

An aerial photograph of Oklahoma City, Oklahoma, showing the city's skyline and downtown area. The image is split into three vertical panels: a faded left panel, a central sharp panel, and a faded right panel. The central panel shows a prominent street running through the city, with various buildings and structures visible. The number '125' is overlaid on the bottom right of the image.

125

**2014 | PROPOSED  
2015 | BUDGET**

**THE CITY OF OKLAHOMA CITY  
CELEBRATING 125 YEARS**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Oklahoma City  
Oklahoma**

For the Fiscal Year Beginning

**July 1, 2013**

Executive Director

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The City of  
**OKLAHOMA CITY**

# MISSION, VISION, AND CORE VALUES STATEMENT

## 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."*



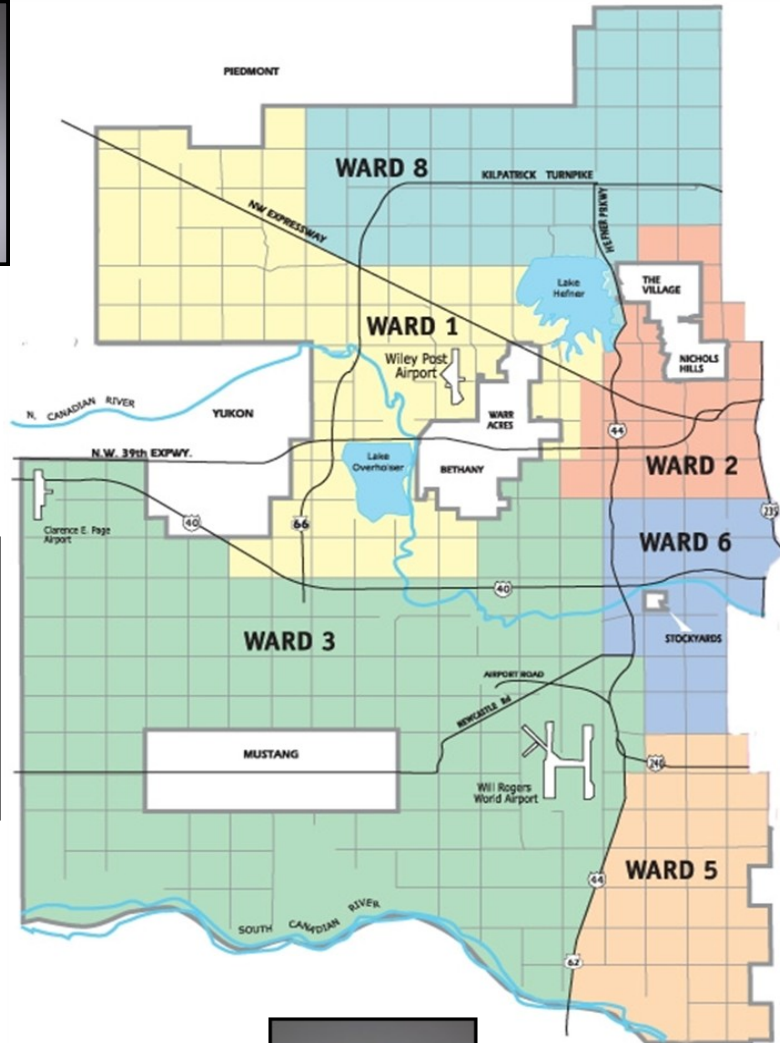
# MAYOR, CITY COUNCIL AND WARD BOUNDRIES



James Griener  
Ward 1



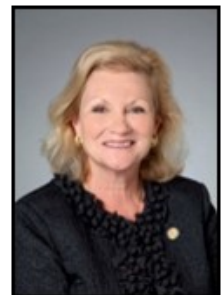
Larry McAtee  
Ward 3



Patrick Ryan  
Ward 8



Ed Shadid  
Ward 2



Meg Salyer  
Ward 6

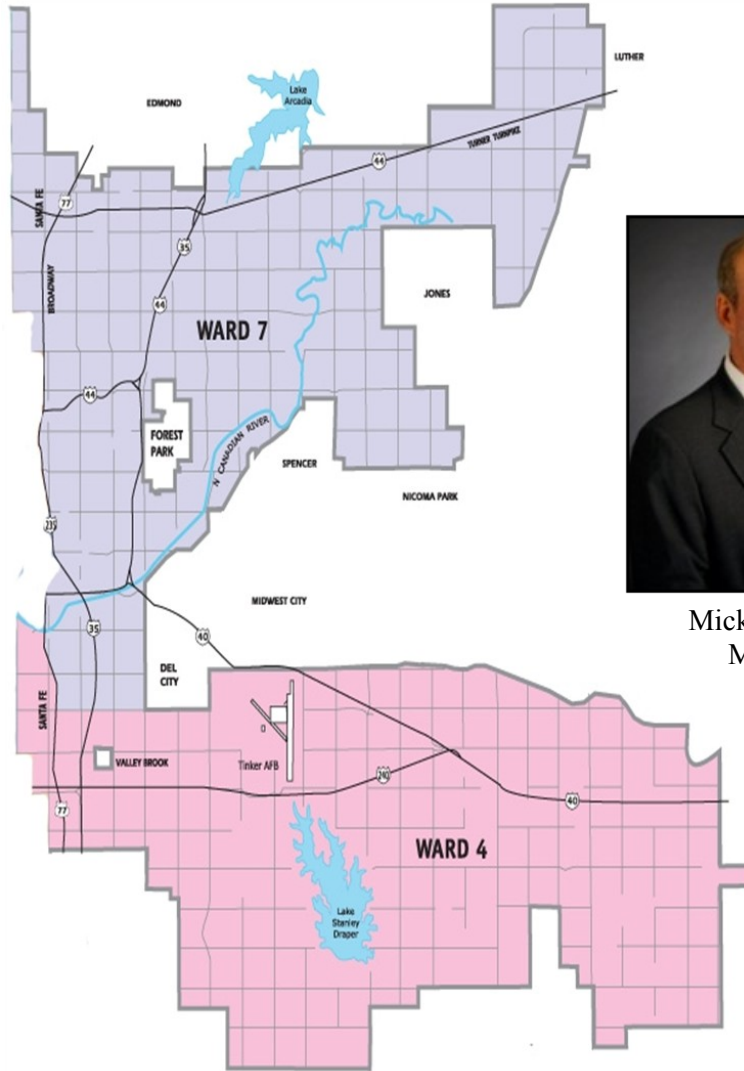


David Greenwell  
Ward 5





John Pettis, Jr.  
Ward 7



Mick Cornett  
Mayor



Pete White  
Ward 4

## READER'S GUIDE

The City of Oklahoma City is required by State law to adopt a budget on an annual basis. The City is also required to show three consecutive years of revenue and expenditure data. To comply with this law, the annual budget book reports the actual revenues and expenditures for FY 2013, the adopted budget including amendments for FY 2014, and the annual budget for FY 2015. The annual budget for FY 2015 governs City programs and finances for the fiscal year beginning July 1, 2014 and ending June 30, 2015.

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.

## MESSAGE FROM THE CITY MANAGER



### The City of OKLAHOMA CITY

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

I am pleased to present the proposed Fiscal Year 2014-2015 (FY 2015) budget for the City of Oklahoma City. This year's budget process has been challenging, with lower than expected growth through much of Fiscal Year 2014. The revenue situation in the General Fund has improved in the second half of Fiscal Year 2014 and we are now projecting to finish the year on target overall. With growth of 3.2% forecast for General Fund revenue in FY 2015, the additional revenue above our current budget will permit enhancements in several key areas.

The adopted budget totals \$1.1 billion with a General Fund budget of \$413.9 million. Across all funds, the number of positions increases by 80 from 4,580 to 4,660. Public Safety sees the largest increase with 35 additions (28 in Police and 7 in Fire). Eleven positions are added in Development Services for the new Vacant and Abandoned Buildings registry program to help better protect neighborhoods. More details on these and other changes in the budget are discussed later in this transmittal letter, in the summary of major budget changes and in the individual department sections.

These are very exciting times in Oklahoma City. There is a sense of optimism in the air that the City has a bright future ahead. A revitalized downtown, new businesses coming to Oklahoma City, existing businesses expanding, new recreation opportunities along the Oklahoma River, the quality of life improvements included in the original MAPS that are paying dividends and the coming MAPS 3 improvements, the way the Oklahoma City Thunder have united our City and so many other exciting developments. Each of them positive developments in their own right, but when you look at the total package the future for Oklahoma City is certainly bright. And that is one of the challenges we face – the expectations in Oklahoma City are rising every day and City government must keep pace with the growth not only in demand for service as our population grows, but those higher expectations. We strive to provide excellent service to our citizens in every area, but we know there are areas we can improve. We are making additions to the areas where there is the most need. Our annual citizen survey helps us keep in touch with citizen satisfaction and expectations with City services and our performance management process helps track how we are doing at delivering services at a detailed level. We are working everyday to meet the expectations of our citizens and businesses to make Oklahoma City a great place to live, work and play.

#### **COUNCIL STRATEGIC PRIORITIES**

The City's performance management process, known as Leading for Results, is keyed on the City Council's strategic priorities. The City Council's five Strategic Priorities were adopted in the fall of 2012. These priorities provide guidance for department business plans and for the preparation of the budget. Following are some of the activities completed, in progress, or enhanced through the FY 2015 proposed budget that are tied to the Council's strategic priorities.

## PROVIDE A SAFE AND SECURE COMMUNITY



Public Safety accounts for nearly two thirds of the General Fund budget at over 64% and it remains a top priority for the Mayor and City Council. Citizens expect to live in a safe City with safe neighborhoods. Reducing crime, preventing and responding to fire and medical emergencies quickly are the expectations we have for our public safety departments. The FY 2015 budget continues that emphasis with several significant additions. You will see funding for a total of 35 Police and Fire positions have been added in FY 2015.

**Increased Police Department Staffing.** The FY 2015 budget includes the addition of 28 Police positions at a cost of \$2.1 million. This increase in positions represents a 2.0% increase in staffing to a total of 1,417 total Police positions. With these additions, the Police Department now has 112 more authorized uniform positions than it did in FY 2011, with a total of 1,136 uniform positions.

The addition of 21 Police uniform positions continues to demonstrate the high priority given to providing a safe and secure community. Due to the time required to recruit and train a police officer, it takes an extended amount of time to fill the newly authorized positions. That has been exacerbated by the hiring freeze that was in place during the recession which created a large number of vacancies. The Police Department has been filling positions, but will not be at the fully authorized staffing level before FY 2016. The Police Chief and I have committed to use the funding provided for new officers for additional overtime funding to put additional officers on the street targeting high crime areas. As the new positions are filled, the amount of overtime will be decreased and staffing during those peak demand times will shift over primarily to regular on-duty officers.



The FY 2015 budget not only continues the City's commitment to increasing the number of uniform officers, it also continues to add civilian positions in critical areas to increase public safety. Seven net civilian positions are being added: one Latent Fingerprint Examiner, five civilian investigative positions, a civilian Assistant 911 Director and one Crime Victims Services Coordinator are added and a Database Technician is deleted. The Victim Services Coordinator is currently a temporary grant funded position. Because of the value of the position, it is being added as a permanent position. Although it is grant funded, the City is making the commitment to continue the position when grant funding is exhausted. The Latent Fingerprint Examiner will help reduce the current backlog in cases and provide capacity to handle the expected increase in workload from the additional Civilian Investigative Specialists and uniform personnel. Four of those Civilian Investigative Specialists will expand a pilot program begun in FY 2013 to have trained civilians take crime reports for certain types of crimes and collect evidence at the scene to free up uniform officers for other responsibilities. The fifth civilian investigative position is a Computer Forensic Examiner. This position had been a temporary position funded by grants; however, the grant funding is expiring. The General Fund is absorbing the cost for this increasingly important work on computers, cell phones and other electronic devices and making the position permanent. The addition of an Assistant 911 Director will help solidify the improvements that have been made in recent years at the Public Safety Communications Center by creating better continuity and unity in management.

While it does not add any positions, the city continues to demonstrate the importance of youth programs in our schools as the General Fund absorbs the funding for the Police Athletic League martial arts program that had been funded by federal grants. In addition, the General Fund begins assuming about half of the cost for two grant funded civilian crime analyst positions in support of the state Fusion

Center. The Fusion Center provides a mechanism for law enforcement, public safety, and private partners to improve information sharing to better protect our community and prevent criminal acts. In FY 2016 the positions will transition to full funding by the General Fund.


**Fire Department Staffing.** The fire station location study conducted in 2006 projected that Engine 51 could be transferred from downtown to the new Station 26 in southwest Oklahoma City once it was complete. Based on the call volume at the time and their projections this change would have allowed for Station 26 to open without the addition of any new positions. Since that time, however, the call volume has gone up significantly downtown. With the completion of Station 26 occurring in FY 2015, the transfer of Engine 51 is no longer an obvious choice. To allow Engine 51 to stay at Station 1, at this time, additional staffing is needed for Station 26. The FY 2015 budget contains five additional Firefighter/Corporal positions. These positions alone would not allow for the new engine, however, by transferring staff from various assignments, additional positions can be assigned to Station 26 to allow for a fully staffed engine. This will help improve response times in southwest Oklahoma City, but also provide for continued high levels of service downtown.



Additions in the Fire Prevention Line of Business are designed to help speed the Fire review portion of the building process. A civilian Plans Examiner and a uniform Code Inspector were added as temporary positions in FY 2014 and are made permanent in this budget.

**New Police Headquarters and Courts Complex.** The 2007 General Obligation Bond Issue contained funding for a new Police Headquarters and Courts Complex. That funding is being supplemented by \$2.0 million in funding from the Police Sales Tax Fund and \$12.0 million from the MAPS 3 Use Tax Fund. Construction on the Police Headquarters began in FY 2014 with the new Courts building scheduled to begin in FY 2015. This new construction is sorely needed as the current Police and Courts facilities are outdated and undersized for current needs. It is also anticipated that these new buildings on the west side of downtown may also have a positive impact on development in the area.

## MAINTAIN STRONG FINANCIAL MANAGEMENT

 The City Council established strong financial management as a continuing priority. Prudent financial leadership allows the City to meet current and future needs and maintain citizen confidence at high levels. To address this priority, the City will continue the emphasis to diversify municipal revenue sources, keep fees in line with the cost of services, maintain adequate reserves and encourage manageable growth to allow the City to sustain appropriate levels of service for citizens.

**Strong Financial Management.** Both Moody's and Standard and Poor's have rated the City's General Obligation bonds at the highest possible level, Aaa and AAA respectively. Our conservative financial management, strong local economy and strong General Fund reserves were all cited as significant contributors to this top rating. In FY 2011, the City Council approved amended financial policies which increased the General Fund policy on operating reserves 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).



The FY 2015 budget includes several changes in the Payroll section of the Purchasing and Payment Processing line of business to help keep up with the growing demands on this section. One new

position, an Administrative Support Technician is being added and two Administrative Support Technician positions are being replaced by two higher level Municipal Accountant I positions. The growing complexity and increasing reporting needs necessitated these enhancements in Payroll. To fund the extra position an Office Assistant position in the Purchasing and Payment Processing Line of Business was deleted.

In February, the City Council held its annual workshop focused on financial issues. Dr. Russell Evans, economist at Oklahoma City University, presented his economic forecast for the coming year and projected continued growth in the local economy and projected strong sales tax growth of 4-6% in FY 2015. The Financial Trend Monitoring System showed no negative indicators for the first time since the FY 2008 Five Year Forecast, reflecting how well the City has bounced back from the recession. The five-year forecast also highlighted many of the upcoming financial challenges facing City leaders. This annual event serves as a kickoff, of sorts, for the annual budget process and provides the Mayor and Council and citizens with a preliminary look at the budget.

**Revenue Enforcement.** Begun in FY 2012, the Finance Department's revenue enforcement program continues to enhance the collection of revenues due the City. Those efforts are gaining momentum and will continue in FY 2015. A new program that better integrates sales tax compliance with the City's business license process will be initiated in FY 2015 and is expected to generate nearly \$50,000 in revenue next year. The revenue enforcement program also addresses other revenue collection issues, such as hotel motel tax collection, and works to address legislative issues that affect City revenues.

**Inventory Control.** The Information and Technology Department FY 2015 budget adds two Inventory Control Technicians to better manage the City's extensive stock of computer, radio, network and other technology-related equipment. Robust management of our resources is a natural extension of strong financial management.

**Utilities Revenue.** The Utilities Department FY 2015 budget adds a Revenue Auditor position to provide new expertise in monitoring revenues in the various utility trusts, not only at a macro level, but looking at the revenue on a rate by rate basis. In addition, the position will coordinate collection activities between City personnel and contractors, work to maximize miscellaneous revenues, manage public sales of CNG at the new Solid Waste natural gas fast fill facility, oversee payments in lieu of taxes and lease payments and review cost recovery efforts for the billing and customer service functions.

**Improved Energy Management.** The City has an Energy Manager in the Office of Sustainability located in the City Manager's Office. The FY 2015 budget adds an Administrative Coordinator to support the Energy Manager in the implementation and operation of the City's energy management software, EnergyCap. The software provides extensive utility bill auditing capabilities and detailed information on utility usage for comparison between facilities. EnergyCap will allow the City to better track the impact of energy efficiency projects, target facilities for energy efficiency upgrades and ensure the City is paying the right amount for its energy usage.

## PROMOTE THRIVING NEIGHBORHOODS



Vibrant and diverse neighborhoods are the building blocks of a great city. The FY 2015 budget continues City efforts to promote strong neighborhoods by providing effective code enforcement, policing and support for neighborhood revitalization efforts.

**Vacant and Abandoned Buildings.** In FY 2014, the City Council passed an ordinance creating a vacant and abandoned buildings registration program and the FY 2015 budget fully implements the initial phase of the program. Vacant and abandoned buildings harm our community in many ways, including lowering property values, inhibiting community reinvestment and public safety and infringing on neighboring property rights. A recent study found more than 12,000 buildings in Oklahoma City have been vacant for 6 months or longer. More than half of those have been vacant for two years or longer. The goal of the program is to identify and register vacant or abandoned buildings so the City can more proactively target enforcement of existing statutes and better monitor the impact on adjacent properties. To enact the registry program, eleven positions are added to the Development Services Department budget.

**Neighborhood Revitalization.** The FY 2015 budget adds \$60,000 to the Planning Department's budget to contract with the Neighborhood Alliance to hire a bilingual staff member to build capacity in neighborhoods in south Oklahoma City. The goal of this program is to recruit and train neighborhood leaders who in turn will help organize neighborhood associations on the South side of Oklahoma City.

