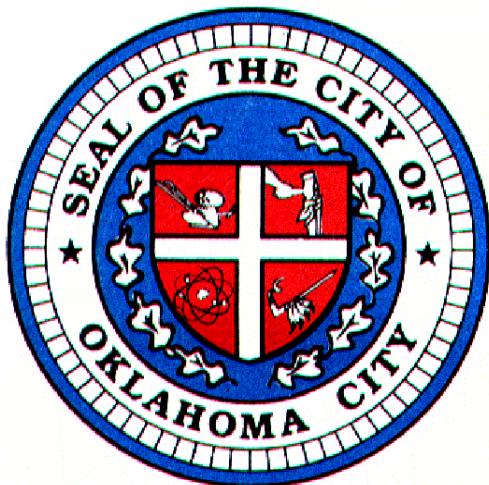


# MISSION AND VISION STATEMENTS



## MISSION STATEMENT

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

## VISION STATEMENT

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

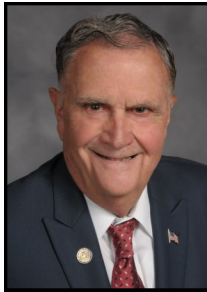
Recently, a committee of diverse, enthusiastic and committed City employees, representing virtually every department and work group in the organization, was convened to update the City's vision and mission statements. Many of the participants are included in the photo below taken on the day City Council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



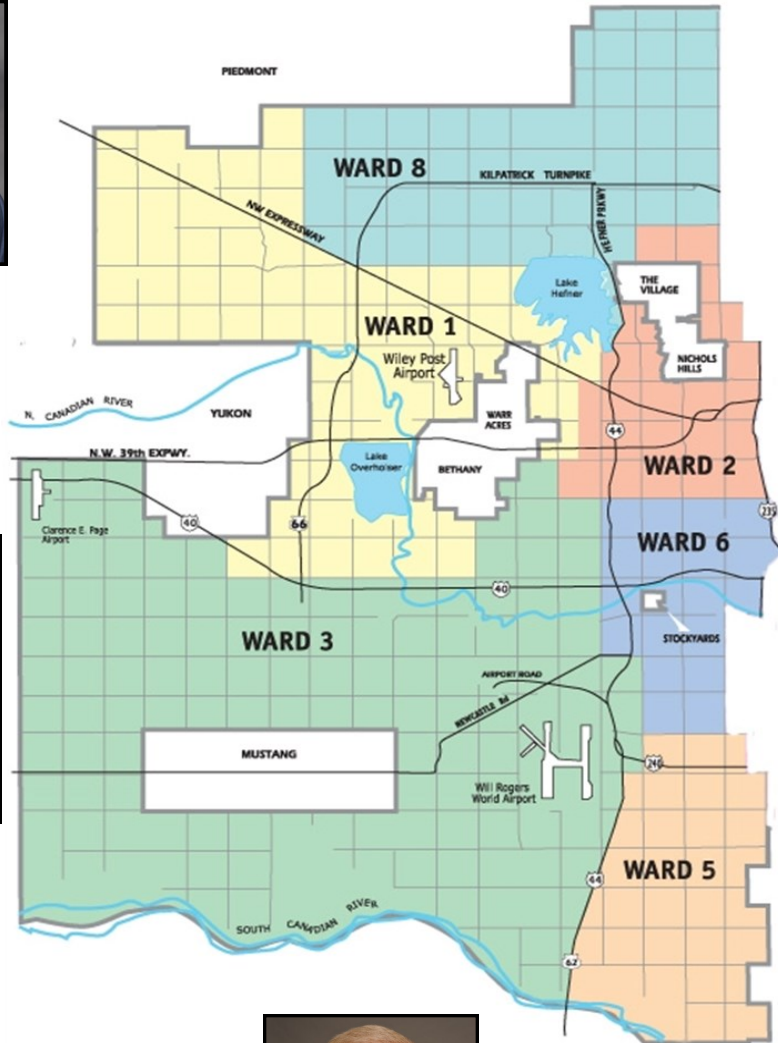
# MAYOR, CITY COUNCIL AND WARD BOUNDARIES



