



Finance Department

Strategic Business Plan

Effective Date: July,1, 2020

Oklahoma City Vision

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

Oklahoma City Mission

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

Department Mission

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

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Issues, Strategies, and Results

Issue 1: Financial Management and Information

Increasing customer needs for timely information, financial management services and higher levels of accountability and transparency if not addressed may result in increased costs, reduced city services, difficulty in maintaining compliance with laws and regulations, lost revenue, and reduced credibility with customers and stakeholders.

Strategies

- Provide more proactive communication, such as newsletters and training.
- Work with customers in departments to identify their financial information and service needs and develop the resources and services identified.
- Clarify and improve financial policies and ensure they are easily accessible and effectively communicated to departments.
- Refine and maximize use of technology to streamline processes for staff and customers.
- Focus on staff development and morale through succession planning and internal training.
- Develop transparency plan to provide the public with easily accessible financial information.

Strategic Results

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

Issue 2: Sustainable Financial Model

Increasing costs, limited revenue raising flexibility, growing future liabilities, and higher demands for City services if not addressed will result in increased use of debt, increasingly unsustainable levels of service, and a focus on immediate needs at the expense of long-term goals.

Strategies

- Contributions for the Employee Retirement System will be budgeted at the Actuarial Determined Contribution (ADC) rate.
- Develop a funding plan for maintenance, operating, and capital replacement of MAPS and bond projects.
- Continue funding and cost management to address the long-term liability of retiree health insurance (OPEB).
- Prepare and manage the General Fund budget to maintain appropriate reserve levels and control personnel cost levels.
- Pursue legislative changes to expand the sales tax base, provide revenue diversification and expanded use of property tax.

Strategic Results

- The City will maintain the ratings on G.O. bonds at the highest level.
- Annually, personnel related costs will remain at or below 70% of total operating costs.
- Annually, General Fund unbudgeted reserves will be maintained in the range of 14-20% of General Fund budget.
- By 2025, long-term liabilities will be funded at the following levels:
 - 100% for Employee Retirement System (ERS)
 - 20% for retiree health insurance, also known as Other Post-Employment Benefits (OPEB)
- By 2023, property insurance reserves will be funded at two times the deductible.
- By 2023, the percentage of General Fund revenue from sales and use tax will be below 65% due to greater diversification of revenue sources.

Issue 3: Safety

A continued need to promote a workplace safety culture within the City, if not addressed, will result in a high risk of employee injuries and reduced resources available to provide City services.

Strategies

- Continue to provide useful and accurate Workers' Compensation and On the Job Injury (OJI) reports to Departments and assist in analyzing their workplace injury experience.
- Provide safety consultation services to Departments.
- Train managers in the essential elements of an Occupational Safety Program.
- Coordinate safety training for all City employees, employing both internal and external resources.
- Maintain a City-wide Safety Advisory Committee to make recommendations for improving the City's safety culture.
- Continue proactive claims management services.
- Continue the safety recognition program.
- Implement a city-wide return to work program.
- Ensure every department maintains and updates an injury/illness prevention plan.

Strategic Results

- By 2023, a culture of safety will be reflected by:
 - The City injury rate will be at or below 7.5 injuries per 100 employees.
 - 100% of employees will receive quarterly safety training.

Accomplishments

Finance Department

- In FY 2020, the overall customer satisfaction with the Finance Department increased to 95%.
- In FY 2020 the City maintained its AAA bond rating.
- In FY 2019 and FY 2020, sold \$126.9 million in GO tax exempt bonds.
- In FY 2020, sold \$90.2 million in GO taxable bonds.
- In FY 2019 and FY 2020, managed the sale of \$68 million in OCEDT Annual Appropriation Bonds for the OMNI Convention Center Hotel and managed the sales of \$13.8 million in parking system revenue bonds for the Convention Center Parking Garage.
- In FY 2019 and FY 2020, managed the refunding or defeasance of seven different bond issues worth \$143.1 million.