**Better Neighborhood Streets.** Over the next six years over \$113 million worth of neighborhood street resurfacing is scheduled to occur as part of the 2007 General Obligation Bond authorization. To ensure timely delivery of those projects a Civil Engineer I is being added in the Public Works Department. Many of those neighborhood street resurfacing projects will include the addition of sidewalks.

**Comprehensive Plan Update.** The Planning department is in the process of updating the City's comprehensive plan. This effort, known as PlanOKC, will provide information on future growth trends and provide information that may help City leaders make policy choices that can further promote strong neighborhoods and a vibrant community. PlanOKC is expected to be completed in FY 2015.

## DEVELOP A TRANSPORTATION SYSTEM THAT WORKS FOR ALL CITIZENS



The City Council priority to develop a transportation system that works for all citizens goes beyond simply maintaining a good road network, but also includes pedestrian features such as sidewalks and trails and public transportation. The FY 2015 budget contains a number of enhancements in these areas.

**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. As noted above, a Civil Engineer I is being added to manage residential street resurfacing projects. Each year the City sells bonds for the projects authorized by citizens in an amount designed to keep property tax rates at no more than 16 mils. The 2014 sale totaled \$92 million.

Interest on General Obligation Bonds has been used in past years to supplement not only the road improvements contained in the bond issue, but also to provide additional work, such as microresurfacing of streets to extend their life. The low interest rate environment of recent years, however, has resulted in diminished resources for this work. This year the General Fund budget contains direct funding of a portion of the microresurfacing program beginning, this year, with \$500,000.

**Public Transportation and Parking.** A number of enhancements for transit programs were initiated in FY 2014 and are just now beginning to take effect. Schedule and route changes took effect in late April of 2014 and will result in better service levels throughout the system. Along with those changes a new brand is being rolled out for Metro Transit: EMBARK. The FY 2015 budget contains additional enhancements with the addition of a driver and scheduler for EMBARK Plus funded by a transfer from the General Fund to the Central Oklahoma Transportation and Parking Authority (COTPA). EMBARK Plus provides curb-to-curb transportation service for individuals with disabilities. An additional maintenance worker in COTPA is also funded by the General Fund to provide for better maintenance at the downtown Transit Center for bus patrons.



On the parking side, construction of the new 750 space Arts District garage is expected to be completed in FY 2015. This 10-story garage will help meet the demand for parking on the west side of downtown.

**MAPS 3 Modern Streetcar.** MAPS 3 is a seven year, nine month one-cent sales tax initiative to fund projects to improve the quality of life in Oklahoma City. MAPS 3 will provide capital funding for a modern streetcar in the downtown area and the City's General Fund will pay for operations. Planning is underway now for the streetcar and a route framework has been chosen by the City Council. The FY 2015 budget includes funding for a new position in the Public Transportation and Parking Department to guide the design and implementation of the modern streetcar to ensure it meets the objectives of the program in the most efficient manner possible. In addition, the Public Works Department adds a Senior Project Manager to help manage the construction effort to build the new \$28 million Intermodal Hub at the Santa Fe Depot. The intermodal hub will connect the modern streetcar with Amtrak service, future commuter rail, and additional transit options. The Intermodal Hub is being constructed with a combination of Federal grants, MAPS 3 funds and tax increment financing.

**Sidewalks.** For decades sidewalks were not included in most major street projects. Citizens and City leaders have shown an increasing interest in sidewalks in recent years and the FY 2015 continues those activities. The first MAPS 3 sidewalks were completed in FY 2014 and additional work will be continuing in FY 2015, funded by the MAPS 3 Sales Tax. Last year the City Council added \$4 million from the General Fund and \$9 million from MAPS 3 surplus revenue to supplement the MAPS 3 sidewalk projects. All street widening projects funded through the G.O. Bond program include addition of a sidewalk and where funding is available, sidewalks are being added on some street resurfacing projects as well. The projections for next year are for over 45 miles of sidewalks to be built.

**Project 180.** Renovation of more than 180 acres in downtown Oklahoma City started in FY 2010 and will continue in FY 2015. The initiative is a \$160 million redesign of downtown streets, sidewalks, parks and plazas to improve appearance and make the central core more pedestrian friendly. The Project 180 improvements are being paid for through Tax Increment Financing (TIF) from construction of the Devon Tower, ad valorem taxes on the Devon Tower and General Obligation Bonds.

## SUPPORT HIGH QUALITY PUBLIC EDUCATION AND COMMUNITY HEALTH AND WELLNESS



The final Council priority combines two areas that the City does not have direct responsibility for, but because they are so important to the future of the City, the City Council has included them to make clear the desire to influence positive change in health and education through proactive policies and programs. Public education in Oklahoma is provided by independent



school districts. The Oklahoma City limits encompass all or parts of more than 20 school districts, with the largest being the Oklahoma City Public Schools. On the health front, surveys and studies have shown that obesity is a significant health issue for Oklahoma City and the City desires to be a force for positive change in health outcomes.

**MAPS for Kids.** In 2001, City voters decided to invest in public schools by passing a temporary sales tax for capital improvements at public schools in Oklahoma City. The MAPS for Kids program was 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 FY 2015. The MAPS Office will continue to support the Oklahoma City Public Schools in the coming years through project management on additional school bond projects that were not part of the original MAPS for Kids program.

**Joint Task Force on Education.** Starting in August 2011, representatives from the City Council and Oklahoma City Public Schools (OCPS) formed a Joint task Force to examine ways the City could support public schools in new ways now that the MAPS for Kids Sales Tax had expired. The Task Force has been meeting monthly and has several initiatives underway and under development. Some of those projects include:



**Reading Buddies.** A program was originally established at Heronville Elementary School and has since been expanded to Hayes Elementary School to provide reading assistance to first and third graders. Managers throughout the City have been given the opportunity to volunteer for 30 minutes a week as Reading Buddies and indications are that the students and volunteers are gaining from the program. Heronville has a high percentage of English Language Learners who are benefiting from the extra time and attention being provided through one-on-one reading assistance. The program will continue in FY 2015.

**Career Academies.** All OCPS High Schools will provide a specific career focused Academy that provides curriculum and special opportunities that prepares students for a career in that field. City of Oklahoma City staff is providing expertise and assistance in the Finance, Information Technology and Criminal Justice Academies.

**Parks and Recreation.** One of the key aspects of helping citizens lead a healthy lifestyle is activity. The City's Parks and Recreation Department provides significant recreation activities for citizens through recreation centers, parks, adult and youth league sports, aquatics and more. The FY 2015 budget includes funding and two positions to manage and care of the new soccer complex being built at Woodson Park. A General Obligation bond project, the revamped park will include an 18 field soccer complex. This City-managed complex will be a major addition for youth and adult soccer in the City.

The Department adds a Marketing Coordinator to help promote and increase awareness of the opportunities available through the Parks and Recreation Department. In addition, the department upgrades five positions from part-time to full-time: Two lifeguards at Foster Indoor Pool; two Theater

Technicians at Civic Center and Rose State and a private events coordinator at the Civic Center. Finally a Nursery Worker is added to maintain recently planted trees throughout the Park system.

**MAPS 3 Projects.** Several MAPS 3 projects will help promote community health and wellness. The first two Senior Health and Wellness Centers are well along with termsheets outlining the basic framework for agreements have been signed with the Northcare and Healthy Living, LLC. The centers will provide the public an aquatic element, exercise facilities and other amenities, with the goal of encouraging healthy lifestyles and serving as a gathering place for active seniors. Beyond these requirements, the operating partners will tailor their facilities to the needs of the surrounding communities. Design has begun on the first center and architect selection is underway for the second.

Construction on the West River Trail has begun, and design is underway for the I-44 West Trail, the first two trails being addressed under MAPS 3. The City Council has approved the Downtown Park Master Plan and site acquisition for the Upper Park is nearly complete. Property acquisition for the Lower Park is underway. An environmental assessment is underway and utility investigations are complete. Utility relocations in the Upper Park are planned for later this year.

The new whitewater facility along the Oklahoma River is progressing with a design completed and property acquisition almost completed. Construction is scheduled to begin in FY 2015.

### OTHER CITY PRIORITIES

We have looked at the initiatives related to the five City Council priorities, but before concluding it should be noted that the Council also adopted a preamble to those priorities that states:

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 see our diversity as a source of strength and an important resource for our City. We will be responsive to our citizens' needs as we address these priorities and continue to deliver what we promise. The trust of our citizens is the cornerstone value we will strive to maintain as we move forward together.

The preamble points to other critical attributes of City government such as responsiveness, and trustworthiness. Along those lines a number of initiatives will continue in FY 2015.

**Citizen Feedback.** 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. Survey results provide information used to establish City priorities and develop department business plans. The Citizen Survey results are presented annually to the City Council in August and funding is once again included in the FY 2015 budget to continue the survey.

Other key tools for citizen feedback include:

- Extensive citizen involvement in the new comprehensive plan, PlanOKC;
- Citizen involvement in the MAPS 3 committees and subcommittees;
- Focus groups with citizens about our performance measurement reporting efforts;
- Social media activity on Twitter and Facebook; and
- Traditional interaction with City Council members through e-mail, telephone and mail, and in person at neighborhood meetings, specific topic meetings and City Council meetings.

**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 receive. 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;
- 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; and
- MAPS 3 Program – 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 the MAPS 3 program. In FY 2015, no new positions were added to the MAPS Office; however, the allocation of personnel is more heavily weighted to MAPS 3 as the MAPS for Kids program winds down.

### OTHER SIGNIFICANT CHANGES

**Utilities.** As mentioned earlier, the Utilities Department adds a Revenue Auditor to better monitor, collect and manage Utility revenues. Two positions are added to manage and implement the water conservation measures enacted by the City Council last year. The Customer Service Line of Business adds a Meter Reader and two Water Service Representatives to help meet the growing demand for service. The largest change in the Utilities budget this year is a reduction of \$1.5 million in the electricity budget. For the past 24 months the refurbished Atoka Pipeline pumping system has been operated at maximum output to assure a good supply of water is stored in Oklahoma City. Now that Lake Stanley Draper is fuller the Utilities Department will be able to moderate pumping during peak power demand periods. This action, along with other power efficiencies gained from capital improvements are expected to reduce electricity costs for pumping by \$1.5 million to \$7.2 million in FY 2015. In FY 2015, the Department continues preliminary work on a second pipeline from southeast Oklahoma to Lake Stanley Draper. This \$500 million project will help ensure the City has adequate water supplies in the coming decades.

**Myriad Botanical Gardens.** Over the last few years a transition has been occurring as the Myriad Botanical Gardens Foundation takes over the operation and maintenance of the remade Myriad Gardens. In FY 2014, the City ceased supporting the operations of the Garden through City staff and transitioned to providing only monetary support. The City will still contribute \$2.0 million in funding for the operations and maintenance of the Gardens, which represents 50% of the projected total cost. The goal of the agreement between the City and the Foundation is to reduce City funding to 33% of the cost in the coming years.

**Other MAPS 3 Projects.** Consultants have completed preliminary design on the expo building at the Oklahoma State Fairgrounds Construction on Phase 1 of parking and site improvements is underway and construction of the building will begin in early FY 2015. On the Downtown Convention Center, the site has been approved by City Council after a site location study. Council recently gave authorization for land acquisition to begin. Consultants have been coordinating with other projects in the area and are in the process of completing conceptual design.

### 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 640-658.

### CONCLUSION

This is a great time to be in Oklahoma City. There is a new energy and excitement in the air. There are so many positive stories it is hard to keep up with them all. We have included a section later in the budget book entitled Oklahoma City in the News to reflect some of the positive attention our city is receiving.

Dr. Russell Evans, economist at Oklahoma City University, noted in his economic forecast presented to the City Council this past February:

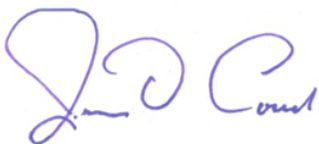
Oklahoma City continues to exhibit more strength than any other economy in the state. The forces of economic geography (driven largely by declining transportation costs) are driving economic activity to dense, amenity-rich, urban centers. The revitalization of the city's urban core combined with rapid economic development along the I-35 corridor continues to suggest the possibility of a forthcoming economic transformation. The economic challenges of 2013 are expected to be short-lived as broad strength returns in 2014.

The Oklahoma City economy slowed in 2013, but is poised to return to stronger growth this year. I believe the FY 2015 budget is a prudent and balanced plan that focuses resources in the areas of greatest need. The addition of 35 public safety positions and the implementation of the Vacant and Abandoned Buildings registry with its 11 positions will make a significant difference in the coming years.

Our revenue forecasts are conservative but not pessimistic and I am optimistic that FY 2015 will be an exciting year as we continue to move forward together.

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

## COUNCIL PRIORITIES AND KEY RESULTS

In August of 2012, 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 see our diversity as a source of strength and an important resource for our City. We will be responsive to our citizens' needs as we address these priorities and continue to deliver what we promise. The trust of our citizens is the cornerstone value we will strive to maintain as we move forward together.*

### PROVIDE A SAFE AND SECURE COMMUNITY



Citizens expect to live in a safe City with safe neighborhoods. Reducing crime, preventing and responding to fire and medical emergencies quickly are the expectations we have for our public safety departments.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
<b>Police</b>	% decrease in aggravated assaults*	N/A	13%	5%	5%
	% of citizens who report they feel safe	53%	58%	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	71%	70%	90%	90%
<b>Fire</b>	% of emergency responses within 7 minutes from the time a call is received at fire dispatch to Fire Department arrival	N/A	60%	70%	70%
<b>EMSA</b>	% of time EMSA responds to Priority 1 life threatening emergencies within 10 minutes and 59 seconds*	81%	80%	85%	85%
	Cardiac arrest survival rate	43%	45%	50%	50%

\* For FY 13 actuals are based on a response time of 8:59. The FY 14 estimate is based on a combination of 8:59 and 10:59.

## MAINTAIN STRONG FINANCIAL MANAGEMENT



Prudent financial leadership will allow us to continue to meet citizen needs and maintain citizen confidence as we uphold our commitment to manage cost growth within available revenues. Sound financial leadership from elected, appointed and professional City staff is our expectation. While we will continually look for greater efficiency within the City organization, we will also continue to pursue opportunities to join with other jurisdictions

to provide services more efficiently across the region.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY 12-13	FY 13-14	FY 13-14	FY 14-15
		Actual	Estimate	Target	Target
<b>Finance</b>	Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
	% of General Fund budget maintained in unbudgeted reserve	18%	16%	8-15%	8-15%
<b>City Manager's Office</b>	% of citizens satisfied with the quality of City services	66%	68%	71%	71%

## PROMOTE THRIVING NEIGHBORHOODS



Vibrant and diverse neighborhoods are the building blocks of a great city. The City will continue to promote strong neighborhoods by providing effective code enforcement, policing and support for neighborhood revitalization efforts. The City's strategic land use development policies will help our City grow without compromising the ability to achieve our other priorities.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY 12-13	FY 13-14	FY 13-14	FY 14-15
		Actual	Estimate	Target	Target
<b>Planning</b>	% of commercial and residential buildings that are vacant*	4%	4%	4%	4%
	% increase in dwelling units within the inner loop	N/A	0.3%	0.3%	0.5%
	% of residents saying their neighborhood is a great place to live	N/A	71%	80%	80%

\*Data is from a consultant study conducted in 2013, new data is not currently available.

### DEVELOP A TRANSPORTATION SYSTEM THAT WORKS FOR ALL CITIZENS



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 citizens and businesses. Improving the condition of streets is the top priority of our citizens and will continue to receive significant investment in the coming years. We are making strides toward becoming 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.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY 12-13	FY 13-14	FY 13-14	FY 14-15
		Actual	Estimate	Target	Target
<b>Public Works</b>	% of citizens satisfied with the condition of <i>major</i> City streets	38%	35%	50%	50%
	# of miles of sidewalks constructed	8.2	26.1	45.7	35.5
<b>Parks and Recreation / MAPS Office</b>	# of miles of trails constructed	7	1	7	10
<b>Public Transportation and Parking</b>	# of bus passengers per service hour	18	18	19	19
<b>Planning</b>	Average commute time (minutes) in Oklahoma City	20.5	20.5	20.5	20.8

### SUPPORT HIGH QUALITY PUBLIC EDUCATION AND COMMUNITY HEALTH AND WELLNESS



Public education that produces graduates who are prepared for future success provides the foundation for a strong community. We must encourage accountability in public education and find new ways to partner with the Oklahoma City Public Schools, other school districts, businesses and community groups to improve educational outcomes for our children.

Faced with mounting public health issues, we are committed to providing increased recreational opportunities, communicating more effectively with the public about the options available and working with other entities to promote healthy living.

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY 12-13	FY 13-14	FY 13-14	FY 14-15
		Actual	Estimate	Target	Target
<b>City Manager's Office</b>	% of citizens that report regular leisure time physical activity	N/A	67%	50%	70%
<b>Parks and Recreation</b>	% of citizens within ½ mile of a recreation facility, trail or park*	58%	58%	58%	58%
<b>City Council</b>	% of Oklahoma City Public Schools seniors who graduate*	90%	90%	90%	90%
	% of third graders who read at or above grade level*	79%	79%	85%	85%

\* Measure updated annually, current estimates are based on prior year actuals.

**DEPARTMENTAL ALIGNMENT TO CITY COUNCIL PRIORITIES**

Not every City Department’s activities directly tie to a City Council priority; however, every Department does have a role to play in ensuring that the City continues to deliver what we promise and maintains the trust of citizens. These goals were highlighted in the preamble to the City Council priorities and serve as an underlying foundation for the work of every department. Some departments do have a direct impact on the City’s ability to achieve Council Priority goals. These departments were identified in the preceding tables and the location of the corresponding performance measures in the individual department sections of the budget document are summarized in the table below.

In reviewing the department sections of the budget, many other performance measures can be found that relate to the City Council Priorities. However, only those measures that Council has selected as a progress indicator have been flagged with a Council Priority icon. For example, in the Fire Department section of the budget book, the Strategic Result to respond to all emergency calls within 7 minutes is identified as a Council Priority. Also included in the Fire Department section of the budget are performance measures for response times for emergency medical calls and fire incident responses, as well as, measures demonstrating the department’s ability to answer and dispatch calls in a timely fashion. Although achieving performance targets for these measures does contribute to the overall response goal identified for the Council Priority, these measures are not included in the table below because they look at components of the overall result identified as a progress indicator. There are also many performance measures that relate to the overarching City Council priorities. For example, nearly all Police and Fire Department performance measures support the goal to “Provide a Safe and Secure Community.” Rather than highlight every measure that is in some way connected to a Council Priority we have chosen to identify only those measures specifically called out in the City Council priorities with the Council Priority icons.