James Griener  
Ward 1



Larry McAtee  
Ward 3



Mark K. Stonecipher  
Ward 8



James Cooper  
Ward 2



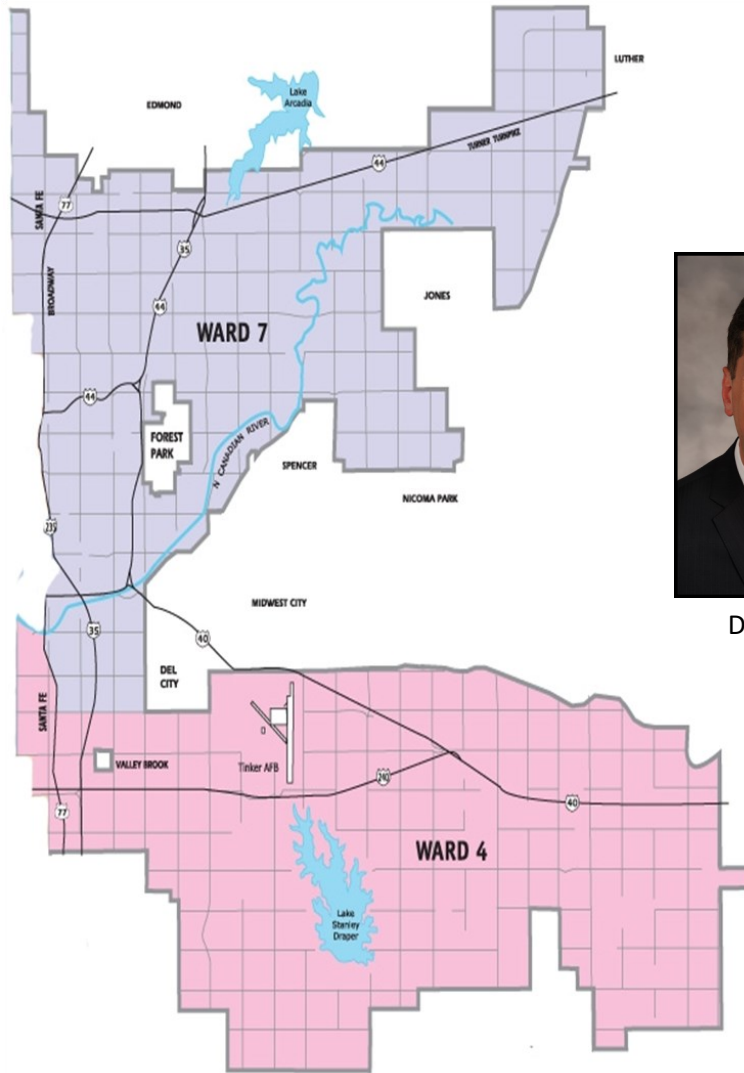
JoBeth Hamon  
Ward 6



David Greenwell  
Ward 5



Nikki Nice  
Ward 7



David Holt  
Mayor



Todd Stone  
Ward 4

# MESSAGE FROM THE CITY MANAGER



## The City of OKLAHOMA CITY

### **THE HONORABLE MAYOR AND CITY COUNCIL:**

The proposed Fiscal Year 2020-2021 (FY21) budget has been quite a challenge. The COVID-19 pandemic changed the economic outlook significantly and forced us to start a second budget process just as we were wrapping up the original budget process. Departments moved quickly to develop proposals to reduce their FY21 budgets even further. Department directors stepped up with proposals that will save money while maintaining core services and minimizing decreases in service levels. Difficult choices were made to reduce costs while minimizing the number of employees affected by the cut.

The FY21 budget totals \$1.66 billion, an increase of \$70.3 million (4.4%) over the FY20 amended budget. While there are many increases and decreases in the various City funds, the biggest single factor in the budget's growth is the \$114.3 million in reimbursements available through the Coronavirus Aid, Relief, and Economic Security (CARES) Act that is added in the Grants Management Fund. Without the CARES Act we would have seen a decrease in our overall budget in many funds. Some of the notable declines include General Fund (down 5.2%); Hotel/Motel Tax Fund (down 43.0%); and the Fire, Police and Zoo Sales Tax Funds (each down at least 6%).

The budget includes funding for 4,701 full-time positions, which is a decrease of 168 positions (3.5%) from the FY20 total. Of that total, 1 management, 21 firefighter positions and 34 police officer positions are frozen. Frozen positions are not funded, but they are being maintained to show the City's commitment to funding them as revenues improve.

A global recession and the collapse of oil prices will weigh heavy on Oklahoma City residents, which will affect our revenues in the coming year. Likewise, uncertainty about when a vaccine will be widely available makes it difficult to predict how quickly the economy will recover. Each of these concerns affect our largest revenue source – sales tax.

