 70-acre park, a downtown streetcar system, bicycle trails, sidewalks, senior centers and improvements along the Oklahoma River.

**MAPS for Kids Sales Tax** – On November 13, 2001, the voters approved a limited-term, limited purpose sales tax earmarked for certain public school capital projects for public school districts within the boundaries of the City of Oklahoma City. The tax rate was one-half percent from January 1, 2002 until April 1, 2003, when the rate changed to one percent. The tax expired on January 1, 2009. 70% of the sales tax was dedicated to Oklahoma City School District I-89, the district serving the center of the City. The remaining 30% was divided among the City's other 23 public school districts serving Oklahoma City residents based on student population.

**MCA** – McGee Creek Authority. MCA became responsible for the care, operation and maintenance of the McGee Creek Dam and Reservoir project on September 1, 1990. The dam and reservoir supply municipal and industrial water to the McGee Creek Authority, as well as downstream flood protection, recreation, and fish and wildlife enhancement. Participants include the Southern Oklahoma Development Trust; the City of Atoka, the Oklahoma City Water Utilities Trust (OCWUT), and the City of Oklahoma City.

**Modified Accrual Basis of Accounting** – The modified accrual basis of accounting recognizes revenues when both “measurable and available.” Measurable means the amount can be determined. Available means collectible within the current period or soon enough thereafter to pay current liabilities. Also, under the modified accrual basis of accounting, expenditures are recorded when the related fund liability is incurred, except for general obligation bond principal and interest which are reported as expenditures in the year due. The City uses the modified accrual basis of accounting for governmental and agency funds.

## GLOSSARY

**MS 4 Permit** – Municipal separate storm water program that operates under approval by the Oklahoma Department of Environmental Quality.

**NPDES** – National Pollution Discharge Elimination System. This is the system that grants and regulates discharge permits and also regulates both point and non-point sources that discharge pollutants into U. S. waters.

**OCAT** – Oklahoma City Airport Trust. The Oklahoma City Airport Trust established on April 1, 1956 is composed of three members who provide leadership and oversight for operations at Will Rogers World Airport, Wiley Post Airport, and Clarence E. Page Airport, along with buildings and grounds for Mike Monroney Aeronautical Center, a major Federal Administration Complex.

**OCEAT** – Oklahoma City Environmental Assistance Trust. OCEAT provides services and activities on behalf of the City of Oklahoma City that includes financing and partial operation of the City's sanitation activities of pollution control and waste disposal, and certain cultural, educational, and housing activities. The Mayor and Council are the trustees; the City Manager is the General Manager.

**OCEDT** – Oklahoma City Economic Development Trust. It was established October 9, 2007 to facilitate, enable, operate, manage, market, administer, and finance all forms of economic or community development projects within or near the City of Oklahoma City by providing loans, grants, and other incentives to further job creation and private investment.

**OCERS** – Oklahoma City Employee Retirement System. OCERS provides retirement benefits and disability allowances for virtually all full-time, civilian employees of the City and public trusts included in the City's reporting entity. Assets are held separately from the City and may be used only for the payment of member benefits.

**OCMAPS** – Oklahoma City Metropolitan Area Public Schools Trust. The OCMAPS Trust is the governing body responsible for the MAPS for Kids sales tax funds and management of its construction projects. The trust is authorized to purchase public school sites and improve public school sites; erect, purchase or demolish school buildings; furnish, equip, or repair public school buildings, and purchase school transportation equipment.

**OCMFA** – Oklahoma City Municipal Facilities Authority. Established on November 16, 1976, the OCMFA provides services on behalf of the City that include financing, partial operation, and capital purchases for administration of the City's risk management activities, water and wastewater assets, information technology, capital leasing and other general government activities. The Mayor and Council serve as the Authority's trustees and the City Manager serves as the General Manager.

**OCPPA** – Oklahoma City Public Property Authority. OCPPA was established in 1961 to provide services on behalf of the City that include financing and operation of five municipal golf courses, the Oklahoma City Fairgrounds, Cox Business Services Convention Center, Ford Center Arena, Civic Center Music Hall, and other City buildings. The Mayor and Council serve as OCPPA trustees and the City Manager is the General Manager.

**OCRA** – Oklahoma City Redevelopment Authority. OCRA was established to conserve, develop, and redevelop the central business district.

**OCRRA** – Oklahoma City Riverfront Redevelopment Authority. OCRRA was established to develop, finance, and maintain the property adjacent to the Oklahoma River.

**OCWUT** – Oklahoma City Water Utilities Trust. was established in 1960 to oversee the construction of the Atoka Reservoir and its Pipeline Project. OCWUT provides utility customers with outstanding quality water and wastewater services.

**OCZT** – Oklahoma City Zoological Trust. The OCZT was created on January 7, 1975 to develop, maintain, operate and manage the Oklahoma City Zoo. Trustees include the Mayor, the City Manager, one Council Member and six other members recommended by the Oklahoma Zoological Society.

**ODOC** – Oklahoma Department of Commerce. The Oklahoma Department of Commerce is the primary economic development arm of the state government.

**ODOT** – Oklahoma Department of Transportation. ODOT is the state department in charge of maintaining public roadways in Oklahoma

**OESC** – Oklahoma Employment Security Commission. OESC is the state's employment services agency.

## GLOSSARY

**OMB** – Office of Management and Budget. OMB prepares, coordinates and monitors the City’s operating and capital budgets and develops an annual revenue forecast, month-by-month revenue and expenditure targets, and five-year revenue and expenditure projections.