**Location of Strategic Result Performance Measures in Department Sections that Influence Council Priorities**



	Safe and Secure Community	Strong Financial Management	Thriving Neighborhoods	Transportation System that Works for All Citizens	High Quality Public Education and Health and Wellness
City Manager	Pg 124	Pg 125, 126	Pg 128	Pg 127	Pg 129
Finance		Pg 162, 163			
Fire	Pg 179				
Police	Pg 328, 329				
Public Transportation & Parking				Pg 350	
Public Works				Pg 364	



## 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 programs. 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.



The budget addresses step three in the Leading for Results process. Leading for Results organizes City departments into Programs and Lines of Business. 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. Budget figures are provided at the Program level and aggregated to Line of Business and Department level.

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 (outcomes) and Output measures are included in this document.

# 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.

## **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 usually very 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 management systems 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 investment 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, & 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 (outcomes) and Output measures are included in 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 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. To conserve space, only Result and Outcome measures are included in the budget document, but Demand and Efficiency measures are included in the regular reporting to City management.

# FY 2014-2015 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.

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### BUDGET CALENDAR FOR FY 2014-2015

<b>Sept –Nov 2013</b>	Departments update strategic business plans for FY 2015 in the Leading for Results process
<b>November 2013</b>	OMB begins process of estimating FY 2015 revenues.
<b>November 2013</b>	OMB prepares personnel cost worksheets and budget preparation reports.
<b>December 2013</b>	Budget targets established by City Manager.
<b>January 2014</b>	OMB conducts budget training classes and distributed operating budget instructions.
<b>February 2014</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 2014</b>	Assistant City Managers review departmental budget requests. Budget recommendations forwarded to the City Manager.
<b>April 2014</b>	City Manager reviews budget submissions. Proposed budget document prepared. Annual budget formally introduced on April 29th.
<b>May 2014</b>	City Council Finance Committee meets to consider proposed budget on May 6th and May 20th.
<b>June 2014</b>	Public hearing on budget held on June 3rd. Budget adopted by City Council on June 10th. OMB filed adopted Annual Budget with State Auditor and Inspector by June 27th.
<b>July 2014</b>	FY 2014-2015 Adopted Annual Budget becomes effective July 1st. Trust budgets received by the City Council.

## MAJOR BUDGET CHANGES

### CITY MANAGER'S OFFICE

The City Manager's Office adds an Administrative Coordinator in the Office of Sustainability to support the Energy Manager by maintaining the EnergyCap software program used to monitor, audit and report on energy usage and utility billing at every City facility.

The Public Information and Marketing Office adds a Staff Reporter to effectively communicate information to citizens and employees of the City of Oklahoma City. The position would write articles for newsletters, news releases, the City's general access television station, websites, brochures and educational programs.

### DEVELOPMENT SERVICES

The Development Services Department budget adds a Vacant and Abandoned Building Registry program with 11 positions to provide inspection services to the over 12,000 vacant and abandoned buildings in the City.

The Development Center adds an Electrical Inspector and deletes an Administrative Coordinator position. Animal Welfare adds an Administrative Coordinator to support community programs and manage grant reporting.

### FIRE DEPARTMENT

The Fire Department adds five Fire Fighter positions that will be used along with other positions being reassigned in the Department to staff an Engine at the new Station 26 in SW Oklahoma City. The station is being built with General Obligation bond funds and will open in FY 2015.

The Fire Prevention Inspections and Code Compliance Program adds a Code Inspector and a Plan Reviewer to improve service levels.

### GENERAL SERVICES

The Building Maintenance and Repair program adds a Plumber position to strengthen the Department's preventive maintenance effort and the Fleet Management line of business adds \$232,000 for vehicle and equipment repair parts to meet rising costs.

### INFORMATION TECHNOLOGY

The Information Technology department budget includes two new Inventory Technician positions to mitigate financial risk and manage the high volume of equipment and parts needed to support devices. One Technician will be assigned to the radio shop in support of public safety communication devices in an effort to reduce response time to system incidents and improve timeliness of service. The second Technician will be assigned to Administration and coordinate all other inventory, in addition to auditing usage and billing costs for landline and cell phone accounts.

A Programmer/Analyst was added to the Technology Application Support Program to provide secondary support for critical software applications and resolve system requests.

### PARKS AND RECREATION

The Parks and Recreation Department adds two positions to support the new Woodson Park Soccer

complex. The Aquatics program converts two part-time Lifeguards to full time. The Civic Center Music Hall Line of Business adds private events coordinator and converts two part-time Theater Technicians to full time. A Marketing Coordinator is added in the Administrative Line of Business to promote and raise awareness of the City's parks as recommended in the recently completed Parks Master Plan. The Field Horticulture Program adds a Nursery Worker to better maintain recently planted trees throughout the Park system.

## **PLANNING**

The Planning budget adds funding for a Senior Planner in the Comprehensive and Urban Design program and additional contract funding for the Neighborhood Alliance to hire a Neighborhood Capacity Builder.

## **POLICE**

The Police Department adds 21 uniformed positions and seven civilian positions that will be assigned to various programs throughout the department. The General Fund absorbs the cost for several positions and programs that were previously funded by the Grants Management Fund. These positions and programs include partial funding for two civilian Fusion Center Crime Analysts, a Police Athletic League martial arts and mentoring program, a Computer Forensic Examiner, and a Latent Print Examiner. Additional staffing changes include the addition of four Civilian Investigative Specialists, one Victim Services Coordinator, and changing the Assistant 911 Director position from a sworn officer to a civilian. Funding was increased for background investigations on recruits as well as the addition of \$1,775,000 for capital improvements and repairs on Police facilities.

## **PUBLIC TRANSPORTATION AND PARKING**

The Metro Transit Line of Business adds a new position to manage the modern streetcar program through design and into implementation. In the Central Oklahoma Transportation and Parking Authority (COTPA) a driver and scheduler are added to the MetroLift program. A maintenance worker and union steward are also added in COTPA.

## **PUBLIC WORKS**

Four temporary positions, a Construction Project Manager, an Engineering Aide II, and two Construction Inspector I positions, working on G.O. Bond and Project 180 projects are converted to full-time positions. The Engineering Line of Business adds a Senior Project Manager to manage the intermodal hub project and a Civil Engineer I to expedite neighborhood street resurfacing projects. The Oklahoma River Corridor line of business converts part time positions into two full-time Crew Worker II positions. The Stormwater Quality line of Business adds an Environmental Unit Specialist to help meet Clean Water Act requirements. The Department deletes three positions - a Construction Project Coordinator in Engineering, an Engineering Aide I in Administration and a Field Operations Supervisor in Streets, Traffic and Drainage Maintenance.

## **UTILITIES**

The Utilities Department adds 10 positions to support its expanding infrastructure and new conservation program. In Administration, a Management Specialist and an Environmental Unit Supervisor are added to manage the Water Conservation Program. A Revenue Auditor is also added to assist with strategies that ensure financial soundness.

The Customer Service Line of Business adds two Water Service Representatives to meet the expanded work volume from new service accounts and expansion of the system into outlying areas. A Meter Reader is added to realign routes as a result of new service accounts. An Inventory Technician is converted from a temporary to a permanent position. A Unit Operations Leader is added to manage call center productivity.

The Engineering Line of Business adds a new Engineering Assistant I position to support planned capital improvements.

In Water Quality, an Electronic Technician II was added for maintenance work. Funding was added for chemicals to treat the water for taste, odor, and clarity. There is also a \$1.5 million decrease in funding for electricity for the Atoka Pipeline now that Lake Stanley Draper is fuller the department will be able to do a majority of pumping in off-peak hours and the pipeline upgrades have been completed that also have helped reduce electricity costs.



## 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 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.

After being named "America's Most Affordable City" by Forbes Magazine in 2011, a recent Gallup Poll ranked Oklahoma City #1 in job creation, out of the nation's 50 largest metro areas. This is due to our business-friendly environment and an abundance of jobs in energy, government and defense.

Oklahoma City received many accolades over the last year, ranging from classification as one of the "Fastest Growing Cities" by Forbes Magazine, ranking as one of the "Best Places for Young Adults" by the Business Journal and ranking third as "Metro Areas Recovering from Pre-Recession Peak" by The Brookings Institute."

Low unemployment, a stable housing market, and competitive cost of living continue to make Oklahoma City an attractive place to live and work. Every indication points to Oklahoma City, charging back from the recession with continued growth, opportunity and prosperity for all its citizens.

## THE CITY OF OKLAHOMA CITY

Oklahoma City has been a transportation and commercial hub in Oklahoma since before statehood in 1907. The City was settled in a single day when nearly 10,000 pioneers staked out territory in what is now Oklahoma City during the famous Oklahoma Land Run of 1889. The combination of the settlers with the large number of Native American tribes, many transplanted from around the country, has evolved into a unique cultural identity. 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, Continental Resources, Devon Energy, Express Personnel, Hobby Lobby Stores, Love's Travel Stops & Country Stores, OG&E Energy, MidFirst Bank, and Sonic Corporation.

Vital among the City's assets are ample water supplies and its central location. Interstate highways I-35 North/South, I-40 East/West and I-44 Northeast/Southwest converge in Oklahoma City and provide transportation links to the rest of the nation. The new I-40 Crosstown Expressway relocation, which opened in 2013, 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 such as the Oklahoma City Philharmonic, Lyric Theater, and Ballet Oklahoma contribute to the City's cultural environment. The Oklahoma State Fair, Red Earth Festival, and the Festival of the Arts attract hundreds of thousands of visitors each year. Other popular attractions are the National Cowboy and Western Heritage Museum, the Oklahoma City Museum of Art, the Oklahoma City National Memorial, the Oklahoma History Center and the National Softball Hall of Fame.

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 Chickasaw Bricktown Ballpark, 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. Renovations to the Civic Center Music Hall and the Chesapeake Energy Arena have drawn major sports, music, and theater events.

Our NBA team, the Oklahoma City Thunder, has brought new spirit into the community. The Thunder played in their first NBA Finals in 2012 against the Miami Heat. In April 2014, the Thunder became the Northwest Division Champions for the fourth year in a row. Several players were selected for the 2014 All-Stars ballot for the Western Conference All-Star team.

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. A new USL PRO (minor league soccer) team, Energy FC, begins its inaugural season this year. Energy FC is the affiliate of the Major League Soccer Sporting KC.

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 2014 the International Canoe Federation Marathon World Championships will be held in Oklahoma City

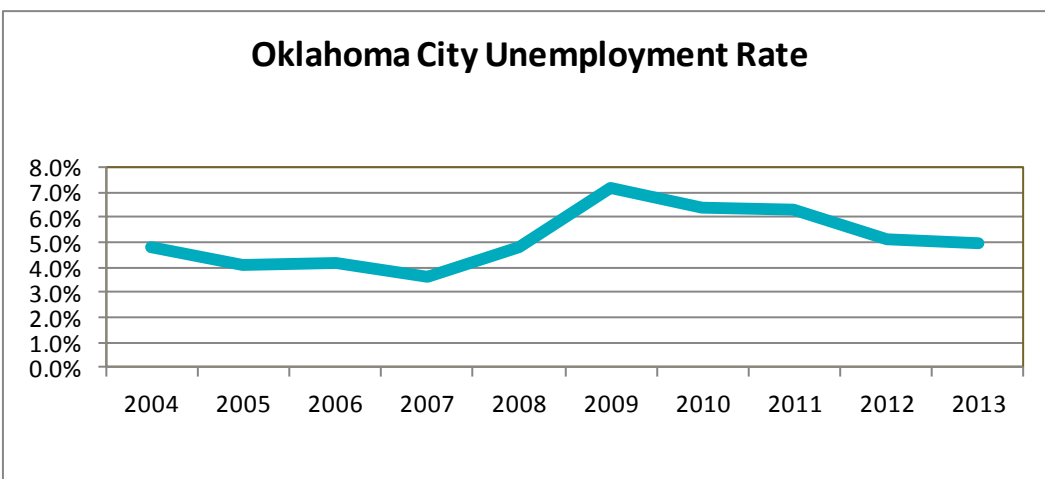
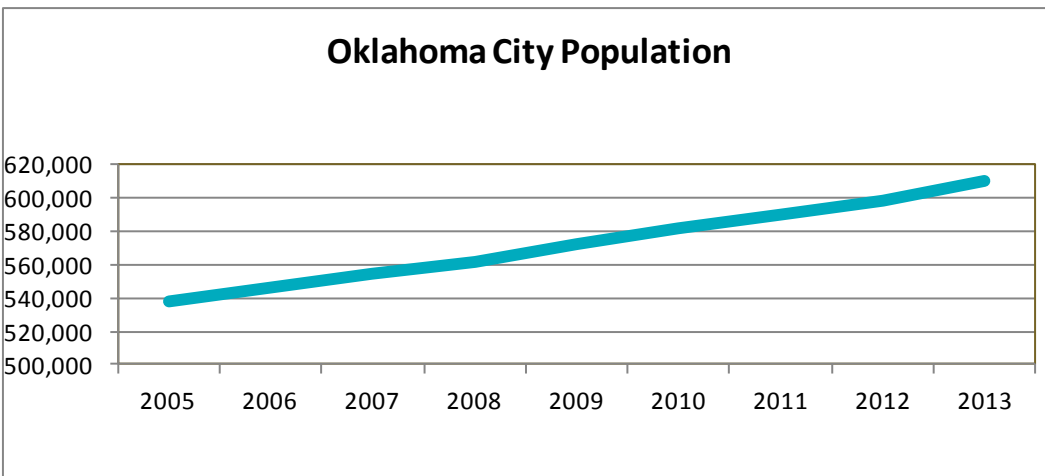
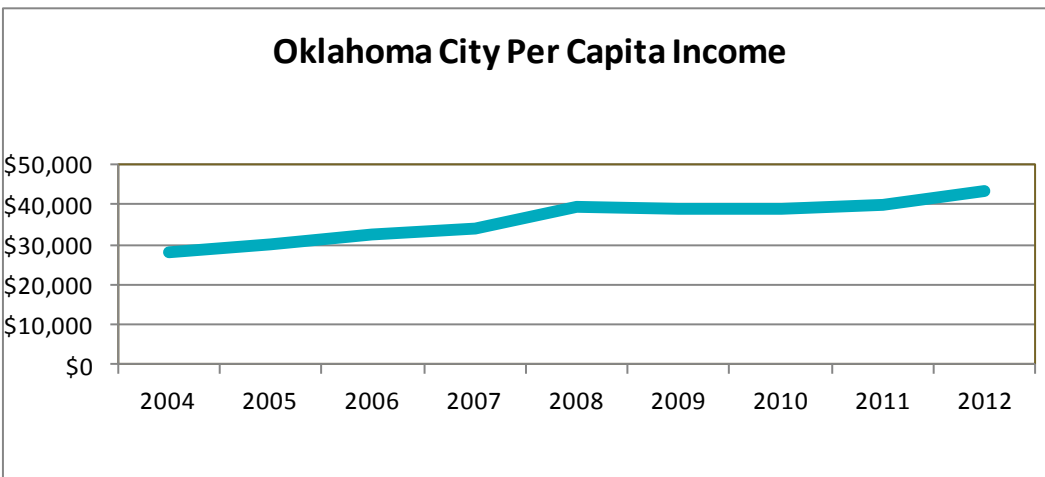
In December 2009, the citizens approved MAPS 3, a seven year, nine month tax to fund eight new projects in the metro area. These include a 70-acre central park, a new rail-based streetcar system, a new downtown convention center, sidewalks throughout the City, 57 miles of new bicycle and walking trails, 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 IN THE NEWS

- April 3, 2014 - The Business Journals ranks Oklahoma City number 7 on its list of “Best Metros for Small Businesses.”
- March 13, 2014 – For the fourth year in a row, Oklahoma City earned the highest bond ratings possible from two of the nation’s most respected financial rating services. The City received AAA rating from Standard & Poor’s and Aaa rating from Moody’s Investor Service.
- March 11, 2014 - Forbes Magazine ranks Oklahoma City number 9 on its list of most affordable cities.
- January 13, 2014 - NerdWallet ranked Oklahoma City as the number 9 on its “Best U.S. Cities for Jobseekers” list.
- November 18, 2013 - Website Complex.com has ranked OKC as one of 10 "U.S. Cities that Transformed into a Must-Visit Destination." The website highlighted the city's trails, river sports and rock climbing, calling it "a mecca for those looking for outdoor activity."
- June 17, 2013 - Apartments.com rates Oklahoma City is one of the first places new graduates should look to start their career. The website ranked OKC No. 7 on its "Best Cities for New Grads" list.
- March 26, 2013 – The Business Journal ranked OKC No. 7 on its "Best Places for Young Adults" list.
- February 25, 2013 – Forbes ranks Oklahoma City No. 7 as one of the best cities for good jobs.
- February 7, 2013 – The Business Journal ranks Oklahoma City No. 2 for Small Businesses.
- January 24, 2013 – Forbes ranked Oklahoma City among the fastest growing. “Forbes continues to recognize Oklahoma City, as the publication ranked the metro 17th on its list of ‘Fastest Growing Cities’”.
- November 2, 2012 – Careerbuilder.com ranked Oklahoma City in the top 10 for job growth.
- October 18, 2012 – ESPN ranks the Thunder the “Top Franchise in Sports.”
- October 4, 2012 – New Geography study ranks Oklahoma City as No. 3 on its “Best Cities for Engineers” list.
- October 1, 2012 – American Institute for Economic Research lists Oklahoma City as the 3rd best mid-sized metro for college students.
- September 13, 2012 – For the sixth time, Oklahoma City was named one of the “100 Best Communities for Young People” by America’s Promise Alliance. “Oklahoma City continues to serve as a national model for making youth a citywide priority by offering a variety of programs to help support the academic success and overall well-being.”

# METRO AREA DEMOGRAPHIC AND ECONOMIC DATA



## MAJOR METROPOLITAN AREA EMPLOYERS

	<u>Enterprise</u>	<u>Business/Product</u>	<u>Total Employment</u>
1	State of Oklahoma	Government	42,400
2	Tinker Air Force Base	Military	27,000
3	OU-Norman Campus	Higher Education	11,900
4	FAA Mike Monroney Aeronautical Center	Aerospace	7,500
5	INTEGRIS Health	Health Care	6,000
6	The City of Oklahoma City	Government	4,500
7	OU Health Science Center	Higher Education	4,200
8	Hobby Lobby Stores	Wholesale & Retail	4,000
9	Chesapeake Energy Corp.	Oil & Gas	3,500
10	OG&E Energy Group	Utility	3,450
11	Mercy Health System of OK	Health Care	3,450
12	Devon Energy Group	Oil & Gas	3,100
13	AT&T	Telecommunication	3,000
14	SSM Health Care Oklahoma, Inc.	Health Care	2,900
15	OU Medical Center	Health Care	2,600
16	LSB Industries, Inc.	Manufacturing	1,875
17	Dell, Inc.	Sales & Business	1,850
18	Hertz Reservation Center	Rental Sales	1,650
19	Farmer's Insurance Group	Insurance	1,500
20	UPS	Transportation	1,550
21	Great Plain Coca-Cola Bottling Comp.	Beverage Distributor	1,500
22	Cox Communications	Telecommunication	1,400
23	Deaconess Hospital	Health Care	1,300
24	The Boeing Company	Manufacturing	1,250
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	1,060
29	University of Central Oklahoma	Higher Education	1,000

Source: Greater Oklahoma City Chamber—December 2013.