As in past years, the City has worked with Dr. Russell Evans to develop our sales tax estimate for FY21. Dr. Evans is the Executive Director of the Steven Agee Economic Research and Policy Institute and Associate Professor of Economics at Oklahoma City University. His outlook is for sales tax to be down between 5.9% and 6.5% in FY21. To put that in context, the worst annual decline in sales tax for Oklahoma City during the 1980's was negative 4.7% in FY87. The largest annual decline the City has seen in the last 40 years was negative 7.3% in FY10 during the Great Recession.

The City budget is built using a forecast of a 5% decline in sales tax in FY21. While this is more optimistic than Dr. Evans' forecast, we felt the high level of uncertainty about the future state of the economy allows for some latitude as we project forward. It should be noted that the focus on controlling expenses will continue into FY21 to ensure we keep expenses in line with revenues. The

## MESSAGE FROM THE CITY MANAGER

current hiring freeze will be extended into FY21 and we will be judicious in capital spending and other areas where we have more flexibility to rein in spending as needed. In addition, the City is in the enviable position of having strong operating reserves in the General Fund should revenue fall below our projections. A full discussion of our various revenue sources can be found in the Revenue Summary section of the budget book on page B-2.

### **MAPS 4**

FY21 marks the first full year of MAPS 4 revenue collections as collections began on April 1, 2020. This once cent General Fund sales tax will be collected in the non-operating portion of the General Fund and transferred to the MAPS 4 Program Fund where the various projects will be funded. This year the citizen advisory board and subcommittees will be constituted. They will begin to work with consultants and our MAPS Office to develop the implementation plan for the 16 projects that address neighborhood and human needs and provide for quality of life and job-creating initiatives. For FY21, the budget is \$120.6 million. The MAPS program is cash funded with no debt. The implementation plan guides the order and sequencing of projects based on the balance being built up in the fund to “pay as you go.” As Mayor Holt said recently, “It is always a good time to invest in ourselves, but MAPS 4 turned out to be remarkably well-timed. It gives me a lot of optimism for our city’s future.”

### **Better Streets, Safer City**

Collections ended March 31, 2020 for the temporary once cent Better Streets, Safer City sales tax. The tax was projected to bring in \$240 million, but collections totaled over \$254 million. The Community and Neighborhood Enhancement Advisory Board, which is the citizen advisory board for the tax, will recommend to Council how to direct the excess collections. Work will continue in FY21 with a budget of \$200.1 million for projects that have already begun and those that have been identified by the citizen advisory board.

### **MAPS 3**

Approved by voters in 2009, MAPS 3 is a \$777 million capital improvement program. MAPS 3 has funded construction of the Oklahoma City Streetcar, Riversports Rapids whitewater facility and rowing infrastructure on the Oklahoma River, the Bennett Event Center at the Oklahoma State Fairgrounds, Scissortail Park, four Senior Health and Wellness Centers and trails and sidewalks throughout the City. The cover of the budget book is a picture from the opening weekend of Scissortail Park last year, which has provided an engaging green space just south of downtown. The new MAPS 3 convention center will open in FY21 and plans for the next two Senior Health and Wellness Centers and the lower portion of Scissortail Park are underway. Total revenue in the MAPS 3 fund exceeded estimates and the MAPS 3 Citizens Advisory Board recommended the Council allocate funds from the surplus to several projects. In FY21, the remaining funds and interest earnings are budgeted for a total of \$183.5 million.

### **Major Budget Changes**

With the dramatic declines in sales tax at the end of FY20 and projections for further declines in FY21, significant reductions were required from departments. I will address some of the most significant reductions here, but more detail on the changes in each department can be found in Section C of the budget book.

## MESSAGE FROM THE CITY MANAGER

*City Manager's Office* – The MAPS Office cut three vacant positions to align staffing with the workload during the early phases of MAPS 4. The Executive Assistant to the City Manager position is cut and the Chief Innovation Officer position is frozen. Frozen positions do not have funding for salary, but the position is retained to indicate it is a priority when revenues improve. The Print Shop lost a full-time employee in the Public Information Office. Additionally, the Economic Development program's two staff were transferred to the Finance Department.