Financial Planning and Management Line of Business

- The General Fund began FY21 with an unbudgeted reserve of 23.6%.
- In FY 2018, the Employee Retirement System liability was funded at 105%.
- Fully implemented the integration of energy management software and PeopleSoft financial system. All electric or natural gas bills are now being audited and approved online allowing for automatic payment generation and greater access to historical data for departments.
- In FY20, overall satisfaction with OMB improved to 92%.

Accounting and Financial Reporting Line of Business

- In FY 2019 and FY 2020, maintained the City's Status as a low risk auditee in issuing the Comprehensive Annual Financial Report (CAFR), Trusts, and Single Audit without material weakness findings.
- In FY 2020 assumed the accounting and financial reporting for the Regional Transit Authority (RTA) from the Association of Central Oklahoma Governments. This was developed into GAAP basis audited financial statements as RTA had not been audited under generally accepted accounting principles prior.
- In FY 2020 one of our accounting managers received the Certified Public Accountant (CPA) designation.
- Increased the percentage of customers who are satisfied with financial information available to make decisions from FY 2018 to FY 2019.
- In FY 2019, increased the amount of financial reports issued on time.
- Maintained levels of accurate and timely employee and payroll vendor payments.
- In FY 2019 and FY 2020 maintained greater than 97% of system tickets resolved within 3 working days.

Revenue Management Line of Business

- In FY 21, received approximately \$179,000 as a result of a Franchise Fee Audit
- In FY 20, started publishing hotel tax collection reports monthly



- In FY 20, started weekly reporting of liquidity available for major City accounts and Trusts
- In FY 19 and FY 20 completed 263 Bond purchases totaling \$1.75 billion
- In FY 20, 95% of City and Trust Revenue was recorded within two business days due to the rerouting of checks directly to Treasury

Risk Management Line of Business

- Successfully implemented near miss reporting in FY20.
- Risk Management has been a key resource throughout the City's response to the COVID-19 pandemic, providing technical assistance, direct support and coordination on many aspects of the City's response, including managing the contract for the Medical Monitoring Unit.
- In FY 2020, transitioned COTPA to self-insured bus liability, which is expected to generate savings for the trust.
- Negotiated all insurance renewals including a two-year rate guarantee on property insurance.
- Worked with Public Safety departments on PTSD legislation.
- Moved OSHA card training in-house with more opportunity and less cost.
- Implemented Lone Worker badge program.
- Contracted with CorVel as CWMP with significant savings; contracted out provider payments to CorVel
- Hired new Worker's Comp Law Firm.

Purchasing and Payment Processing Line of Business

- In FY 2020, the Payment Processing program paid 89% of invoices within 30 calendar days or less from invoice date.
- In FY 2020, the Purchasing program sold \$1,068,000 in online sales for surplus items to increase revenue from the sale of City property.
- In FY2020, the Purchasing program approved 98% of all purchase orders within (4) four hours.
- In FY 2020, the Purchasing and Payment Processing program trained 336 employees on purchasing and payment processes.

Line of Business and Programs

Department Organization

Administrative Line of Business

- Executive Leadership Program
- Debt Management Program

Community Enhancement Line of Business

- Community Development Program
- Economic Development Program

Financial Planning and Management Line of Business

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

Accounting and Financial Reporting Line of Business

- Financial Reporting Program
- Accounting Systems Program
- Payroll Program

Purchasing and Payment Processing Line of Business

- Payment Processing Program
- Purchasing Program

Revenue Management Line of Business

- Revenue Enforcement Program
- Treasury Program

Risk Management Line of Business

- Insurance Program
- Workplace Safety and Workers' Compensation Program

Administrative Line of Business

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

Programs and Key Measures

Executive Leadership Program

 % of key measures and strategic results achieved

Debt Management Program

 General Obligations Bond Ratings

Debt Management Program

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


Program Manager: Angela Pierce

Program Budget: 281,384 (FY21)

Program Services:

- Bond Ratings
 - City and Trust Consulting Services
 - Compliance Services and Reviews
 - Continuing Disclosures
 - Debt Policy & Procedures
 - Financing Analyses, Recommendations, & Implementations
 - Investor Relations
 - Tax & Regulatory Filings
-