## 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 Chesapeake Energy Arena, and the Civic Center Music Hall. The Cox Business Services Convention Center contains more than one million square feet of event space and arena seating for 16,000.

In addition, State Fair Park is one of the largest and busiest event facilities in the country and is the center of Oklahoma City's status as "Horse Show Capital of the World." Other events include concerts, rodeos, 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 with a renovation of Bicentennial Park completed in 2012. 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 Chesapeake Energy Arena for the new NBA team along with an off-site practice facility for the OKC Thunder. The penny sales tax, which began in January of 2009, lasted for 15 months. Improvements to the Chesapeake Energy Arena included a new grand entrance, additional restaurants and clubs at every level, a 12,000-square-foot family activity center, and other NBA specific improvements.

There are several hotels close to convention facilities in downtown Oklahoma City. The Skirvin, Sheraton, 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 Chesapeake Energy Arena. With about 21,500 rooms in the City area, there's no shortage of choices when spending the night in Oklahoma City.



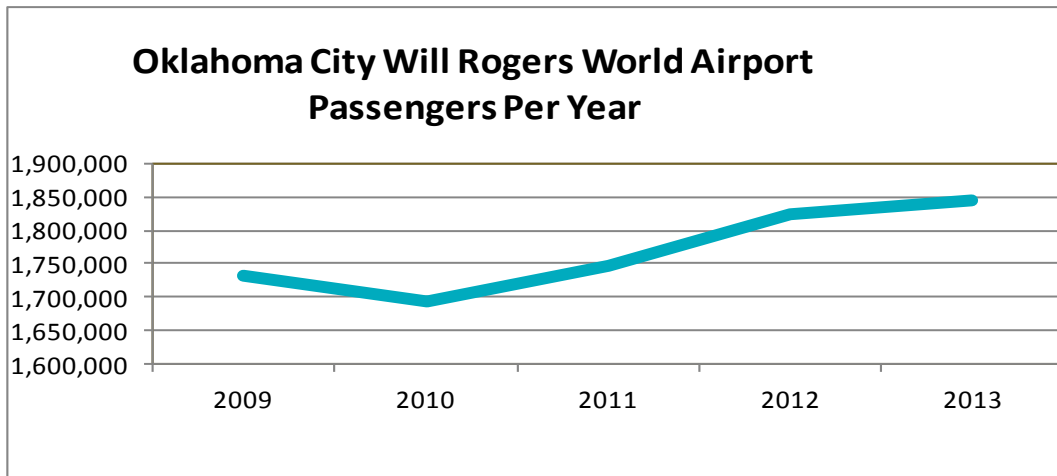
# TRANSPORTATION



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

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, Texas.

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





## CONSTRUCTION ACTIVITY

Construction activity in downtown Oklahoma City is brisk with numerous projects in various stages of completion. Just beginning construction on the east side of downtown is GE’s Global Research Center for Oil and Natural Gas. This is one of GE’s nine global research centers and the only one to focus on one industry. This \$50 million project will further solidify Oklahoma City’s place as a leading center for the oil and natural gas industry. A new 14-16 story office tower is also planned for downtown to serve as the headquarters for OGE energy company. Construction on that project is expected to start in FY 2015.



GE Global Research Oil & Gas Technology Center - Oklahoma City

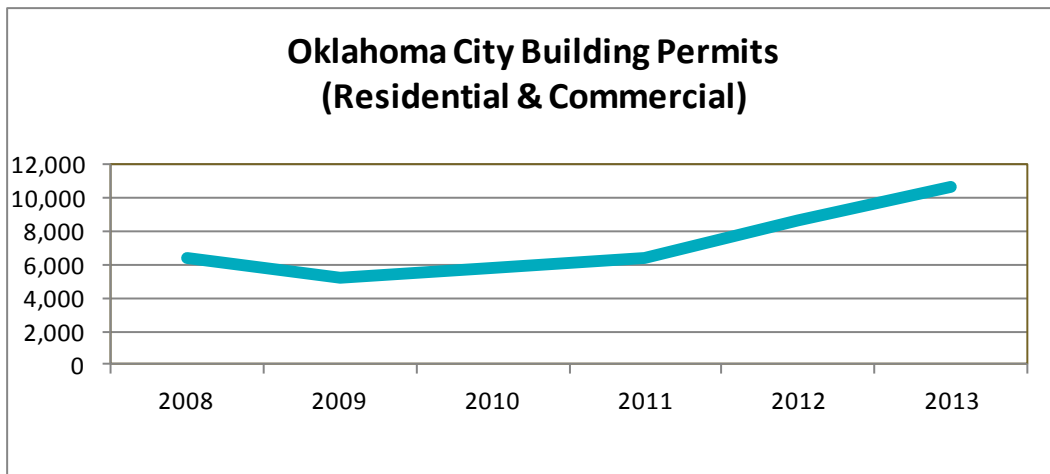
MILES ASSOCIATES

There are numerous hotel projects underway downtown. The two most recent hotels to open are the Aloft Hotel in Deep Deuce and the Ambassador Hotel in Midtown. There are several other hotels under construction with the largest project being the 21c Museum Hotel, a \$50 million project to renovate the former Fred Jones manufacturing facility into a unique hotel and museum combination.

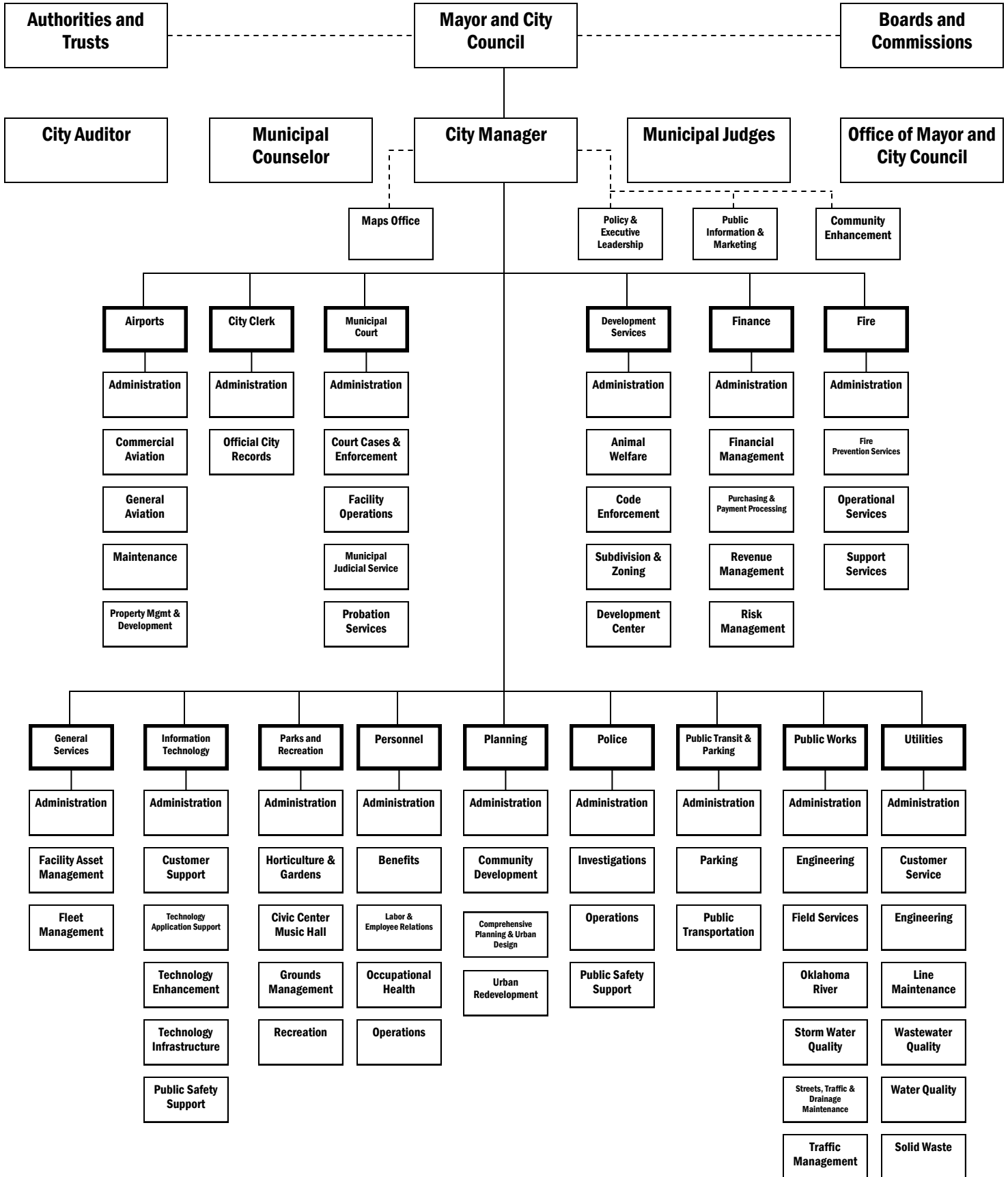
*The new GE Global Research Center focused on Oil and Natural Gas Technology*

Residential construction continues to be strong throughout the City. In FY

2013 building permit revenue rose nearly 17% and is up over 10% through the first three quarters of FY 2014. Engineering fees paid to the City for review of infrastructure designs for future developments are often a leading indicator of building activity. In FY 2013, these fees were up 52% and through the first three quarters of FY 2014 revenues are up 47%.



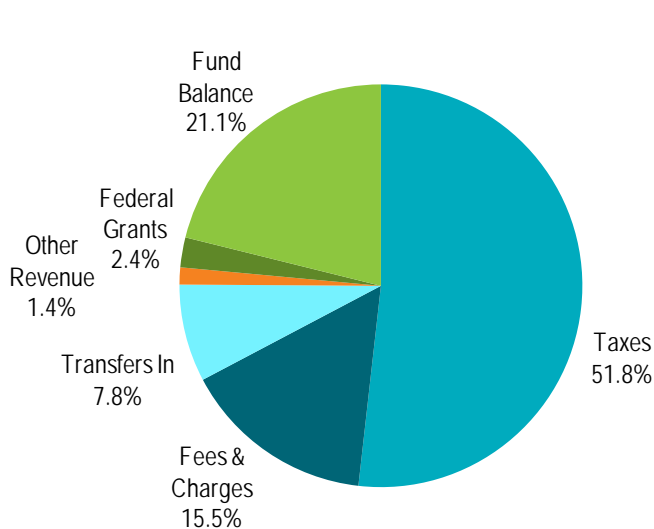
# ORGANIZATION CHART



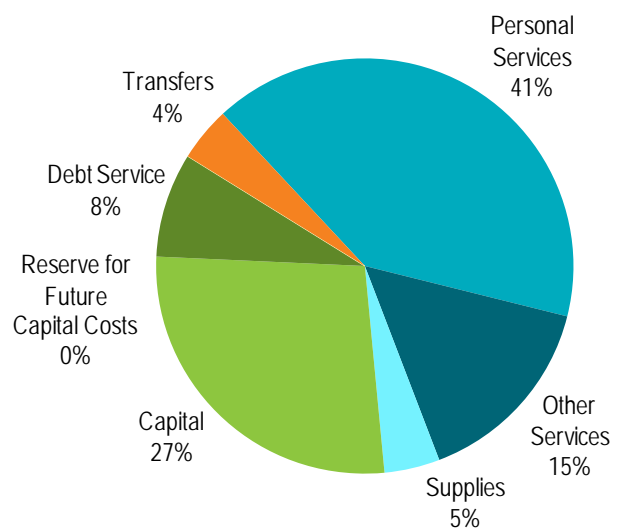
# CONSOLIDATED BUDGET OVERVIEW

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenue Overview</b>			
Taxes	\$550,765,927	\$569,397,005	\$570,355,547
Fees & Charges	162,962,538	162,907,022	170,447,002
Transfers In	84,236,465	78,668,959	86,169,342
Other Revenue	13,478,385	16,165,255	15,094,358
Federal Grants	22,250,809	34,030,714	26,438,942
Fund Balance	826,430	182,644,913	232,728,371
<b>Total Revenue</b>	<b>\$834,520,554</b>	<b>\$1,043,813,868</b>	<b>\$1,101,233,562</b>
<b>Expenditure Overview</b>			
Personal Services	\$415,200,704	\$440,156,238	\$449,553,690
Other Services	124,160,309	161,641,474	168,324,706
Supplies	39,191,390	45,052,413	47,609,180
Capital	48,463,338	250,290,139	299,889,476
Debt Service	71,802,050	94,910,562	89,456,993
Reserve for Future Capital Costs	0	8,585,710	0
Transfers	43,796,762	41,518,941	46,399,517
<b>Total Expenditures</b>	<b>\$742,614,553</b>	<b>\$1,042,155,477</b>	<b>\$1,101,233,562</b>

FY 2015 REVENUE



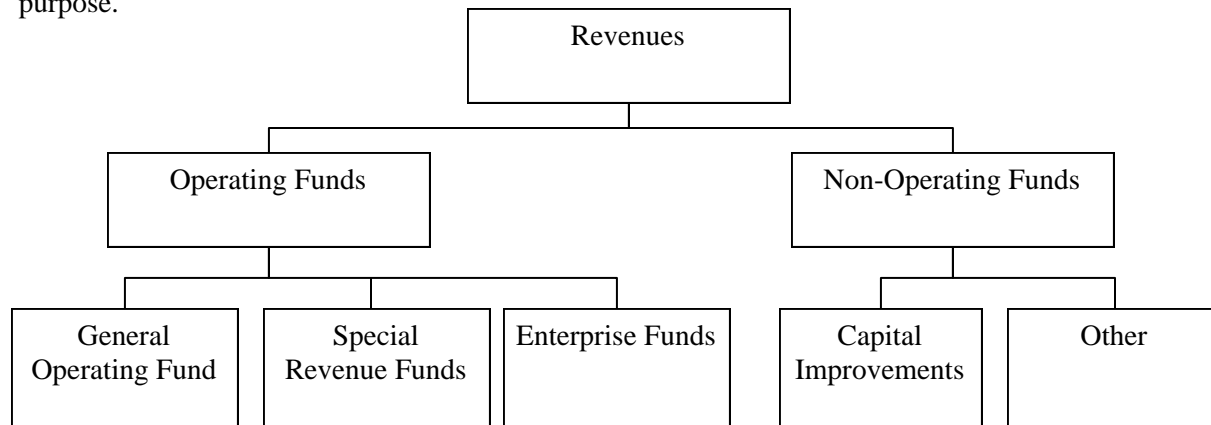
FY 2015 EXPENDITURES



# 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 MAPS 3 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.

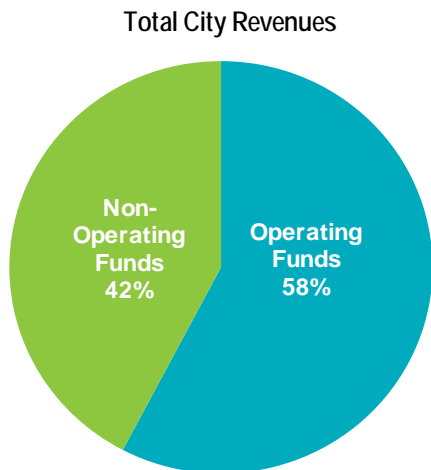


- |  |   |  |  |   |
|--|---|--|--|---|
| <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Internal Service Funds</li> </ul> | <ul style="list-style-type: none"> <li>• Court Administration &amp; Training Fund</li> <li>• Emergency Management Fund</li> <li>• Fire Sales Tax Fund</li> <li>• Hotel/Motel Tax Fund*</li> <li>• MAPS Operations Fund*</li> <li>• MAPS 3 Use Tax Fund*</li> <li>• Medical Service (Ambulance) Program Fund</li> <li>• OCMAPS Sales Tax Fund</li> <li>• Police Sales Tax Fund*</li> <li>• Police/Fire Capital Equipment Use Tax Fund</li> <li>• Zoo Sales Tax Fund</li> </ul> | <ul style="list-style-type: none"> <li>• Airports Cash Fund</li> <li>• Sold Waste Management Cash Fund</li> <li>• Storm Water Drainage Utility Fund*</li> <li>• Public Transportation And Parking Cash Fund</li> <li>• Water/Wastewater Cash Fund</li> </ul> | <ul style="list-style-type: none"> <li>• Capital Improvement Projects Fund</li> <li>• City and Schools Capital Use Tax Fund</li> <li>• Hotel/Motel Tax Fund*</li> <li>• MAPS Operations Fund*</li> <li>• MAPS Sales Tax Fund</li> <li>• MAPS 3 Sales Tax Fund</li> <li>• MAPS 3 Use Tax Fund</li> <li>• OKC Tax Increment Financing Fund</li> <li>• Police Sales Tax Fund*</li> <li>• Police/Fire Capital Equipment Sales Tax Fund</li> <li>• Sports Facilities Sales Tax Fund</li> <li>• Sports Facilities Use Tax Fund</li> <li>• Storm Water Drainage Fund*</li> <li>• Street &amp; Alley Fund</li> </ul> | <ul style="list-style-type: none"> <li>• Asset Forfeiture Fund</li> <li>• Debt Service Fund</li> <li>• Grants Management Fund</li> <li>• OKC Improvement &amp; Special Assess District</li> <li>• Special Purpose Fund</li> </ul> |
|--|---|--|--|---|

\* These funds have both an operating and non-operating component

## OPERATING FUNDS

Before beginning the discussion of revenues, it should be noted that all projected growth rates for FY 2015 were based on estimated totals for FY 2014 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.