*Development Services* – A 10% reduction in staff led to cuts of 20 positions across the department. Animal Welfare is cutting three new positions that were added as overage positions last year but were never filled and a supervisory position to oversee them. These positions were created to increase service levels by assigning officers to different parts of the city and extend our capacity to work evenings. Existing officers will still respond to priority one calls after hours as we have done in the past, so the community will not experience any reduction in existing service levels due to this cut. In the Development Center, two vacant Plans Examiner and a Code Tech position are being cut; however, capacity may be offset by efficiencies gained from Online Plan Review once fully implemented. Two other positions in Code Administration and Permits are being cut. Existing personnel are expected to be able to absorb their workload due to a reduced demand for customer service from instituting the Online Business Licensing program. Two vacant inspector positions are being cut. Although this may cause the time to perform building and electrical inspections to slow, the overall impact may be minimized with the new ability to conduct video inspection and re-inspection. Code Enforcement is cutting two positions in Abandoned Buildings and two in Nuisance Abatement and combining the Abandoned Buildings Program into the Nuisance Abatement Program. All proactive property maintenance functions of the Abandoned Buildings Program will continue as a component of the overall program rather than a stand-alone effort. Public safety response billing, which is one of the primary functions of the Abandoned Buildings program, has been largely automated for greater efficiency and will now fall under the larger billing processes of Nuisance Abatement. Finally, Code Inspections is cutting five vacant inspector positions, which will require the department to focus resources on working complaints and decrease proactive code enforcement efforts.

*Finance* – Cuts in Accounting (3 positions), Revenue Management (1 position), Purchasing and Payment Processing (1 position), Financial Planning and Management (1 position) and Risk Management (1 position) along with the addition of Economic Development (2 positions) result in a net reduction of seven positions (5.4%).

*Fire* – The Fire Department is taking several steps to control costs in FY21. First is freezing 21 firefighter positions that were added to staff Fire Station 38 that is under construction. The station will not be completed before July 1, 2021, so funding for those positions was eliminated from the budget. Funding must be restored in order to staff Fire Station 38 when it is complete. Another cost saving strategy is to limit the amount of call-back overtime used by the Department to maintain minimum staffing of all apparatus. To accomplish this, the Department will temporarily take select apparatus out of service. The Fire Department will also bring the cleaning of Personal Protective Equipment (PPE) in house to meet National Fire Protection Association (NFPA) standards. The department can provide the service for about the same cost as the contract in the current year and anticipates saving \$66,000 per year thereafter.

## MESSAGE FROM THE CITY MANAGER

*General Services* – The Building Maintenance, Repair and Enhancement Program loses four positions – two Plumbers, one Building Maintenance Mechanic II and a Building Heat and Air Technician. The Vehicle and Equipment Maintenance Program cuts a Master Mechanic. The reduction of the Mechanic and a cut in the contractor for operation of the parts counter will result in reduced hours of the Vehicle Maintenance shop from 14 hours (5 am to 7 pm) to 11 hours per weekday (6 am to 5pm).

*Municipal Courts* – A reduction of nine positions and significant line item reductions are proposed. The most noticeable impact will be a reduction in the hours the front counter is open to take payments. Hours will change from 7 am to 7 pm seven days a week to 7:30 am to 5:30 pm weekdays.

*Parks and Recreation* – A total of thirteen positions were eliminated in the Parks and Recreation Department. Grounds Management, the Department's largest line of business, cut nine positions. These reductions will result in reducing the frequency of mowing City parks from every two weeks to every three or four weeks. The Natural Resources Line of Business loses a position and part-time funding, while the Administration Line of Business loses two positions. In addition, the Parks Department has identified two aging community centers, Douglass and Sellers, as redundant and inefficient to serve, and recommends closing them. Douglass community center has an annual attendance of only around a hundred people and provides a redundancy in service to nearby Pitts Park community center. The building has structural concerns and will be demolished when the new Willa D. Johnson Recreation Center opens in 2022. Sellers, which is near Southern Oaks and Taylor community centers, creates another redundancy in service. Its attendance is comprised primarily from two programs, which will be moved to Southern Oaks. With the closure of these two facilities, a full-time position and part-time staff in the Recreation, Health and Wellness Line of Business can be eliminated.

*Police* – The reduction faced by Police and Fire was smaller than General Fund Departments, at 3.3%. Despite this, the reductions they are implementing are significant. Thirty-four officer positions will be frozen in FY21. Again, frozen positions are not funded, but remain in the budget with the expectation they will be restored when funding is available. On the civilian side, Police cut twelve positions. Two positions in the Administration Line of Business, a Systems Analyst II and Systems Analyst III will impact the Department's ability to integrate Police systems and implement newer technology. In the Public Safety Support Line of Business five Report Clerk positions were cut. This is expected to delay report review and validation. In the Investigations Line of Business, the reduction of three positions, a Property Crime Specialist, a Senior Crime Analyst and an Administrative Support Technician will reduce the civilian support available to investigators. Two other administrative support positions are deleted in the Operations and Public Safety Support lines of business.