Family of Measures

Results	 General Obligations Bond Ratings
	General Obligation Debt per capita
Outputs	# of General Obligation bond issues outstanding
	\$ of General Obligation debt outstanding

Executive Leadership Program

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


Program Manager: Brent Bryant

Program Budget: \$1,893,959 (FY21)

Program Services:

- Agenda Items/Packets
- Audit Responses
- Budget Proposals
- Citizen Responses
- Continuity of Operations Plan
- Contract Compliance Reviews
- Contracts, Leases, and Agreements
- Executive Reports
 - Ad Hoc Reports
 - City Manager Reports
 - Performance Reports
 - Special Projects Reports
- FMLA Authorizations
- Grant Applications
- Grant Status Reports
- Grievance Resolutions
- Internal Investigation Reports
- Legislative Recommendations
- Needs Analysis
- Open Record Responses
- Personnel Transactions
- Plans (i.e. Master, Strategic Business Plans)
- Policies & Procedures
- Presentations
- Project & Financial Impact Analyses
- Union Negotiations & Recommendations

Family of Measures

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

Community Enhancement Line of Business

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

Programs and Key Measures

Community Development Program

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

Economic Development Program

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

Community Development Program

The purpose of the Community Development Program is to encourage public and private investment, and to provide management services to developers and partners so they can create high quality projects in the community.


Program Manager: Joanna McSpadden

Program Budget: New Budget for FY22

Program Services:

- Contracts
- Funding Plans
- Land Purchases
- Project Consultations
- Redevelopment Agreements
- Retail Incentives
- TIF Project Plans

Family of Measures

Results	 \$ value of private investment per \$ value of TIF investment
Outputs	# of TIF projects

Economic Development Program

The purpose of the Economic Development Program is to provide business attraction and expansion services to the business community so the residents can benefit from the creation of jobs paying the Oklahoma City MSA average wage or greater.

Program Manager: Joanna McSpadden

Program Budget: \$246,784 (FY21)

Program Services:

- Funding Plans
 - Incentive Agreements
 - Policy Recommendations
 - Project Consultations
 - Trust Administration
-

Family of Measures

Results



% above the Oklahoma City MSA average wage for new jobs created through incentives

% of new jobs paying above the Oklahoma City MSA average wage

Outputs

\$ of private investment

of companies receiving incentives

of jobs created

of jobs created through incentives

Financial Planning and Management Line of Business


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

Programs and Key Measures

Energy Management Program

 Total energy usage for City operations (MMBTU)

Management and Budget Program

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

Performance Management Program

 # of performance data certifications performed

Energy Management Program

The purpose of the Energy Management Program is to provide comprehensive utility bill accounting services, technical analysis, and financial support for energy efficiency projects to City departments and City leadership so they can effectively manage resources and reduce energy consumption.


Program Manager: Richard Kitchen

Program Budget: \$ 256,110 (FY21)

Program Services:

- Construction Project Management Services
 - Design and Plan Reviews
 - Energy Audits
 - Energy Efficiency Upgrades
 - Energy Plans
 - Ordinance, Code and Policy Recommendations
 - Training Sessions
 - Utility and Energy Reports
 - Utility Bill Management Services
 - Utility Service Consultations
-

Family of Measures

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

Management and Budget Program

The purpose of the Management and Budget Program is to provide financial planning, reporting and management services to City departments, City leadership, and the public so they can make informed decisions that promote financial stability.