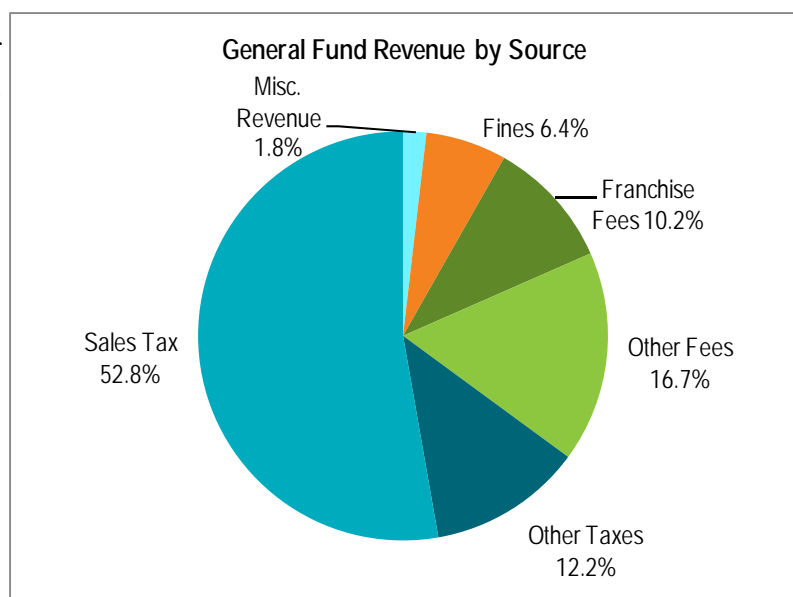
An example of this is dedicated sales taxes. In recent years, the citizens of Oklahoma City have approved several limited-term dedicated sales taxes to fund capital improvements. When the Oklahoma City Metropolitan Area Public Schools (OCMAPS) Sales Tax was approved, there was a significant increase in the revenue of those funds which was 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. MAPS 3 is currently handled in the same manner.

The Operating Funds category includes three major types of funds: the General Operating Funds, 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 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 shows, the largest single source of revenue is Sales Tax. As such, the most time and effort is dedicated to forecasting this revenue source.



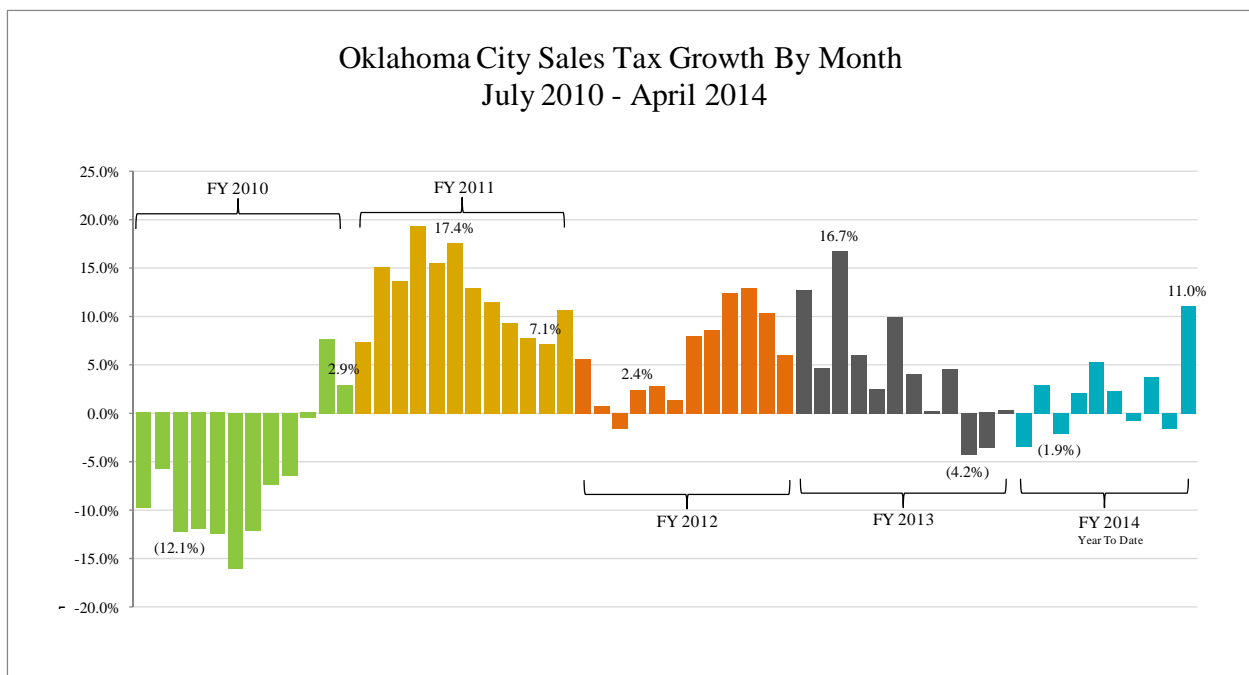
**GENERAL FUND - TAXES**

The largest category of revenue in the General Fund, at 64.9%, is taxes. Within the taxes category, all revenue sources are authorized by the State and collected by the Oklahoma Tax Commission.

**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 has always proved challenging since it is complicated by many local and national factors. As reflected in the chart below, the City has seen substantial fluctuation in sales tax growth over the last five years. The end of FY 2010 began showing signs of the recession ending. Subsequently, FY 2011 saw significant increases which continued into FY 2012 and the first half of FY 2013. Growth began to taper off in the last half of FY2013 and stayed relatively flat through FY 2014. Sales Tax is currently projected to end the year 1.89% over FY 2014.



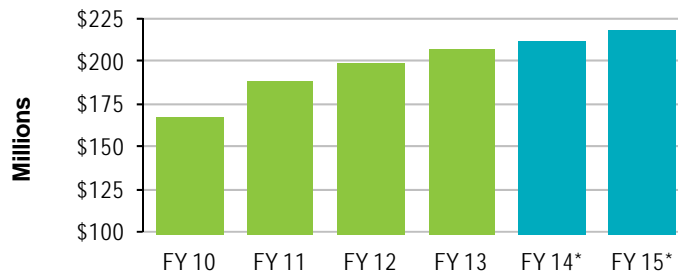
Again this year, the City contracted with Oklahoma City University (OCU) to provide input into the projection of Sales Tax for FY 2015 in addition to in-house analysis of trends and general economic conditions. Dr. Russell Evans, Director and Research Economist at the Steven C. Agee Economic Research and Policy Institute at OCU, presented the economic outlook to the City Council at the February 18, 2014 workshop. The outlook projected Oklahoma City would continue to see low unemployment, a return to growth in private sector earnings, and broad labor market strength across industries. The City used this guidance to develop its baseline projection of 3.5% growth in Sales Tax in FY 2015.

Several factors contributed to the flat revenue growth during the last half of FY 2013 and FY 2014. The state’s mining sector contracted in 2013 with industry restructuring, sequestered federal dollars and furloughs, and flat earnings in the private sector all contributed to a decline in consumer’s confidence in the local economy. In FY 2015, industry strength is expected to return to the mining sector with employment gains, private sector earnings are expected to rise and unemployment in the metro area is projected to remain low, around 5% or less. The City continues to attract companies that offer well paying jobs that positively influence the local economy by driving sales tax revenue. In FY 2014 General Electric announced they will construct and outfit a 95,000 square foot oil and gas research laboratory that will employ at least 128 and Baker Hughes Oilfield Operations, announced they will build a new manufacturing plant and research facility that will employ approximately 475. New retail will also contribute to sales tax collections in FY 2015 and includes Von Maur, the chain’s first department store in the Oklahoma City market and TopGolf, an entertainment center offering competitive golfing games.

For FY 2015, Sales Tax is projected to total \$218.4 million, or 52.8% of the General Fund budget. As reflected in the chart, FY 2010 was severely impacted by the recession, in fact it was the largest decline in City Sales Tax in the last 30+ years. This was followed by 12% growth in FY 2011, 5.6% in FY 2012, and 4.3% in FY 2013. In FY 2014 growth slowed and is expected to finish the year at 1.9%. Even with the unusually high growth in FY 2011 through FY 2013, the City is still not quite to the level of Sales Tax as would have been expected, based on historical average growth of 4.0%, had the recession not occurred.

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 Sales Tax History



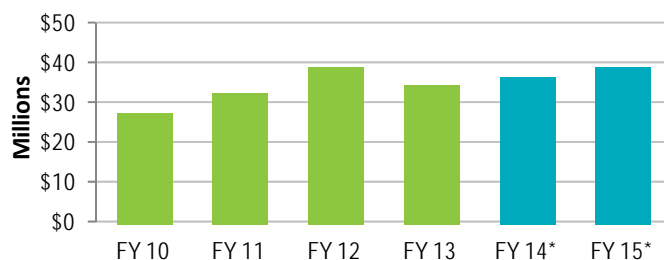
\*Estimates

**GENERAL FUND - OTHER TAXES**

**Use Tax**

Use Tax is levied on 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 MAPS 3 Use Tax Fund.

General Fund Use Tax History



\*Estimates.

Use Tax is much more volatile than Sales Tax as shown in the chart on the previous page. Revenue declined in FY 2013 when compared to the dramatic growth of FY 2012. The projection for Use Tax in FY 2015 is for growth of 8% over the FY 2014 projection of 5.1% growth.

### **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 2015, the Excise Tax on tobacco products is expected to make up 1.1% of the General Fund revenue budget and generate \$4.6 million. This represents a 5% decline in estimated Excise Tax revenue for FY 2014 which is attributed to a decline in smokers and people substituting e-cigarettes for cigarettes.

### **Commercial Vehicle Tax and Motor Fuels Tax**

Commercial Vehicle Tax and Motor Fuels Tax are expected to generate \$5.8 million in FY 2015 or 1.4% of the General Fund budget. These taxes are to be used for street maintenance. The General Fund budget for street repair and maintenance for FY 2015 is \$11 million meaning the Commercial Vehicle Tax and Motor Fuels Tax cover approximately 53% of the cost of street maintenance

### **Alcoholic Beverage Tax**

This is a smaller source of tax revenue in the general fund expected to generate \$0.9 million in FY 2015 representing growth of 3% over projected FY 2014 collections.

## **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 10.2% of the General Fund Budget in FY 2015.

### **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 2015 are for revenue of \$20.9 million, which represents a 5% increase over expected revenue in FY 2014. Electric franchise revenue is significantly influenced by the weather. With last summer being a very mild year; staff anticipates growth in FY 2015. 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 higher than average prices for natural gas now and projected in the immediate future, increases in the cost of electricity generation are anticipated

### **Oklahoma Natural Gas (ONG) Franchise Revenue**

ONG is the natural gas utility in Oklahoma City and also pays a 3% franchise fee on gross revenues. 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 and was the result of the change in the franchise agreement between ONG and the City approved by voters on October 11, 2005. The total ONG franchise revenue is projected to be \$5.9 million. This projection represents minimal growth of 2% over the estimated FY 2014 total. Revenue is up about 10% in the current year due to higher natural gas prices and increased consumption due to abnormally cold weather that brought frequent arctic temperatures to the region.



Growth is partially based on expectations of higher natural gas prices as supplies replenish reserves and moderate energy usage next year. A risk to this revenue source is that natural gas prices could fall back to the abnormally low levels.

#### **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% fee on those services, as do all other telephone companies. In FY 2015, franchise revenue from cable television operations is expected to total \$6.8 million which represents 2% growth over FY 2014 estimated collections. Cox Communications revenue from telephone service is expected to decline by 15% to \$0.3 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 \$4.6 million in FY 2015 which represents growth of 5.8%.

#### **Other Utility 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 utility fees. The revenue from all of these companies is expected to total \$3.7 million in FY 2015.

#### **GENERAL FUND - OTHER**

This includes the smaller categories of revenue of Licenses; Permits and Fees; Administrative Charges; Service Charges; and Fines

#### **Licenses, Permits, and Fees**

This revenue comes from a variety of sources such as business licenses, fishing permits, building permits, and fees for becoming a pre-qualified contractor. Growth in this category in FY 2015 is driven primarily by an anticipated fee increase in Building related permits as well as an increase in the quantity of building related permits. Growth for building related permits is projected to be 8.64% in FY 2015. The City's new Abandoned Building Registry is anticipated to generate revenue of \$564,300. The Garage Sale License revenue account is expected to see slight decline of 2% while the majority of the remaining revenue accounts are expected to remain flat in FY 2015 for an overall total of \$15.4 million, an increase of 9.5% over FY 2014 expected amounts.

#### **Administrative Charges**

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 \$17.9 million or 4.3% of the General Fund Budget.

#### **Service Charges**

Service Charges are based on the specific services provided and are generally paid on a per use basis. A significant change was made in FY 2013 regarding the classification of the payments 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. These payments have previously been classified as Transfers, but in FY 2013 were moved to the Service Charges category. The wage adjustment is budgeted at \$21.1 million in total for both Police and Fire in FY 2014.

Another significant revenue source included 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 construction projects. These charges are based on the amount of time spent on each specific project and billed accordingly and are expected to generate \$5.6 million in FY 2015.

Parks charges include things such as admission to 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 and are expected to bring in \$1.1 million in FY 2015.

Overall, Service Charges are expected to generate \$35.7 million in FY 2015, which is an increase of \$0.2 million or 0.7%. This increase is largely due to a change in the handling of a reimbursement from the Parks Department Municipal Facility Authority Fund to the General Fund for salaries and benefits related to positions that carry out grounds maintenance tasks. Prior to FY 2015 the reimbursement was recorded as a transfer.

### **Fines**

Primarily consisting of Court Costs and Traffic Fines, this revenue category makes up 6.4% of the General Fund budget in FY 2015 at \$26.4 million. This is an increase of 1.09% from estimated FY 2014 totals.

### **GENERAL FUND - MISCELLANEOUS REVENUE**

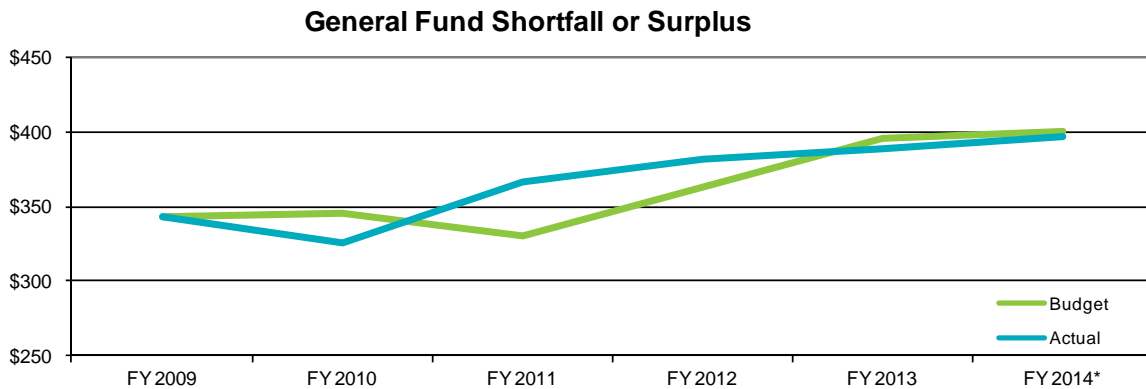
Miscellaneous revenue includes the smaller categories of Transfers, Other Sources, and Fund Balance. Transfers from other City Funds represent 0.5% of the General Fund budget or \$2.3 million. In FY 2015, the transfer from the OCPPA for Civic Center revenue is expected to total \$2.1 million, a decrease of 0.51%. Decreases are attributed to fewer rentals of Bicentennial Park for events and a shorter run on Broadway musicals.

Other revenue sources include interest, leases, and other miscellaneous revenue sources. In total, the Other Category (including interest) represents 0.6% of the FY 2015 General Fund budget or \$2.6 million.

Fund Balance is budgeted at \$2.75 million in the FY 2015 General Fund budget. This represents only a portion of the projected carryover left at the end of FY 2014. The City's financial policies set a range of 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 2015, the \$2.75 million is budgeted to partially support the \$5.250 million transfer to the Capital Improvements Projects Fund.

## GENERAL FUND HISTORICAL REVENUE SHORTFALL OR SURPLUS

The chart below illustrates the differences between revenue estimates and revenues actually received in the General Fund during each fiscal year. Significant continued variances in actual collections from estimated amounts, whether it be shortfall or surplus, can be reason for concern. In FY 2009 revenue projections were within 1.0% of the actual revenue received; however, large variances in FY 2010, FY 2011 and FY 2012 bring the five year average variance to 4.5%. This is above the City's stated goal of having revenues within 2% of projections. In FY 2010, the national recession caught up with the local economy and the City experienced an unprecedented decline in Sales Tax of 7.3%. Fortunately in FY 2011 and FY 2012, the economy in Oklahoma City improved dramatically and as a result of the rebound, revenue growth exceeded target in nearly every category. Revenue was within 1% of budget in FY 2013 and although revenue is anticipated to be below target in FY 2014, it is still projected to be within 2% of budget.



### Internal Service Funds

Information Technology, Risk Management, the Print Shop, and Fleet Services each 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** 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 3.5%. 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 a portion of the MAPS 3 Use Tax (\$1.9 million) will support administration and oversight of the MAPS 3 projects and the remainder is budgeted for public safety capital funding, which is included in the non-operating section. 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 2015 is projected at \$35.7 million for both operating and non-operating portions.

The **Court Administration and Training Fund** collects the various State-mandated fees assessed on court citations and charges and then pays 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 it can only be used for training activities that support certain court, legal, or police 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, the General Fund is still expected to support E-911 operations through a transfer of \$3.3 million in FY 2015.

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 of special events, convention and tourism development, and non-operating activities dedicated to the capital development at the State Fairgrounds. Overall revenue from the Hotel/Motel Tax is projected to increase by 5.1% from estimated FY 2014 levels. 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 increasing room nights and slightly higher room rates.

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. EMSA still collects from insurance or other responsible parties, but does not charge TotalCare participants for copays, deductibles or other out-of-pocket expenses. It is expected the program will generate \$6.8 million in FY 2015.

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 MAPS Operations Fund also has a non-operating component that funds capital replacement at the MAPS projects. The primary source of revenue is carryover from prior years.

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 for operations in FY 2015.

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 implemented through the Police and Fire Capital Equipment Sales Tax. The remaining balance will be transferred to the Police and Fire Capital Equipment Sales Tax Fund to aid in funding the capital projects still in progress.

### **Enterprise Funds**

Enterprise Funds are supported by the revenue generated by operations in their specific areas. Enterprise Funds have been established for operations at the **Airports, Solid Waste Management, Storm Water Drainage, Public Transportation and Parking, and the Water and Wastewater Utilities**. With the exception of the Storm Water Drainage Utility, all of these funds have a public trust that oversees operations and receives all revenues. Revenues in each of the enterprises may be growing at a different rate than growth reflected in the City funds and each trust's revenue budget is individually based on customer rates and expected usage. The trusts generally make capital investments directly and the transfer to City funds support operations.