*Public Transportation and Parking* – Funding from the CARES Act for transit agencies will make up for a \$9 million reduction in General Fund support for public transportation without affecting service levels. The more significant impact on public transit operations has been the service modifications necessary to operate safely during a pandemic, such as limiting the number of seats available on buses. During this difficult year, funding is eliminated for the Oklahoma River Ferry Cruises and for Spokies bike share program with the assumption that the services will be restored in future years as revenue improves. The Off-Street Parking Program has been significantly impacted by the reduced

## MESSAGE FROM THE CITY MANAGER

number of business and event-related parkers due to the coronavirus. Two positions have been reduced to reflect lower activity in various programs.

*Public Works* – Public Works reduced staffing by 4.5%, which is 19 positions. Streets, Traffic and Drainage Maintenance represents 57% of the employees in the department and 14 positions were deleted, leaving 228 in the line of business. Fortunately, all of the positions being deleted will be vacant on July 1, so the reduction in service should be minimal compared to current levels, as will the impact on employees. The other five reductions are spread between the Administration, Engineering, Project Management and Storm Water Quality Lines of Business.

*Utilities* – The Utilities Department has experienced a five-fold increase in the number of residential customers who are eligible to have their water shutoff. While many of these residents can arrange for payment plans or make up their late bills once they are back to work, there will be many customers who can't catch up. Between business and residential customers, this could be almost \$1.7 million. Lower demand for Utility services due to the global recession and its impact on the oil and gas industry could result in over \$8 million in reduced revenue for the Utility. In response to these revenue shortfalls, the Utilities Department has proposed cutting 20 vacant positions in nearly every line of business. In addition, the Department will delay capital improvement projects and scheduled replacement of some equipment to keep revenues and expenditures in balance.

### **Efficiency Improvements**

While departments have had to make many reductions, there are several efforts to improve efficiency to mitigate the impact of the cuts.

The Development Services Department is implementing a *Remote Video Inspection Program*. This lets contractors communicate with inspectors to complete certain types of inspections via Skype, eliminating travel to the construction site. This will help offset reductions in building-related inspectors.

Through support from the IT Department, the Development Center has instituted an *Online Business License Process*. All functions can now be completed electronically online, eliminating the exchange of paper forms. As part of this software upgrade, mass mailings to contact customers about the need to renew their business licenses can be done through an automated electronic process. This gains efficiencies in time previously spent to prepare the mailings and reduces the costs for paper and postage.

Multiple departments are working together to implement an *Electronic Plan Review Process*. This process will help streamline and automate the plan review process that touches Development Services, Fire, Planning, Public Works and Utilities.

With the reduction in hours at the Courts front counter, two Municipal Court staff are being transferred to the newly renamed *Compliance and Enforcement Services Line of Business*. They will proactively contact defendants with warrants to help resolve barriers to handling their court case.



# MESSAGE FROM THE CITY MANAGER

Creation of a *business service center* on the first floor of the James D. Couch Municipal Building will consolidate counter services for several departments. This will serve customers more efficiently and minimize public access within the building to help limit COVID-19 exposure and improve building security.

## **Council Strategic Priorities**

The City Council developed the current strategic priorities in the fall of 2017. These priorities provide guidance for department business plans and budget preparation.

The City Council's Strategic Priorities are:

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

We were unable to bolster our efforts in these areas because of the reduced revenue available, however, we did work to limit reductions in these priority areas. The full descriptions of these priorities and the results used to monitor progress in each area are discussed on page A-11.

Our annual resident survey is one of the ways we measure how well we are serving residents. We are conducting the survey again this year in July, just as these reductions are taking effect. The survey, along with our internal performance management process, helps track how we are doing at delivering services. We work every day to meet the expectations of our residents and businesses to make Oklahoma City a great place to live, work and play. In the coming year our staff will be working to maintain our high resident satisfaction ratings, even with reduced staff.

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

The City Council has adopted policies to guide financial planning and budget decisions. A summary of these policies can be found online at <https://www.okc.gov/departments/finance/policies> and a table addressing policy compliance is on page B-41.

## **Conclusion**

FY21 will be a challenging year as we face the new reality of life during a pandemic and deal with a severe contraction in the oil and gas industry. The investments Oklahoma City residents have made in themselves will be critical to the recovery from this economic downturn. Improvements made through the MAPS program and now MAPS 4 along with improved infrastructure due to the Better Streets Safer City program, will make Oklahoma City an attractive place to live, work and play for many years to come.