**OPEBT** – Oklahoma City Post-Employment Benefits Trust. This trust provides post-employment health insurance benefits for substantially all full-time, civilian employees of the City and public trusts included in the City’s reporting entity. Assets are held separate from the City and may only be used to pay member benefits.

**Other Services and Charges** – An account class for expenditures for services (e.g., advertising, repairs, postage) and any other expenditures that do not fit in the remaining classifications.

**Performance Measures** – Specific quantitative measures of work performed within an activity or program (e.g., total miles of streets cleaned) or specific quantitative measures of results obtained under a program or activity (e.g., reduced vandalism due to street lighting program).

**Personal Services** – The account class containing the costs of personnel such as salaries, wages and employee benefits (social security, retirement and insurance), costs for travel, and training reimbursements.

**Program** – Related activities and services that seek to accomplish a specific objective; a grouping of services by common purpose. This is the third highest level in the formal City organization in which a specific activity is carried out. In the Leading for Results format, multiple programs comprise a Line of Business.

**Project 180** – A massive renovation project of more than 180 acres in downtown Oklahoma City. The three year, \$140 million initiative includes the redesign of downtown streets, sidewalks, parks and plazas to improve appearance and make the central core more pedestrian friendly.

**Proposed Budget** – A plan of financial operation, proposed by the City Manager to the City Council, providing an estimate of expenditures for a given fiscal year and a the means to finance them.

**Proprietary Fund Accounting** – Accounting used

for government operations that are financed and operated in a manner similar to business enterprises and for which preparation of an income statement is desirable.

**Reserve for Contingencies** – Appropriations for emergencies or unforeseen expenditures not otherwise budgeted.

**Reserve for Prior Year Encumbrances** – An amount budgeted as revenue to provide budget authority for items encumbered in one year, but which may not actually be expensed until a future year.

**Revenue Estimate** – A formal estimate of how much income will be earned from a specific revenue source for some future period, typically, a future fiscal year. Revenue sources can include taxes, intergovernmental grants, and fees for services, fines and permits.

**RFP** – Request for Proposal. This is an invitation for suppliers, through a bidding process, to bid on a specific product or service.

**SCADA** – Supervisory Control and Data Acquisition system. This is a large-scale, distributed measurement and control system that provides for monitoring, control and alarming of complete and/or remote sites.

**Section** – Identifies the third highest level in the formal City organization in which a specific activity is carried out. With the implementation of Leading for Results, sections were reorganized into Programs. Previously, a Division may have consisted of several sections.

**SID** – A Special Improvement District is a public/private sector partnership in which property and business owners in a defined area elect to make a collective contribution to the maintenance, development and marketing of their commercial district. This is accomplished through an additional assessment against each property in the Special Improvement District.

**Special Purpose Funds** – Funds dedicated for a specific purpose, such as a fund established to receive donations to support parks and recreation activities.

**Special Revenue Funds** – Funds used to account



## GLOSSARY

for receipts from revenue sources that have been earmarked for specific activities and related expenditures.

**Supplies** – The account class that includes articles and items which are consumed or materially altered when used by operating activities, such as office supplies, maintenance parts and small tools, and minor equipment.

**TANF** – Temporary Assistance for Needy Families. This program provides cash assistance to indigent American families with dependent children through the United States Department of Health and Human Services. It is the government program commonly known as “*welfare*.”

**TIF** – Tax Increment Financing. TIF captures the future tax benefits of real estate improvements in a designated area to pay the present cost of those improvements. It is designed to channel funding, or tax increment, toward improvements in blighted or underdeveloped areas where development would not otherwise occur.

**TOC** – Total Organic Carbon. The amount of carbon bound in organic compounds, often used as an indicator of water quality.

**Transfer** – An account class that includes payments from one City fund to another or to a related trust.

**Trust** – A government entity created by a city or group of cities to perform specific services or functions.

**Unbudgeted Reserve** – The amount of fund balance that is not budgeted and available for cash flow purposes.

**Vacancy Discount** – Projected salary savings from personnel turnover. The discount is budgeted as a

percentage of the budgeted salary insurance and retirement for General Fund departments. In FY 12, the discount is budgeted in the General Fund at 2.0% of combined salary insurance and retirement for civilian positions, and 1.5% for uniform Police and Fire positions.

**Weed and Seed** – Weed & Seed is a neighborhood specific crime prevention strategy led by the U.S. Department of Justice, The City of Oklahoma City, various law enforcement and government agencies, non-profit groups, and community residents, who are committed to preventing, reducing and controlling crime and delivering programs and services for community residents.

**WIA** – Workforce Investment Act. The WIA is a United States federal law passed August 7, 1998 to replace the Job Training Partnership Act and certain other Federal job training laws with new workforce investment systems.

**WPA** – Wiley Post Airport. WPA is a reliever airport for Will Rogers World Airport, serving both business and corporate air travelers. The airport functions as a lively center for general aviation and is home to nearly 400 aircraft and 50 aviation-related businesses. The Airport features parallel and crosswind runways with an air traffic control tower that operates 7 a.m. to 10 p.m. daily.

**WRWA** – Will Rogers World Airport is one of the largest small hub commercial airports in the United States with over 1.9 million boarding passengers each year. Sitting on over 8,000 acres of land, it serves seven major airlines, regional airlines and a growing number of charter services. The airport operates three runways: two 9,800 foot parallel runways and one 7,800 foot crosswind runway.



The City of  
**OKLAHOMA CITY**