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 progressive rate increase implemented to address the growing cost of storm water drainage activities begins its fourth and final year on July 1, 2014. Revenues from utility customers are expected to show growth of 4.0% over expected FY 2014 totals and are based on growth in the number of utility customers and higher rates. 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 and the Street and Alley Capital Fund** 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 **City and Schools Capital Use Tax, MAPS Sales Tax Fund, 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 Fund**. The revenue budgets for FY 2015 for each of these funds are based primarily on the level of projected Fund Balance remaining at the end of FY 2014.

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 **Asset Forfeiture Fund, the MAPS Operations Fund, the Oklahoma City Tax Increment Financing (TIF) Fund, and the Special Purpose Fund**.

There are four Non-Operating Funds that are supported directly by taxes that will be in effect during FY 2015: the **Debt Service Fund, the MAPS 3 Sales Tax Fund, the MAPS 3 Use Tax Fund and the Hotel/Motel Tax Fund**.

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 since the policy originated. The Debt Service Fund is projected to collect \$68.2 million in property taxes in FY 2015, a decrease of 12.2% over FY 2014.

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 2015 for the Non-Operating portion of the Hotel/Motel Tax matches the projection for the Operating portion, a 5.1% increase from projected FY 2014 Hotel/Motel Tax revenues, and totals \$8.1 million.

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 3.5% and total Sales Tax collections are expected to total \$107.3 million.

The **MAPS 3 Use Tax Fund** budget for FY 2015 includes both Use Tax revenue of \$13.6 million and \$14.6 million in carryover. The fund is used for public safety fleet replacement and is being used to help fund the new Police Headquarters building.

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 (SID) for improvements on the underground Concourse.

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 are reviewed each year 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 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 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>General Operating Funds</b>			
<b>General Fund</b>			
<i>Taxes</i>			
Sales Tax	\$207,082,944	\$214,922,702	\$218,373,747
Use Tax	34,351,968	34,635,859	38,987,742
Excise Tax	5,223,682	5,399,019	4,613,808
Commercial Vehicle Tax	4,186,327	4,342,361	4,742,154
Motor Fuels Tax	1,090,758	1,127,847	1,087,501
Alcoholic Beverage Tax	884,958	916,317	919,635
<b>Total Taxes</b>	<b>\$252,820,638</b>	<b>\$261,344,105</b>	<b>\$268,724,587</b>
<i>Franchise/Utility Fees</i>			
Oklahoma Natural Gas	\$5,384,248	\$4,760,970	\$5,850,055
Oklahoma Gas & Electric	20,561,114	21,180,382	20,871,378
Caddo Electric Coop.	137,898	137,520	141,482
Oklahoma Electric Coop.	1,232,928	1,192,903	1,284,345
Tri-Gen	410,407	387,000	453,683
AT&T	457,353	406,846	374,298
AT&T Video	1,195,519	1,216,019	1,370,932
Cox Cable	6,539,629	6,426,800	6,768,963
Cox Fibernet	352,669	318,275	267,912
Other Telephone	116,285	113,157	120,123
Utility Fees - Water	2,181,044	2,100,000	2,199,720
Utility Fees - Wastewater	1,449,204	1,550,000	1,555,487
Utility Fee - Solid Waste	823,680	844,061	887,773
<b>Total Franchise Fees</b>	<b>\$40,841,978</b>	<b>\$40,633,933</b>	<b>\$42,146,151</b>
<i>Licenses, Permits, and Fees</i>			
Abandoned Building Registration	\$0	\$0	\$564,300
Fire Prevention Permits	175,124	192,142	179,160
Alarm Permits	1,320,885	1,262,907	1,426,870
Oil & Gas Well Inspections	297,635	312,398	269,048
General Licenses	729,474	739,121	749,401
Building Permits	5,378,402	5,543,749	6,057,097
Electrical Wiring Permits	1,404,247	1,417,279	1,588,726
Plumbing Permits	1,514,565	1,581,197	1,756,770
Boiler & Elevator Permits	190,678	186,987	237,791
Offsite Wagering Fee	41,332	37,628	43,904
Pre-Qualification Application Fee	51,735	55,050	49,605
Refrig. & Forced Air Permits	1,062,158	1,091,031	1,029,708
Sidewalk & Paving Fees	384,057	469,680	484,803
Work Zone Permits	21,177	19,394	25,293
Other Fees	185,912	54,774	52,533
Hunting and Fishing Permits	112,297	111,089	146,726
Mixed Bev./Bottle Club License	546,375	534,133	528,242
Vending Stamps	174,841	173,419	152,564
Garage Sale Permits	131,718	148,268	89,926
<b>Total Licenses, Permits, &amp; Fees</b>	<b>\$13,722,611</b>	<b>\$13,930,246</b>	<b>\$15,432,467</b>



	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b><i>Administrative Charges</i></b>			
Airport Administrative Payments	\$843,284	\$953,388	\$920,205
Airport Police Payments	2,845,883	2,864,898	2,968,220
Water/Wastewater Admin Payments	6,521,306	6,918,829	6,720,001
Drainage Utility Administrative Payment	1,003,898	1,074,716	1,056,017
Solid Waste Mgmt. Admin Payments	909,274	993,331	914,964
Convention & Tourism Admin Payments	265,265	259,587	267,869
Zoo Administrative Payments	110,000	200,000	200,000
Golf Administrative Payments	89,153	94,762	94,762
Other Administrative Payments	71,303	68,982	63,578
OCMAPS Chargeback	0	0	0
MAPS3 Administrative Payments	361,672	431,038	567,819
Risk Management Administrative Payments	471,690	670,699	742,760
Public Transportation Administrative Pmts.	659,802	644,889	845,606
Parking Administrative Payments	592,320	535,469	509,741
IT Administrative Payments	1,282,431	1,440,360	1,476,555
Print Shop Administrative Payments	117,589	112,645	114,047
Fleet Services Admin Payments	94,876	322,091	71,398
Banking Fee Payments	523,947	502,994	401,004
<b><i>Total Administrative Charges</i></b>	<b>\$16,763,692</b>	<b>\$18,088,678</b>	<b>\$17,934,546</b>
<b><i>Other Service Charges</i></b>			
Bond Fund Engineering, Legal, Other Services	\$5,336,088	\$5,245,712	\$5,555,602
Econ Dev, TIF Engineering, Legal, Other Svcs	381,035	369,198	359,438
Animal Shelter Fees	267,739	362,259	290,126
Engineering Fees	1,761,450	1,643,868	2,296,981
Planning Fees	899,926	847,212	994,261
Fire Service Recovery	21,000	28,000	28,000
Fire Wage Adjustment Reimbursement	11,487,443	11,759,695	11,923,341
Police Wage Adjustment Reimbursement	8,820,151	9,028,307	9,154,837
Police Fees	2,667,024	2,377,963	2,104,675
Parking Meters	800,462	742,213	1,040,843
General Parking Revenue	92,190	85,000	0
Reimbursement - Grants	484,551	370,117	183,622
Medicare Part D Reimbursement	1,088,970	400,000	0
Refunds and Reimbursements - Operating	583,275	278,509	507,176
Mowing Services - OCRRA	35,393	35,393	35,393
Damage to City Property	147,156	128,334	23,010
Bike Share Program	28,650	22,339	112,500
Recreation Fees	1,134,050	1,299,304	1,063,180
<b><i>Total Other Service Charges</i></b>	<b>\$36,036,553</b>	<b>\$35,023,423</b>	<b>\$35,672,985</b>

## REVENUES

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b><i>Fines</i></b>			
Traffic Fines	\$8,602,366	\$8,290,413	\$9,218,299
Parking Fines	2,310,674	2,185,845	2,608,141
Court Fees	10,504,715	9,857,866	11,354,138
Court of Record, Jury Division	1,840,349	1,763,100	1,994,089
Criminal Court	241,869	259,793	254,676
Jail Cost Recovery Program	370,189	350,000	402,098
Other Fines	312,502	318,614	308,134
Juvenile Fines	271,333	275,082	260,847
<b>Total Fines</b>	<b>\$24,453,997</b>	<b>\$23,300,713</b>	<b>\$26,400,422</b>
<b><i>Other Revenue</i></b>			
Leases	\$1,851,451	\$1,879,750	\$1,872,867
Sale of City Property	0	50,000	5,000
Check Service Charge	2,500	2,300	1,390
Royalties	135,545	145,471	128,868
Miscellaneous	444,822	300,000	140,000
Wrecker Service Payments	48,590	46,332	53,522
Operating Interest	30,655	315,000	375,000
<b>Total Other Revenue</b>	<b>\$2,513,563</b>	<b>\$2,738,853</b>	<b>\$2,576,647</b>
<b><i>Transfers</i></b>			
Transfers from Police Sales Tax Fund	\$0	\$0	\$0
Transfers from Fire Sales Tax Fund	0	0	0
Transfers from Civic Center and Stage Center	2,115,708	2,290,216	2,083,678
Transfers from Development Svcs. OCMFA	161,937	159,300	135,000
Transfers from Parks - OCMFA	447,680	272,000	0
Transfers - Miscellaneous	9,519	50,000	50,000
<b>Total Transfers</b>	<b>\$2,734,846</b>	<b>\$2,771,516</b>	<b>\$2,268,678</b>
<b>Fund Balance</b>	<b>\$0</b>	<b>\$11,000,000</b>	<b>\$2,750,000</b>
<b>Reserve for Outstanding Encumbrances</b>	<b>\$0</b>	<b>\$2,321,382</b>	<b>\$0</b>
<b>Total General Fund</b>	<b>\$389,887,879</b>	<b>\$411,152,849</b>	<b>\$413,906,483</b>
<b>Internal Service Funds</b>			
Information Technology	\$20,026,230	\$21,814,112	\$23,140,906
Risk Management	15,146,149	16,483,204	17,031,092
Print Shop	792,381	1,124,907	976,821
Fleet Services	9,354,965	10,079,422	10,524,676
Fund Balance	0	2,621,864	1,815,029
Reserve for Outstanding Encumbrances	0	66,291	0
<b>Total Internal Service Funds</b>	<b>\$45,319,724</b>	<b>\$52,189,800</b>	<b>\$53,488,524</b>
<b>Total General Operating Funds</b>	<b>\$435,207,603</b>	<b>\$463,342,649</b>	<b>\$467,395,007</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Special Revenue Funds</b>			
<b>Court Administration &amp; Training Fund</b>			
Forensic Fee	\$483,368	\$462,352	\$519,782
CLEET Fund - State	712,346	681,328	765,967
Victim's Compensation Fee	23,130	22,000	27,172
AFIS Fingerprint Fee	500,713	478,884	538,363
Police Training Fee	181,329	173,420	196,153
Other	78,450	56,920	64,120
Interest	221	3,800	5,194
Fund Balance	0	387,685	184,838
Reserve for Outstanding Encumbrances	0	86,304	0
<b>Total Court Administration &amp; Training Fund</b>	<b>\$1,979,557</b>	<b>\$2,352,693</b>	<b>\$2,301,589</b>
<b>Emergency Management Fund</b>			
Tariff Revenue	\$4,856,785	\$4,910,951	\$4,740,852
Interest	605	2,495	5,549
Fund Balance	0	0	75,954
Subsidy Transfer from General Fund	3,531,000	3,484,641	3,255,062
<b>Total Emergency Management Fund</b>	<b>\$8,388,390</b>	<b>\$8,398,087</b>	<b>\$8,077,417</b>
<b>Fire Sales Tax Fund</b>			
Sales Tax	\$38,828,053	\$40,298,007	\$40,945,078
Interest	7,811	21,399	48,629
Other	69,932	11,979	11,979
Fund Balance	0	3,500,000	0
Reserve for Outstanding Encumbrances	0	778,795	0
<b>Total Fire Sales Tax Fund</b>	<b>\$38,905,796</b>	<b>\$44,610,180</b>	<b>\$41,005,686</b>
<b>Hotel/Motel Tax Fund**</b>			
Hotel/Motel Tax	\$5,974,981	\$6,371,746	\$6,754,901
Transfers	4,359,675	5,097,397	5,403,920
Interest	3,067	10,193	16,864
Fund Balance	0	0	91,505
<b>Total Hotel/Motel Tax Fund</b>	<b>\$10,337,723</b>	<b>\$11,479,336</b>	<b>\$12,267,190</b>
<b>MAPS Operations Fund**</b>			
Interest	\$49,847	\$36,876	\$48,022
Civic Center Naming Rights	71,982	0	0
Other*	(631,043)	(632,280)	(651,249)
Fund Balance	0	1,853,790	1,646,253
Reserve for Outstanding Encumbrances	0	65,980	0
<b>Total MAPS Operations Fund</b>	<b>(\$509,214)</b>	<b>\$1,324,366</b>	<b>\$1,043,026</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>MAPS 3 Use Tax Fund**</b>			
Use Tax	\$11,933,878	\$12,047,255	\$12,997,869
Other*	(11,322,931)	(15,829,058)	(21,075,440)
Interest	86,107	100,534	122,523
Fund Balance	0	5,210,371	9,875,308
Reserve for Outstanding Encumbrances	0	89,066	0
<b>Total MAPS 3 Use Tax Fund</b>	<b>\$697,054</b>	<b>\$1,618,168</b>	<b>\$1,920,260</b>
<b>Medical Service Program Fund</b>			
Medical Service Program Fee	\$6,909,195	\$6,800,422	\$6,865,353
Interest	(830)	2,221	0
Carryover	0	522,668	0
<b>Total Medical Service Program Fund</b>	<b>\$6,908,365</b>	<b>\$7,325,311</b>	<b>\$6,865,353</b>
<b>OCMAPS Sales Tax Fund</b>			
Interest	(\$14,653)	\$14,130	\$13,599
Other	(375,878)	0	0
Fund Balance	0	1,605,881	1,340,225
<b>Total OCMAPS Sales Tax Fund</b>	<b>(\$390,531)</b>	<b>\$1,620,011</b>	<b>\$1,353,824</b>
<b>Police Sales Tax Fund**</b>			
Sales Tax	\$38,828,053	\$40,298,007	\$40,667,871
Interest	23,192	29,068	47,773
Other*	(1,902,502)	(1,980,000)	(4,059,637)
Fund Balance	0	393,918	3,533,426
Reserve for Outstanding Encumbrances	0	83,391	0
<b>Total Police Sales Tax Fund</b>	<b>\$36,948,743</b>	<b>\$38,824,384</b>	<b>\$40,189,433</b>
<b>Police/Fire Capital Equipment Use Tax Fund</b>			
Interest	(\$694)	\$0	\$7
Fund Balance	0	0	368
<b>Total Police/Fire Cap. Equip. Use Tax Fund</b>	<b>(\$694)</b>	<b>\$0</b>	<b>\$375</b>
<b>Zoo Sales Tax Fund</b>			
Sales Tax	\$12,942,684	\$13,541,939	\$13,568,403
Fund Balance	\$0	\$0	\$0
Interest	14,911	9,739	0
<b>Total Zoo Sales Tax Fund</b>	<b>\$12,957,595</b>	<b>\$13,551,678</b>	<b>\$13,568,403</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Enterprise Funds</b>			
<b>Airports Cash Fund</b>			
Transfer from Airport Trust (OCAT)	\$15,447,042	\$17,717,258	\$16,898,064
Interest	(1,139)	4,468	11,237
Other	7,245	0	0
Reserve for Outstanding Encumbrances	0	55,574	0
<b>Total Airports Cash Fund</b>	<b>\$15,453,148</b>	<b>\$17,777,300</b>	<b>\$16,909,301</b>
<b>Solid Waste Management Cash Fund</b>			
Transfer from OCEAT (Flow Fee)	\$10,620,000	\$10,811,390	\$10,759,778
Interest	(292)	6,464	10,397
Fund Balance	0	1,000,000	1,000,000
Reserve for Outstanding Encumbrances	0	729	0
<b>Total Solid Waste Management Cash Fund</b>	<b>\$10,619,708</b>	<b>\$11,818,583</b>	<b>\$11,770,175</b>
<b>Storm Water Drainage Utility Fund**</b>			
Drainage Fee	\$15,008,232	\$15,475,811	\$16,384,342
Interest	22,258	25,583	39,189
Other*	(753,944)	(1,309,489)	(656,622)
Fund Balance	0	1,397,103	124,312
Reserve for Outstanding Encumbrances	0	261,288	0
<b>Total Storm Water Drainage Utility Fund</b>	<b>\$14,276,546</b>	<b>\$15,850,296</b>	<b>\$15,891,221</b>
<b>Transportation and Parking Enterprise Fund</b>			
Transfer from COTPA Trust	\$1,795,940	\$2,153,096	\$2,242,079
Transfer from General Fund	262,883	315,252	309,026
Interest	(411)	1,206	1,864
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	0	0
<b>Total Transportation and Parking Cash Fund</b>	<b>\$2,058,412</b>	<b>\$2,469,554</b>	<b>\$2,552,969</b>
<b>Water/Wastewater Cash Fund</b>			
Transfer from OCWUT	\$81,925,000	\$85,028,257	\$85,129,303
Interest	29,447	71,476	41,086
Fund Balance	0	600,000	800,000
Other	2,849	0	0
Reserve for Outstanding Encumbrances	0	520,920	0
<b>Total Water/Wastewater Cash Fund</b>	<b>\$81,957,296</b>	<b>\$86,220,653</b>	<b>\$85,970,389</b>
<b>Total Enterprise Funds</b>	<b>\$124,365,111</b>	<b>\$134,136,386</b>	<b>\$133,094,055</b>
<b>Subtotal Operating Funds</b>	<b>\$675,795,499</b>	<b>\$728,583,249</b>	<b>\$729,081,618</b>
<i>Less Operating Interfund Transfers (1)</i>	<i>(85,507,803)</i>	<i>(92,225,390)</i>	<i>(93,510,055)</i>
<b>Total Operating Funds</b>	<b>\$590,287,696</b>	<b>\$636,357,859</b>	<b>\$635,571,563</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Non-Operating Funds</b>			
<b>Non-Operating Capital Improvements</b>			
<b>Capital Improvement Projects Fund</b>			
Operating Transfers	\$25,472,873	\$6,800,000	\$7,465,725
Interest	115,519	125,000	175,000
Other	137,494	100,000	300,000
Fund Balance	0	25,263,712	34,891,775
Reserve for Outstanding Encumbrances	0	7,268,072	14,601,857
<b>Total Capital Improvement Projects Fund</b>	<b>\$25,725,886</b>	<b>\$39,556,784</b>	<b>\$57,434,357</b>
<b>City and Schools Capital Projects Use Tax Fund</b>			
Use Tax	\$0	\$0	\$0
Interest	(49,781)	50,000	38,109
Other	0	400,000	370,000
Transfers	1,954,602	0	69,725
Fund Balance	0	8,596,267	3,375,058
Reserve for Outstanding Encumbrances	0	5,682,689	2,923,249
<b>Total City and Schools Cap. Projects Use Tax</b>	<b>\$1,904,821</b>	<b>\$14,728,956</b>	<b>\$6,776,141</b>
<b>Hotel/Motel Tax Fund**</b>			
Hotel/Motel Tax	\$7,169,977	\$7,646,095	\$8,105,881
Transfers	868,073	1,230,878	1,924,614
Interest	(1,973)	14,694	22,875
Fund Balance	0	1,061,475	1,024,148
<b>Total Hotel/Motel Tax Fund</b>	<b>\$8,036,078</b>	<b>\$9,953,142</b>	<b>\$11,077,518</b>
<b>MAPS Operations Fund**</b>			
Interest	(\$24,003)	\$0	\$8,000
Refunds and Reimbursements	0	0	0
Other*	632,280	651,249	651,249
Fund Balance	0	2,727,158	3,230,370
Reserve for Outstanding Encumbrances	0	198,888	11,365
<b>Total MAPS Operations Fund</b>	<b>\$608,277</b>	<b>\$3,577,295</b>	<b>\$3,900,984</b>
<b>MAPS Sales Tax Fund</b>			
Interest	\$61	\$60	\$50
Other	19,156	0	0
Fund Balance	0	510,331	538,056
Reserve for Outstanding Encumbrances	0	5,796	2,175
<b>Total MAPS Sales Tax Fund</b>	<b>\$19,217</b>	<b>\$516,187</b>	<b>\$540,281</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>MAPS 3 Sales Tax Fund</b>			
Sales Tax	\$103,758,507	\$108,335,516	\$109,558,894
Interest	949,803	783,170	1,229,308
Other	11,291	0	0
Fund Balance	0	48,950,649	77,626,811
Reserve for Outstanding Encumbrances	0	9,876,563	18,084,987
<b>Total MAPS 3 Sales Tax Fund</b>	<b>\$104,719,602</b>	<b>\$167,945,898</b>	<b>\$206,500,000</b>
<b>MAPS 3 Use Tax Fund**</b>			
Interest	\$78,296	\$0	\$60,000
Other*	11,322,931	15,829,058	21,075,440
Fund Balance	0	2,808,414	5,330,869
Reserve for Outstanding Encumbrances	0	2,534,498	7,299,079
<b>Total MAPS 3 Sales Tax Fund</b>	<b>\$11,401,227</b>	<b>\$21,171,970</b>	<b>\$33,765,388</b>
<b>Oklahoma City Sports Facilities Sales Tax Fund</b>			
Sales Tax	\$0	\$0	\$0
Interest	(286,440)	7,000	2,818
Other	136,275	0	0
Fund Balance	0	362,391	784,077
Reserve for Outstanding Encumbrances	0	561,920	112,807
<b>Total OKC Sports Facilities Sales Tax Fund</b>	<b>(\$150,165)</b>	<b>\$931,311</b>	<b>\$899,702</b>
<b>Oklahoma City Sports Facilities Use Tax Fund</b>			
Use Tax	\$0	\$0	\$0
Interest	(49,960)	2,000	2,276
Other	3,695	0	0
Reserve for Outstanding Encumbrances	0	289,364	74,030
Fund Balance	0	1,721,823	709,433
<b>Total OKC Sports Facilities Use Tax Fund</b>	<b>(\$46,265)</b>	<b>\$2,013,187</b>	<b>\$785,739</b>
<b>Oklahoma City Tax Increment Financing Fund</b>			
Tax Increment Financing Match	\$1,616,344	\$850,000	\$850,000
<b>Total Oklahoma City TIF Fund</b>	<b>\$1,616,344</b>	<b>\$850,000</b>	<b>\$850,000</b>
<b>Police Sales Tax Fund**</b>			
Other*	\$2,400,000	\$2,000,000	\$4,259,637
Interest	684	10,000	12,000
Fund Balance	0	3,658,685	2,255,598
Reserve for Outstanding Encumbrances	0	32,575	1,043,295
<b>Total Police Special Tax</b>	<b>\$2,400,684</b>	<b>\$5,701,260</b>	<b>\$7,570,530</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Police/Fire Capital Equipment Sales Tax Fund</b>			
Interest	(\$7,846)	\$25,000	\$39,412
Other	464,948	0	0
Fund Balance	0	5,449,960	5,564,358
Reserve for Outstanding Encumbrances	0	225,365	1,830,900
<b>Total Police/Fire Equipment Sales Tax Fund</b>	<b>\$457,102</b>	<b>\$5,700,325</b>	<b>\$7,434,670</b>
<b>Storm Water Drainage Fund**</b>			
Interest	(\$19,736)	\$0	\$9,000
Other*	1,456,203	1,175,000	1,070,771
Fund Balance	0	1,627,775	1,523,360
Reserve for Outstanding Encumbrances	0	966,393	1,200,124
<b>Total Storm Water Drainage Fund</b>	<b>\$1,436,467</b>	<b>\$3,769,168</b>	<b>\$3,803,255</b>
<b>Street &amp; Alley Capital</b>			
Interest	(\$17,714)	\$15,000	\$4,000
Other	0	0	0
Fund Balance	0	1,315,560	541,893
Reserve for Outstanding Encumbrances	0	304,975	480,454
<b>Total Street &amp; Alley Capital</b>	<b>(\$17,714)</b>	<b>\$1,635,535</b>	<b>\$1,026,347</b>
<b>Total Capital Improvements</b>	<b>\$158,111,561</b>	<b>\$278,051,018</b>	<b>\$342,364,912</b>
<b>Asset Forfeiture</b>			
Asset Seizure Revenues	\$1,713,106	\$1,416,743	\$1,056,537
Rental Revenues	2,998	2,998	3,052
Other	19,212	6,490	9,103
Interest	(10,007)	14,126	15,963
Fund Balance	0	1,464,643	2,170,345
Reserve for Outstanding Encumbrances	0	155,259	0
<b>Total Asset Forfeiture</b>	<b>\$1,725,309</b>	<b>\$3,060,259</b>	<b>\$3,255,000</b>
<b>Debt Service Fund</b>			
Ad Valorem (Property)	\$76,892,812	\$78,664,335	\$68,182,063
Interest	478,227	500,000	300,000
Other	6,510,688	4,000,000	2,500,000
Fund Balance	0	11,736,227	18,464,930
<b>Total Debt Service Fund</b>	<b>\$83,881,727</b>	<b>\$94,900,562</b>	<b>\$89,446,993</b>
<b>Grants Management Fund</b>			
Grant Awards	\$22,250,809	\$34,030,714	\$26,438,942
<b>Total Grants Management Fund</b>	<b>\$22,250,809</b>	<b>\$34,030,714</b>	<b>\$26,438,942</b>