## MESSAGE FROM THE CITY MANAGER

The new MAPS 3 Convention Center and the Omni Convention Center Hotel will open this fiscal year. As business travel rebounds, Oklahoma City will be an attractive location for meetings trade shows and conferences. The First Americans Museum is also slated to open late in FY21, bringing a new world-class museum to our city that promotes awareness and understanding of the cultural diversity, authentic history and contributions of the 39 First American Tribal Nations in Oklahoma today.

I want to thank City employees for their unwavering commitment to public service during the pandemic. Each time we are faced with uncertainty, they stand tall and help solve problems head on. Despite these tough times, they continue to find ways to improve the services we offer the public. I'm constantly amazed by the work they do to keep Oklahoma City moving forward and appreciate their willingness to dedicate their lives and expertise to serving others.

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

Respectfully submitted,

A handwritten signature in black ink, appearing to read "C. Freeman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Craig Freeman

# COUNCIL PRIORITIES AND KEY RESULTS

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

## Preamble

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



## Promote safe, secure, and thriving neighborhoods

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
<b>Police</b>	% of person crimes cleared by arrest, prosecution or other means	61%	51%	70%	70%
	% of property crimes cleared by arrest, prosecution or other means	29%	25%	30%	30%
	% of residents who report they feel safe	50%	50%	55%	55%
	% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrival	73%	73%	80%	80%
<b>Fire</b>	% of emergency incidents responded to within 7 minutes	65%	66%	70%	70%
<b>EMSA</b>	% of EMSA/Police Call Taker incidents dispatched in 2 minutes	62%	63%	70%	70%
<b>Planning</b>	% of residents who are satisfied with the overall quality of their neighborhood	64%	64%	65%	65%
<b>Development Services</b>	% of property maintenance and code violations resolved voluntarily	63%	64%	75%	65%



**Continue to pursue social and criminal justice initiatives**

All people deserve to be treated with dignity, fairness, and respect. Pursuit of these values provides unity within our community to move our City forward and place us at the forefront of communities which seek the betterment of all people. We will ensure equitable justice through continued criminal justice system reform and increased engagement with residents and community groups. We will support our partners and promote access to social services that facilitate a better future for those in need.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
<b>Police</b>	% of residents who report they feel safe	50%	50%	55%	55%
	% of officers who have received procedural justice training	100%	100%	100%	100%
	% change in the number of people incarcerated for municipal charges	-52%	-53%	-15%	-15%
	# of prisoner days utilized by Oklahoma City at the Oklahoma County Jail	20,761	19,816	21,000	21,000
<b>Planning</b>	# of people who are homeless in Oklahoma City according to the Point-In-Time Count	1,183	1,183	1,183	1,273
	# of federally assisted affordable rental housing units	4,312	4,610	4,610	4,610



**Uphold high standards for all city services**

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
<b>City Manager's Office</b>	% of residents satisfied with the quality of City Services	62%	62%	67%	67%
	% of service requests received through the Action Center acted upon within 10 working days	93%	91%	96%	96%
<b>Utilities</b>	% of wastewater overflow/backup calls responded to within one hour	91%	79%	95%	95%
	% of water emergencies (main/service line breaks) responded to within one hour	99%	87%	95%	95%
	% of scheduled solid waste routes collected by 5:00 pm	99%	99%	95%	95%
<b>Public Works</b>	% of pothole repairs completed within 3 business days of request	36%	25%	80%	80%



## Enhance recreation opportunities and community wellness

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
Parks and Recreation	% of residents that report regular leisure time physical activity	70%	70%	70%	70%
	% of residents within ½ mile of a recreation facility, trail or park	64%	64%	71%	71%
	% of residents satisfied with maintenance of City parks	67%	71%	75%	75%
	% of residents visiting a park and/or participating in a park program	76%	76%	80%	80%



## Develop a transportation system that works for all residents

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
Public Works	% of residents satisfied with the condition of major City streets	20%	20%	40%	40%
	# of miles of sidewalks constructed	72	80	89	91
Parks and Recreation / MAPS Office	# of miles of trails constructed	16	29	29	47
Public Transportation and Parking	# of bus passengers per service hour	15.12	15.29	15.95	16.59
	# of EMBARK bus service hours	193,233.00	204,087.00	190,458.00	192,054.00
	Average EMBARK frequency (minutes) during peak hours	34.57	35.54	30.00	30.00
Planning	Average commute time (minutes) in Oklahoma City	21.30	21.40	20.80	20.80