Program Manager: Doug Dowler

Program Budget: \$ 678,900 (FY21)

Program Services:

- Business Improvement District (BID) Support Services
 - Bond Advisory Committee Services
 - Bond Oversight Services
 - Budget Development Tools
 - Budgets for City and Trusts
 - Budget Management Services
 - Capital Improvement Plans
 - Cost Allocations Plans
 - Council, Trusts, and Committee Agenda Item Reviews
 - Department Support Services
 - Fee Studies
 - Financial Analysis Reports
 - Revenue and Expenditure Projections
 - Surveys
 - Training Sessions
-

Family of Measures

Results	 % of customers who report they are satisfied with the budget services and information provided to manage operations
	% of Employee Retirement System (ERS) liability funded
	% of General Fund operating budget maintained in unbudgeted reserve
	% of General Fund operating revenue from Sales and Use Tax
	% of Other Post-Employment Benefits (OPEB) liability funded
	% of total operating expenses for payroll expenses

Performance Management Program


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

Program Manager: Lori Hird

Program Budget: \$ 307,160 (FY21)

Program Services:

- Business Plan Coordination Services
 - Performance Data Certifications
 - Consultations
 - Performance Management Reports
 - Measure Reviews
 - Strategic Business Plan Reviews
 - Outreach Education Sessions
 - Training Courses
-

Family of Measures	
Results	% of data entered on time
Outputs	 # of performance data certifications performed
	# of measures managed

Accounting and Financial Reporting Line of Business

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

Programs and Key Measures

Accounting Systems Program

 % of accounting system support requests resolved within 3 working days

Financial Reporting Program

 % of financial reports issued on time

Payroll Program

 % of employee payments processed accurately and on time

Accounting Systems Program

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

Program Manager: Alex Fedak

Program Budget: \$ 365,752 (FY21)

Program Services:

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

Family of Measures

Results



% of accounting system support requests resolved within 3 working days

% of total capital assets that are in balance

Financial Reporting Program

The purpose of the Financial Reporting Program is to provide timely and accurate accounting, reporting and financial guidance services to City departments, City leadership, public trusts, investors and regulatory agencies, and the public so they can make well informed decisions.

Program Manager: Angela Pierce, Alex Fedak, and Christy Jameson

Program Budget: \$ 2,052,521 (FY21)

Program Services:

- Accounting Standards Implementation and Interpretation Services
 - Accounting Training Courses
 - Audit Compliance Services
 - Bank Reconciliations
 - City and Public Trust Annual Reports
 - Audited City and Retirement System Comprehensive Annual Financial Reports (CAFR)
 - Annual Trust Statements
 - Regulatory Reports
 - Financial Consultations
 - Grant Reports and Compliance Reviews
 - Interim Financial Reports and Schedules
 - Tax Returns Preparation and Filings
-

Family of Measures

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

Payroll Program

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


Program Manager: Alex Fedak

Program Budget: \$ 468,868 (FY21)

Program Services:

- Ad Hoc and Reoccurring Reports
- Employee Payments
- Payroll Officer Support & Training Services
- Payroll-related Vendor Payments
- Salary Verifications
- State and Federal Compliance Reports

Family of Measures

Results	 % of employee payments processed accurately and on time
	% of payroll-related vendor payments processed accurately and on time
	% of compliance reports processed accurately and on time
Outputs	# of payroll corrections processed

Purchasing and Payment Processing Line of Business

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

Programs and Key Measures

Payment Processing Program

 % of vendor payments made in 30 calendar days or less from invoice date

Purchasing Program


 % of purchase orders approved within four (4) hours

 % of purchasing contracts approved on time

Payment Processing Program

The purpose of the Payment Processing Program is to provide payments to vendors so they can receive timely and accurate compensation for goods and services in compliance with applicable laws and regulations.

Program Manager:	Debbie Berlin
Program Budget:	\$ 811,624 (FY21)
Program Services:	<ul style="list-style-type: none"> ▪ Outstanding Invoice Reports ▪ Claims and Payroll Reports ▪ Vendor Inquiry Responses ▪ Training Sessions ▪ Vendor Payments

Family of Measures	
Results	 % of vendor payments made in 30 calendar days or less from invoice date
Outputs	# of vendor payments processed

Purchasing Program



The purpose of the Purchasing Program is to manage and provide responsive and efficient purchasing, contracting, and surplus services to City departments and public trusts so they can receive timely approvals to efficiently purchase the goods and services they need in compliance with applicable laws and regulations.