	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>OKC Improvement &amp; Special Assessment Dist.</b>			
Assessments	\$2,020,791	\$1,970,696	\$2,378,738
Interest	16,737	10,487	26,900
Collection Fees	(3,130)	5,637	9,511
Other	0	0	0
<b>Total OKC Improvement Districts Fund</b>	<b>\$2,034,399</b>	<b>\$1,986,820</b>	<b>\$2,415,149</b>
<b>Special Purpose Fund</b>			
Donations	\$352,402	\$1,583,780	\$1,527,016
Other	399,424	2,880,000	3,318,839
Interest	24,619	50,000	39,393
Fund Balance	0	1,797,456	3,779,371
Reserve for Outstanding Encumbrances	0	1,473,990	796,456
<b>Total Special Purpose Funds</b>	<b>\$776,445</b>	<b>\$7,785,226</b>	<b>\$9,461,075</b>
<b>Total Other</b>	<b>\$110,668,688</b>	<b>\$141,763,581</b>	<b>\$131,017,159</b>
<b>Total Non-Operating Funds</b>	<b>\$268,780,249</b>	<b>\$419,814,599</b>	<b>\$473,382,071</b>
<b>Subtotal All Funds</b>	<b>\$859,067,944</b>	<b>\$1,056,172,458</b>	<b>\$1,108,953,634</b>
<i>Less Interfund Transfers (2)</i>	<i>(24,547,390)</i>	<i>(14,016,981)</i>	<i>(7,720,072)</i>
<b>Total All Funds</b>	<b>\$834,520,554</b>	<b>\$1,042,155,477</b>	<b>\$1,101,233,562</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
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*\*Includes transfers between the operating and non-operating portions of a fund.*

*\*\* Fund contains both Operating and Non-Operating activities*

**(1) Transfers between Operating Funds**

Gen Fund Transfer to Emerg Mgmt	\$2,550,000	\$3,661,998	\$3,681,189
Gen Fund Transfer to MAPS 3 Use Tax	0	0	0
Gen Fund to Transit Fund via COTPA	1,832,674	2,234,230	2,381,921
Gen Fund to City and Schools Use Tax Fund	1,881,605	1,911,927	150,000
Various Funds to Internal Service Fund	45,319,724	49,501,645	51,673,495
Fire Sales Tax to General Fund	11,172,383	11,410,354	11,759,695
Police Sales Tax to General Fund	8,577,410	8,760,109	9,028,308
Various Funds Admin Pmts to Gen Fund	14,074,007	14,745,127	14,835,447
<b>Total</b>	<b>\$85,507,803</b>	<b>\$92,225,390</b>	<b>\$93,510,055</b>

**(2) Transfers from Operating to Non-Operating Funds**

Transfer to C.I.P. Fund	\$23,463,116	\$13,562,951	\$7,286,450
Gen Fund Transfer to Fed Grands Fund	(41,446)	50,000	50,000
Fed Grants Reimb Transfer to Gen Fund	484,551	370,117	183,622
Fed ARRA Fund Trsf to Police Sales Tax	395,113	20,000	200,000
Special Purpose to Various Funds	0	9	0
Various Funds to Grant Funds	211,056	13,904	0
General Fund Transfer to Arbitrage Reserve	35,000	0	0
<b>Total</b>	<b>\$24,547,390</b>	<b>\$14,016,981</b>	<b>\$7,720,072</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 \$635,571,563.

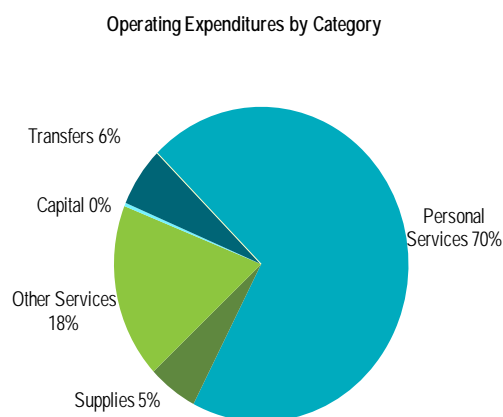
### EXPENDITURE CATEGORIES

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.

As shown in the chart to the right, Personal Services is the largest portion of the City’s operating expenditures accounting for 70% 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 18% of the operating budget. These expenses include contracts for service, utilities 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, at 5% of the operating budget, 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 less than 1% 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 issuance 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.



The Transfers category makes up 6% of the budget and 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.

**EXPENDITURES BY FUNCTION**

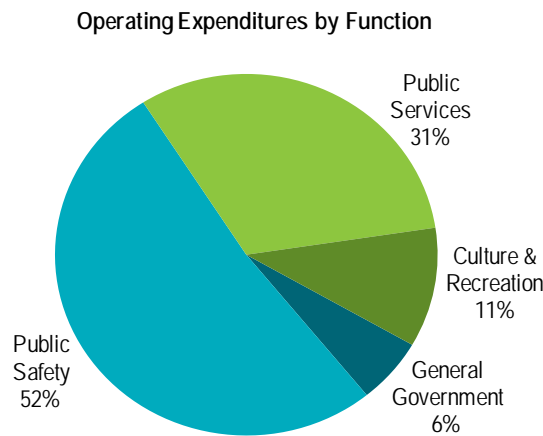
Another way of looking at the City’s budget is to consider the service or function being provided. There are four broad areas of service provided by the City. The first are the General Government functions. These include the City Manager’s Office, the Office of Mayor and Council, the Municipal Counselor’s 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 52% 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 11% of the operating expenditure budget.

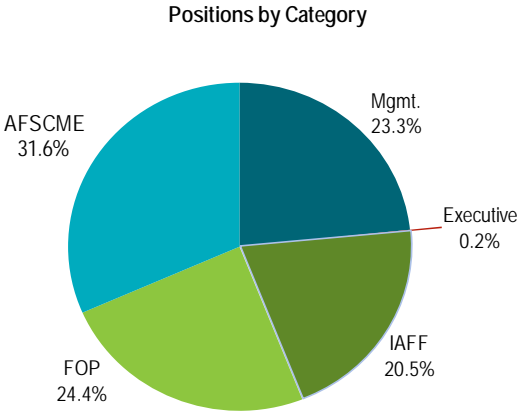
The General Fund contains the Non-Departmental function, which organizes various citywide expenses and certain transfers that do not fit with another City department. These expenses were included in each of the four categories where the expense could easily be categorized. For example, the funding for audits of the City’s finances was classified as a General Government expense, while the subsidy for the Chesapeake Energy Arena and Cox Center operations was classified as a 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 \$635,571,563 is allocated to specific functions.



**BUDGETED POSITIONS**

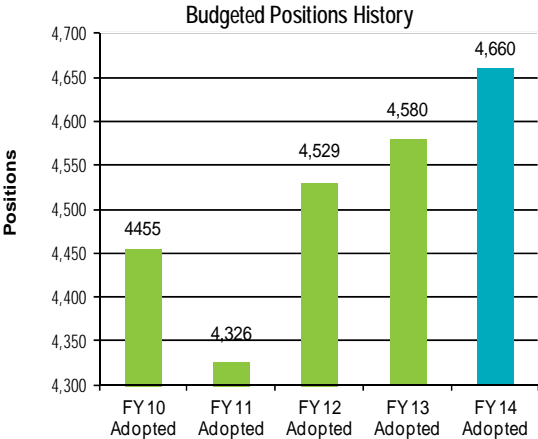
The FY14-15 Proposed Budget contains authorization for 4,660 positions throughout the City. This is an increase of 80 positions from the FY13-14 adopted budget. The table on the following page shows the changes on a department-by-department basis.

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 1,472 positions. The Fraternal Order of Police (FOP) represents all sworn positions within the Police Department. The proposed budget includes 1,136 FOP positions.



The International Association of Firefighters (IAFF) represents all of the uniformed positions within the Fire Department. The proposed budget contains 956 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 1,088 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.



**BUDGETED POSITIONS BY DEPARTMENT**

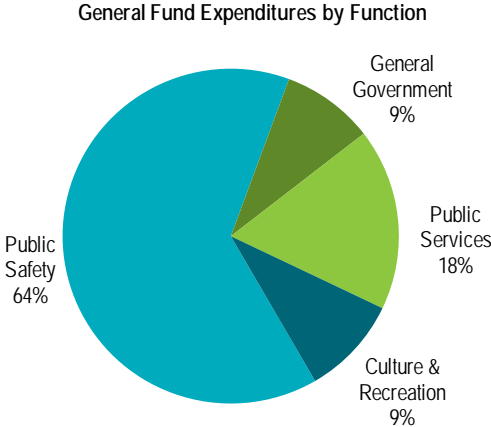
<b>Department</b>	<b>FY 12-13 Adopted</b>	<b>FY 13-14 Adopted</b>	<b>FY 14-15 Proposed</b>	<b>Change</b>	<b>%</b>
Airports	115.00	118.00	118.00	0	0.0%
City Auditor	9.00	9.00	9.00	0	0.0%
City Clerk	9.00	9.00	9.00	0	0.0%
City Manager	45.00	45.00	47.00	2	4.4%
Development Services	190.00	190.00	202.00	12	6.3%
Finance	86.00	87.00	87.00	0	0.0%
Fire	951.00	980.00	987.00	7	0.7%
Fire Grants	29.00	0.00	0.00	0	N/A
General Services	75.00	76.00	77.00	1	1.3%
Information Technology	98.00	99.00	102.00	3	3.0%
Mayor and Council	6.00	6.00	6.00	0	0.0%
Municipal Counselor	54.00	56.00	56.00	0	0.0%
Municipal Court	81.00	81.00	81.00	0	0.0%
Parks and Recreation	196.00	188.00	197.00	9	4.8%
Personnel	25.00	26.00	26.00	0	0.0%
Planning	27.46	26.50	27.50	1	3.8%
Planning Grants	19.54	20.50	21.50	1	4.9%
Police	1,345.00	1,386.00	1,415.14	29	2.1%
Police Grants	4	3.00	1.86	-1	-38.0%
Public Transportation and Parking	26.00	27.00	28.00	1	3.7%
Public Works	393.00	395.00	400.00	5	1.3%
Utilities	745.00	752.00	762.00	10	1.3%
<b>Total</b>	<b>4,529</b>	<b>4,580</b>	<b>4,660</b>	<b>80</b>	<b>1.7%</b>

**THE GENERAL FUND**

The General Fund is the largest fund within the City budget and makes up \$413,906,483 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 18%. 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 Utilities).

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 9% 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.

## EXPENDITURES

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15	Percentage Change
<b>General Fund Expenses</b>				
City Auditor	\$1,083,123	\$1,130,307	\$1,158,858	2.53%
City Clerk	876,147	929,903	969,506	4.26%
City Manager	3,208,075	3,316,790	3,538,594	6.69%
Development Services	15,807,407	17,315,540	18,094,308	4.50%
Finance	8,160,706	8,533,656	8,630,703	1.14%
Fire	86,408,769	90,656,630	93,163,481	2.77%
General Services	4,813,494	4,756,051	4,874,416	2.49%
Mayor & Council	905,555	915,908	931,899	1.75%
Municipal Counselor	6,446,314	6,547,782	6,681,479	2.04%
Municipal Court	8,615,510	8,794,630	9,015,795	2.51%
Non-Departmental Operating	50,673,392	55,581,411	57,025,323	2.60%
Parks & Recreation	22,848,403	25,245,673	26,003,022	3.00%
Personnel	2,699,613	2,855,422	2,885,595	1.06%
Planning	3,172,112	3,835,031	3,579,875	-6.65%
Police	120,089,395	126,703,638	130,116,498	2.69%
Public Transportation and Parking	13,895,514	15,217,925	16,377,092	7.62%
Public Works	41,372,169	38,816,552	30,860,039	-20.50%
<b>Total Expenses</b>	<b>\$391,075,699</b>	<b>\$411,152,849</b>	<b>\$413,906,483</b>	<b>0.67%</b>

The significant difference shown in the Public Works Department is due to a budget amendment adopted by the City Council in early FY 13-14. The amendment budgeted \$8 million in fund balance for street projects. That funding was added to Public Works and distorts the FY 13-14 budget. FY13-14 was the second year \$8 million was used to supplement street repair.