### Maintain strong financial management

Prudent financial leadership will allow us to continue to meet resident needs and maintain resident confidence as we uphold our commitment to manage cost growth within available revenues. Expanding the revenue base through greater diversification of revenue sources will help the City meet the needs of our residents as the City grows. We expect sound financial leadership from elected, appointed and professional City staff.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
Finance	Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
	% of General Fund budget maintained in unbudgeted reserve	21.66%	22.58%	20.00%	20.00%
	% of General Fund revenue from sales tax	55%	74%	56%	56%



### Encourage a robust local economy

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

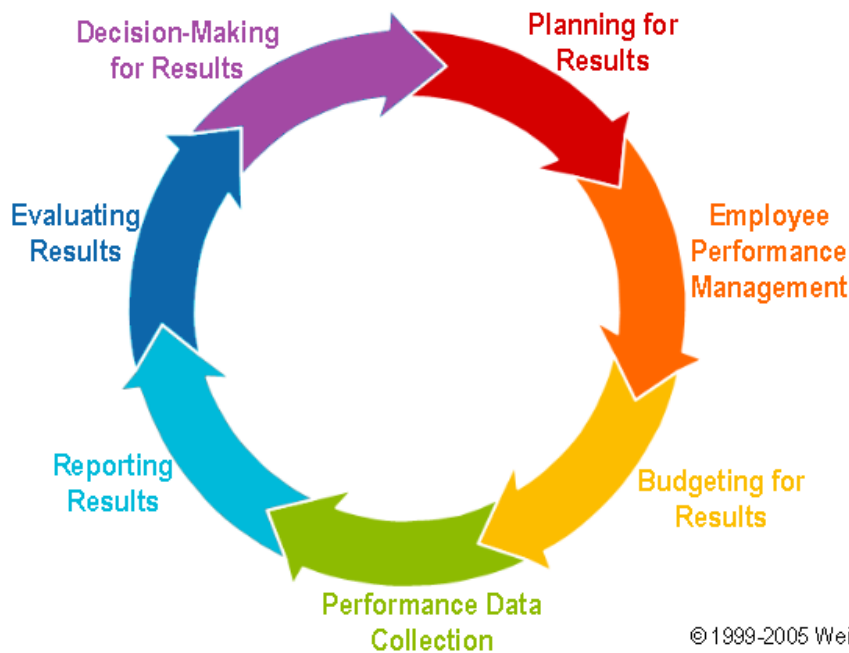
PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY19 Actual	FY20 Estimate	FY20 Target	FY21 Target
Finance	# of people employed	666,083	667,487	664,751	672,063
	Average weekly earnings	884	906	911	933
Airports	# of enplanements at Will Rogers World Airport	2,203,565	2,281,979	2,248,195	2,293,159

## LEADING FOR RESULTS AND THE BUDGET PROCESS

Leading for Results (LFR) is the “way we do business.” What this means is that the City uses a performance management system for all City departments linking department operations to a strategic business plan. The strategic business plan is organized into programs with each program having an established budget and family of performance measures. The performance measures are used to set department goals and measure progress in achieving those goals using the resources allocated to programs. The entire process is focused on the benefit received by the customer (residents). Leading for Results provides better information to decision makers, which in turn helps them determine how to allocate resources.

The Leading for Results performance management system includes planning, employee performance, budgeting, data collecting, reporting, evaluating, and decision-making. The Strategic Business Plan contains the information needed to perform these functions and provides a concise overview of departmental operations. The graph below illustrates the performance management process. As the arrows indicate, each step is critical and flows into the next, which creates a continuous cycle.

### DELIVERING WHAT WE PROMISE



# THE LFR PERFORMANCE MANAGEMENT SYSTEM

## **PLANNING FOR RESULTS:**

Focuses the department on long-term strategic (2-5 years) goals and operational results by building a Strategic Business Plan. Department business plans are summarized in each department section of the budget book and are available at [www.okc.gov](http://www.okc.gov).

### **THE STRATEGIC PORTION OF THE PLAN:**

Begins with an assessment of the future where departments identify the biggest challenges impacting them and their customers over the next 2-5 years. These challenges are then refined into Issue Statements which help the department clearly communicate what the trend is that they are facing and the consequences of the trend if not addressed. Once the Issue is clearly stated, departments develop Strategic Results which are typically stretch goals that, if achieved, will demonstrate the department's ability to respond to the challenges they identified as Issue Statements. Strategic Results are specific, measurable, and describe what the customer will experience.