Program Manager: Alena Croy

Program Budget: \$ 781,495 (FY21)

Program Services:

- Contracts for Goods and Services
 - Purchasing Approvals
 - Purchasing Card Services
 - Surplus Disposal Services
 - 1099 Reports
 - Training Sessions
 - Vendor Management Services
-

Family of Measures	
Results	 % of purchase orders approved within four (4) hours
	 % of purchasing contracts approved on time
	% of purchases under \$5,000 made with the purchasing card
	% of purchase orders encumbered after invoice date
Outputs	# of purchasing contracts approved
	# of employees and vendors trained

Revenue Management Line of Business

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

Programs and Key Measures

Revenue Enforcement Program

 \$ of delinquent and noncompliant revenues collected

Treasury Program

 % of portfolio yield compared to the 0-3 year U.S. Treasury Index benchmark

Revenue Enforcement Program

The purpose of the Revenue Enforcement Program is to provide revenue enforcement and reporting services to the City, public trusts and outside agencies so they can have accurate information and timely receipt of the revenues due.

Program Manager: Randal Lewis

Program Budget: \$ 635,573 (FY21)

Program Services:

- Franchise Fee Compliance Reviews
 - Hotel Tax Enforcement Activities
 - Exemption Reviews and Communications
 - Field Audits
 - Online Tax Applications
 - Other Revenue Enforcement Activities
 - Reconcile Tax Revenues
 - Revenue Analyses and Reports
 - Sales and Use Tax Enforcement Activities
 - Independent Audits
 - Taxpayer Compliance Initiatives
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Family of Measures

Results	\$ of independent audit revenue per \$ of independent audit expense
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Outputs	 \$ of delinquent and noncompliant revenues collected
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Treasury Program

The purpose of the Treasury Program is to provide secure and convenient banking, investment, billing, and revenue recording services to City departments, assessment districts, and public trusts so they can provide convenient financial transaction services to their customers and obtain a market rate of return on invested funds.


Program Manager: Jason Martinez

Program Budget: \$ 817,247 (FY21)

Program Services:

- Assessment Districts
 - Billing
 - Collections
- Banking Services
 - Account Maintenance
 - Contracts
 - Deposits
 - Online Banking
 - Product Implementations
 - Security of Accounts
- Cash Handling Services
 - Training
- Centralized Cash Register Services
 - Revenue Recording
 - System Support/Implementations
- Credit Card Administration Services
- Investment Portfolio Management Services
 - Preservation of Capital
 - Liquidity
 - Market Rate of Return
- Investment Reports
- OCMIOT Support Services
- Other Post-Employment Benefits (OPEB) Trust Administration Services
- Pension Support Services
- Petty Cash/Change Funds

Family of Measures

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

Risk Management Line of Business

The purpose of the Risk Management Line of Business is to provide insurance, workers' compensation and safety services to City departments and public trusts so they can reduce the financial impact of workplace injuries and property/casualty losses.

Programs and Key Measures

Insurance Program

 % of property losses per premium paid


Workplace Safety and Workers' Compensation Program

 Estimated cost per claim

Insurance Program

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

Program Manager:	Nick Kelly
Program Budget:	\$ 3,290,439 (FY21)
Program Services:	<ul style="list-style-type: none"> ▪ Insurance Consultations ▪ Insurance Claims Management Services ▪ Loss Control Program Services ▪ Property Inspections ▪ Insurance Coverage <ul style="list-style-type: none"> – Property – Liability – Crime – Public Official Bonds – Excess Workers’ Compensation – Cyber

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

Workplace Safety and Workers' Compensation Program

The purpose of the Workplace Safety and Workers' Compensation Program is to provide incident/injury prevention and claims management services to City departments, public trusts and their employees so they can reduce workplace injuries and related costs.


Program Manager: Nick Kelly

Program Budget: \$ 9,085,302 (FY21)

Program Services:

- Claims Management
 - Compliance Audits
 - Investigations
 - Prevention Consultations
 - Safety Education/Awareness Trainings
-

Family of Measures

Results	 Estimated cost per claim
	# of injuries per 100 employees
Outputs	# of work days lost due to OJI
	\$ Total for workers' compensation
	# of training courses offered