### **THE OPERATIONAL PORTION OF THE PLAN:**

Organizes the services each department provides around results for customers. Similar services are grouped into programs and each program has a "Family of Measures." Similar programs are organized into lines of business. This organization serves as the structure for the City's Performance Based Program Budget. All programs engaged in delivering and reporting performance are structurally aligned to Strategic Business Plans.

## **EMPLOYEE / CONTRACTOR PERFORMANCE MANAGEMENT:**

Links the organization's goals and performance measures to executive, employee, and contractor performance plans so that work unit efforts can be aligned to the organization's strategic and operational results.

## **BUDGETING FOR RESULTS:**

Structures the budget around programs and lines of business and the results generated for customers, integrating results and cost information to improve resource allocation decisions by both departments and policymakers.

## **PERFORMANCE DATA COLLECTION:**

Provides the means by which Oklahoma City can accurately capture and review performance information to assist in decision-making and focusing on performance and results.

## **REPORTING RESULTS:**

Provides clear, concise performance reports on the results being achieved for the community, policymakers, and employees, thus demonstrating accountability for the investments citizens make in their government.



**EVALUATING RESULTS:**

Compels a thoughtful examination of performance data to highlight opportunities for service level improvements and improved customer experiences.

**DECISION-MAKING FOR RESULTS:**

Deploys performance data at all levels to ensure that decision makers (policy level, enterprise, strategic, and operational) can make more informed decisions, resulting in improved customer experiences and continued confidence by citizens in government.

**LEADING FOR RESULTS AND THE BUDGET PROCESS:**

The budget addresses step three in the Leading for Results process. Each department reports performance data for a family of measures which are included in the performance data volume of this document.

**KEY TERMS IN THE LEADING FOR RESULTS PROCESS**

- **Issue Statements:** (Issues): Identify the critical trends that will impact the department and customer over the next 2-5 years
- **Strategic Results:** 2-5 year goals that, if achieved, demonstrate how the department is proactively responding to issues
- **Strategy:** The actions a department plans to take to achieve a strategic result.
- **Line of Business:** A collection of programs in a department with similar purposes.
- **Program:** The smallest section of a department organized around services provided and results customers receive.
- **Family of Measures:** The set of performance measures for an individual program. A primary focus being on the Result measures (or outcomes) that demonstrate the benefit the customer receives from the program. The remainder of the Family of Measures includes Output, Demand, and Efficiency measures.

# FY 2021 BUDGET DEVELOPMENT PROCESS

## HOW THIS BUDGET WAS PREPARED

This budget is the result of a yearlong strategic and financial planning process. In addition to the budget itself, this process generates a capital improvement plan and budget for the three trusts for which the Mayor and City Council serve as trustees. The timeline on the next page describes the schedule and the major actions taken.

The planning process began with the update of department strategic business plans that form the base for performance-based budget planning. At the same time, preliminary revenue and expenditure estimates were made to guide budget development.

## DEPARTMENTAL BUDGET SUBMISSIONS

The budget documents were distributed to all departments in December with instructions for preparing their budgets. Departments submitted their budgets to the Office of Management and Budget and included in these submissions any requests for additional resources.

## CITY MANAGER'S REVIEW

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

## OFFICE OF MANAGEMENT AND BUDGET STAFF

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## Budget Calendar For Fiscal Year 2021

<b>Sep –Nov 2019</b>	Departments update strategic business plans for FY21 in the Leading for Results process
<b>November 2019</b>	OMB begins process of estimating FY21 revenues.
<b>November 2019</b>	OMB prepares Human Resources cost worksheets and budget preparation reports.
<b>December 2019</b>	City Manager establishes budget targets.
<b>January 2020</b>	OMB conducts budget training classes and distributes operating budget instructions.
<b>February 2020</b>	OMB hosts the City Council Budget Workshop. The Five Year Forecast is presented to Council.  Departments submit operating budget and capital requests to OMB. OMB begins review of departmental budget requests.
<b>March 2020</b>	Assistant City Managers review departmental budget requests. OMB forwards budget recommendations to the City Manager.
<b>April 2020</b>	OMB estimates a sharp decline in projected revenue due to COVID-19. Departments submit budget cuts to meet new revenue targets.
<b>May-Jun 2020</b>	City Manager reviews budget submissions.  Annual budget introduced on May 26.  City Council holds public hearings and considers the proposed budget on May 26, June 2 and June 9.  City Council adopts the budget on June 16.  OMB files adopted Annual Budget with State Auditor and Inspector by June 30.
<b>July 2020</b>	FY 2021 Adopted Annual Budget becomes effective July 1.

# ORGANIZATION CHART