## EXPENDITURE SUMMARY TABLE

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15	Percentage Change
<b>Operating Funds</b>				
<b>General Operating Funds</b>				
General Fund	\$391,075,699	\$411,152,849	\$413,906,483	0.67%
Internal Service Fund	45,070,604	52,189,800	53,488,524	2.49%
<b>Total General Operating Funds</b>	<b>\$436,146,303</b>	<b>\$463,342,649</b>	<b>\$467,395,007</b>	<b>0.87%</b>
<b>Special Revenue Funds</b>				
Court Admin. and Training Fund	\$1,882,033	\$2,352,693	\$2,301,589	-2.17%
Emergency Management Fund	8,048,093	8,398,087	8,077,417	-3.82%
Fire Sales Tax Fund	37,734,896	44,610,180	41,005,686	-8.08%
Hotel/Motel Tax Fund*	9,786,489	11,479,336	12,267,190	6.86%
MAPS Operations Fund*	835,540	1,324,366	1,043,026	-21.24%
MAPS 3 Use Tax Fund	1,116,305	1,618,168	1,920,260	18.67%
Medical Service Program Fund	7,188,020	7,325,311	6,865,353	-6.28%
OCMAPS Sales Tax Fund*	1,299,062	1,620,011	1,353,824	-16.43%
Police Sales Tax Fund*	35,752,923	38,824,384	40,189,433	3.52%
Zoo Sales Tax Fund	14,886,614	13,551,678	13,568,403	0.12%
<b>Total Special Revenue Funds</b>	<b>\$118,529,974</b>	<b>\$131,104,214</b>	<b>\$128,592,556</b>	<b>-1.92%</b>
<b>Enterprise Funds</b>				
Airports Cash Fund	\$15,752,343	\$17,777,300	\$16,909,301	-4.88%
Solid Waste Management Cash Fund	10,116,519	11,818,583	11,770,175	-0.41%
Storm Water Drainage Utility Fund*	13,368,261	15,850,296	15,891,221	0.26%
Public Transp. & Parking Cash Fund	2,001,253	2,469,554	2,552,969	3.38%
Water/Wastewater Cash Fund	80,816,079	86,220,653	85,970,389	-0.29%
<b>Total Enterprise Funds</b>	<b>\$122,054,455</b>	<b>\$134,136,386</b>	<b>\$133,094,055</b>	<b>-0.78%</b>
<b>Subtotal Operating Funds</b>	<b>\$676,730,733</b>	<b>\$728,583,249</b>	<b>\$729,081,618</b>	<b>0.07%</b>
<i>Less Interfund Transfers (1)</i>	<i>(85,507,803)</i>	<i>(92,225,390)</i>	<i>(93,510,055)</i>	<i>1.39%</i>
<b>Total Operating Funds</b>	<b>\$591,222,930</b>	<b>\$636,357,859</b>	<b>\$635,571,563</b>	<b>-0.12%</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15	Percentage Change
<b>Non-Operating Funds</b>				
<b>Capital Improvements</b>				
Capital Improvement Projects Fund	\$16,766,361	\$39,556,784	\$57,434,357	45.19%
City & Sch Cap Proj Use Tax Fund	8,991,006	14,728,956	6,776,141	-53.99%
Hotel/Motel Tax Fund*	8,463,776	9,953,142	11,077,518	11.30%
MAPS Operations Fund*	1,756,363	3,577,295	3,900,984	9.05%
MAPS Sales Tax Fund*	2,770	516,187	540,281	4.67%
MAPS 3 Sales Tax Fund	17,035,522	167,945,898	206,500,000	22.96%
MAPS 3 Use Tax Fund	1,187,539	21,171,970	33,765,388	59.48%
OKC Sports Facilities Sales Tax Fund	6,060,126	931,311	899,702	-3.39%
OKC Sports Facilities Use Tax Fund	1,035,363	2,013,187	785,739	-60.97%
OKC Tax Increment Financing Fund	995,080	850,000	850,000	0.00%
Police Sales Tax Fund*	1,564,050	5,701,260	7,570,530	32.79%
Police/Fire Cap Equip Sales Tax Fund	186,450	5,700,325	7,434,670	30.43%
Storm Water Drainage Utility Fund*	2,070,941	3,769,168	3,803,255	0.90%
Street & Alley Fund	1,103,564	1,635,535	1,026,347	-37.25%
<b>Total Capital Improvements</b>	<b>\$67,218,912</b>	<b>\$278,051,018</b>	<b>\$342,364,912</b>	<b>23.13%</b>
<b>Other</b>				
Asset Forfeiture Fund	2,255,890	3,060,259	3,255,000	6.36%
Debt Service Fund	71,799,263	94,900,562	89,446,993	-5.75%
Grants Management Fund	31,615,196	34,030,714	26,438,942	-22.31%
OKC Improv. & Special Assess Dist.	1,263,463	1,986,820	2,415,149	21.56%
Special Purpose Fund	1,786,291	7,785,226	9,461,075	21.53%
<b>Total Other</b>	<b>\$108,720,102</b>	<b>\$141,763,581</b>	<b>\$131,017,159</b>	<b>-7.58%</b>
<b>Total Non-Operating</b>	<b>\$175,939,014</b>	<b>\$419,814,599</b>	<b>\$473,382,071</b>	<b>12.76%</b>
<b>Subtotal All Funds</b>	<b>\$767,161,943</b>	<b>\$1,056,172,458</b>	<b>\$1,108,953,634</b>	<b>5.00%</b>
Less Interfund Transfers (2)	(24,547,390)	(14,016,981)	(7,720,072)	-44.92%
<b>Grand Total All Funds</b>	<b>\$742,614,553</b>	<b>\$1,042,155,477</b>	<b>\$1,101,233,562</b>	<b>5.67%</b>

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

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<i>(1) Transfers between Operating Funds</i>			
Gen Fund Transfer to Emerg Mgmt	\$2,550,000	\$3,661,998	\$3,681,189
Gen Fund Transfer to MAPS Oper	100,000	0	0
Gen Fund to Transit Fund via COTPA	1,832,674	2,234,230	2,381,921
Gen Fund to City & Schools Use Tax Fund	1,881,605	1,911,927	150,000
Various Funds to Internal Service Fund	45,319,724	49,501,645	51,673,495
Fire Sales Tax to General Fund	11,172,383	11,410,354	11,759,695
Police Sales Tax to General Fund	8,577,410	8,760,109	9,028,308
Various Funds Admin Pmts to Gen Fund	14,074,007	14,745,127	14,835,447
<b>Total</b>	<b>\$85,507,803</b>	<b>\$92,225,390</b>	<b>\$93,510,055</b>
<i>(2) Transfers from Operating to Non-Operating Funds</i>			
Transfer to C.I.P. Fund	\$23,463,116	\$13,562,951	\$7,286,450
Gen Fund Transfer to Fed. Grants Fund	(41,446)	50,000	50,000
Gen Fund Transfer to Arbitrage Res v Fund	35,000	0	0
Fed Grants Reimb Transfer to Gen Fund	484,551	370,117	183,622
Fed ARRA Fund Trsf to Police Sales Tax	395,113	20,000	200,000
Various Funds to Grant Funds	211,056	13,913	0
<b>Total</b>	<b>\$24,547,390</b>	<b>\$14,016,981</b>	<b>\$7,720,072</b>

# LONG RANGE FINANCIAL SUMMARY

The Five Year Financial Forecast is presented each February to the City Council and Mayor through a Council Workshop, to which the public and local media are invited. Although only a summary is provided here, the full forecast is available on the City's website at [http://www.okc.gov/finance\\_tab/five\\_yr\\_forecast](http://www.okc.gov/finance_tab/five_yr_forecast).

The purpose of the forecast is to evaluate the City's financial condition as it relates to ongoing core and ancillary programs and services. The forecast focuses on revenues and expenditures associated with the General Fund, which finances a diverse spectrum of City programs to meet the community's needs.

Armed with factually accurate, timely, and objective information about the City's financial condition, elected officials can help ensure the stability of Oklahoma City's general and other municipal funds. With continued financial viability, the City can anticipate and meet community needs and enable additional economic diversification and growth for many years to come. With this in mind, the Five Year Financial Forecast serves three purposes.

1. To comply with City practices designed to ensure the responsible utilization of public resources.
2. To provide the Mayor and City Council with the information necessary to formulate long-term strategies to ensure the availability of City services at a level appropriate to the actual needs of the community.
3. To serve as a resource for the general citizenry and the business community. The forecast provides a snapshot of the City's current and projected financial well-being and provides citizens and business leaders with an overview of the City's ability to meet community needs over time.

By identifying long-term issues and assessing resources, the Five Year Financial Forecast provides the Mayor and City Council with the necessary information to create continuity between annual budget cycles and meet the long term needs of the City. The forecast is a valuable tool for identifying potential problems and for policy makers to incrementally address such problems in a manner that provides seamless continuation of core services.

The Five Year Financial Forecast is not intended to serve as a comprehensive source for all City-related financial activity, such as programs funded through City trusts and authorities. This forecast does, however, include an assessment of unfunded capital and likely programmatic issues that may impact those entities.

The City has made great strides in developing and executing a number of significant plans that are laying the groundwork for an exciting future. The Five Year Financial Forecast is intended to provide City leaders, citizens and staff with the information necessary to guide the future of the City of Oklahoma City.

## Structure of the Forecast

The Five Year Forecast is comprised of eight sections:

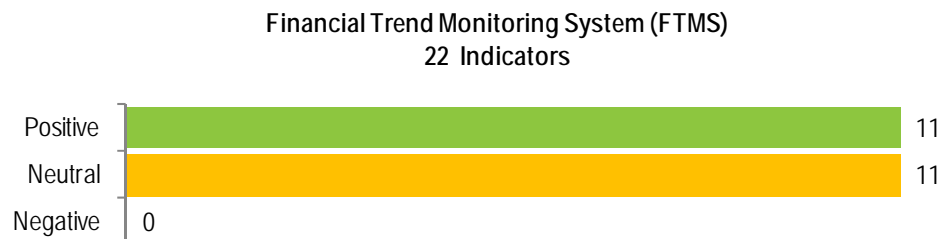
1. Executive Summary
2. Introduction
3. Economic Forecast

## LONG RANGE FINANCIAL SUMMARY

4. Financial Trend Monitoring System
5. General Fund Revenue Trends and Forecast
6. General Fund Expenditure Trends and Forecast
7. General Fund Revenue/Expenditure Gap
8. Forecast Issues

Dr. Russell Evans, Executive Director of the Steven C. Agee Economic Research and Policy Institute at Oklahoma City University (OCU), developed Section Three, Economic Forecast. The City has contracted with OCU to provide this forecast in order to provide the most rigorous forecast available. The information from the economic forecast informed the estimation of Sales Tax revenues in the preliminary budget for FY 2015.

Following the Economic Forecast is Section Four, Financial Trend Monitoring System. This system is designed to give City leaders and citizens a simple method for evaluating the City's financial condition on a year-to-year basis. Adapted from *Evaluating Financial Condition: A Handbook for Local Government*, published by the International City/County Managers Association, this method identifies the trends in various financial and environmental areas and rates them as positive, neutral or negative. A final "score" can then be developed showing how many of the trends fall in each category. This system provides the City with a more comprehensive evaluation of financial condition rather than focusing on individual indicators, such as fund balance. This year the FTMS includes 22 indicators; 21 are the same as last year but one is new and replaces a similar measure that was used last year. The new measure provides a timelier outlook of purchasing power in the local economy. As shown below, the results of the analysis are 11 indicators trending positive, 11 indicators trending neutral and no indicators trending negative.



Sections Five, Six, and Seven of the Forecast provide estimates of revenues and expenditures over the next five years and the projected gap.

The final section of the Forecast provides an overview of the major issues facing City departments. The goal is to provide an "early warning system" to the City Manager and City Council of significant issues that are beyond the scope of the annual budget process so that strategies and priorities can be set over the long-term. Significant issues include:

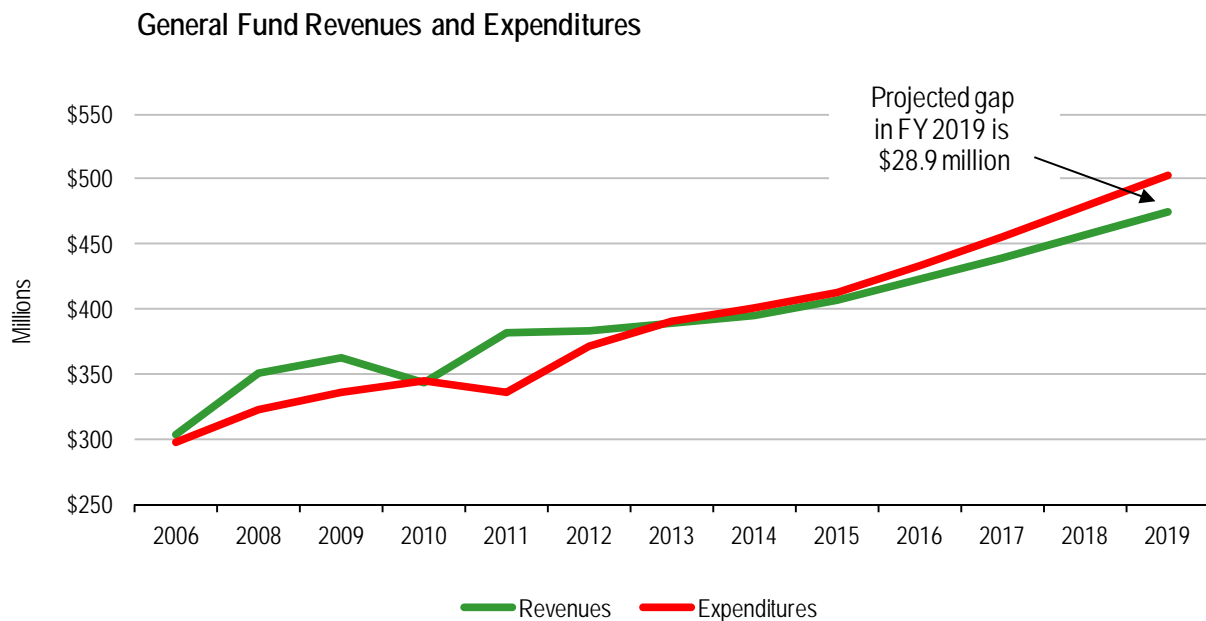
- ◆ Funding of Street Improvements
- ◆ Long-term Water Capital
- ◆ MAPS 3 Operating Costs
- ◆ Primary Data Center
- ◆ Public Safety Communication System
- ◆ Public Safety Service Level Improvements
- ◆ Public Transportation System Improvements
- ◆ Retiree Health Costs—OPEB

# LONG RANGE FINANCIAL SUMMARY

## Forecast Summary

Historically, the City’s financial forecasts have projected a revenue/expenditure gap. A financial gap appears when projected General Fund expenses exceed anticipated revenue collections. This gap poses a real, but manageable, threat to the City’s continued financial stability. The national recession had a significant impact on revenues in FY 2010. The City experienced significant growth in Sales Tax in FY 2011 and FY 2012 which put the City back on a much more positive track, growth has slowed in FY 2014. Current operating and capital issues facing the City will require careful planning to ensure a sound financial future.

Through FY 2019, revenues are expected to average 3.7% growth annually. This is above the 5-year average of 3.31% but below the long-term trend of revenue growth the City has experienced, which has averaged about 4.0% annually over the last 20 years. Expenditures, on the other hand, are expected to grow at an average rate of 4.7% annually. The projected gap, if no adjustments to revenue or expenses are made, grows to \$28.9 million by 2019.



State law mandates a balanced budget so every year the City must close the gap. For FY 2015, there was a gap and most departments were asked to submit cuts. In future years, it appears departments will continue to need to make reductions annually to keep the budget balanced. Future funding gaps can be avoided through continued expenditure control, re-prioritizing City services, addition of new revenue sources and the judicious use of fund balance.

Expenditure control is the area where the City has the most flexibility and the most power to close the gap. Since Personal Services are the majority of City costs, controlling the growth in this area will be a major key to maintaining financial balance. The most effective means to achieve a balance between controlling personnel costs while maintaining competitive salary and benefit packages for employees in

## LONG RANGE FINANCIAL SUMMARY

the future will be to limit salary and benefit growth to within the approximate growth rates of City revenues. The City continues to work to find ways to maintain personal service cost growth within the revenues available and the demand for increased services. Improved efficiency in operations is also an avenue for controlling expenditure growth. Tight budgets have necessitated that departments continually look for ways to do more with less, thereby driving many efficiency gains, but have also resulted in some reductions in service levels.

Another option is for City leaders to continue reprioritizing City services. Over time, City needs and priorities change. Programs and services may be added or reduced based on community needs. The City must continue to assess the need for specific services, evaluate operational efficiencies and consider the potential benefits and consequences of discontinuing some programs.

From the revenue side of the equation, the options are more limited as citizen approval is required for new or increased taxes. It is, however, important for the City to explore alternate sources of funding to provide revenue for new or expanded programs and to generally reduce dependence on the Sales Tax.

As City leaders prioritize services to meet the community's future needs, the nature of municipal government in Oklahoma City will invariably change. Not every situation can be anticipated, but cyclical economic changes are to be expected over a long period of time. The City must continue to monitor legislation that can affect either revenues or expenditures and work to diversify Oklahoma City's revenue base. Through calculated, combined efforts, the City's projected General Fund financial gap can be addressed. Continued sound financial management will be the key to ensure the City will be able to live within available resources during the next few years.



The City of  
**OKLAHOMA CITY**



## 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 is twofold, equipping departments with the ability to develop strategic or department wide Issues and Strategic Results as well as the ability to focus operationally on individual performance measures.

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. With the Issue clearly stated, departments develop Strategic Results which are typically stretch goals that, if achieved, demonstrate the department's ability to respond to the challenges they identified as Issue Statements. Issue Statements, Strategic Results, and the operational tactics (strategies) departments will use to achieve Strategic Results can be reviewed at the beginning of each department section.

The **OPERATIONAL PORTION** of the plan organizes the services each department provides into lines of business with programs and performance measures and can be found under the Lines of Business header in each department section.

**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 figures represent a projected estimate rather than an actual yearly total. The performance data is included in the performance measure tables in each departmental program. Actual year end performance data will be provided in the Year End Performance Report to City Council in August 2012 and posted for review on [okc.gov](http://okc.gov).

**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.

All Result and Output **PERFORMANCE MEASURES** for every **PROGRAM** have been included to better illustrate the outcome 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 staffing levels and the total budget for each Program and Line of Business.

In the Administrative Line of Business for each department, the FY 10-11 actuals and FY 11-12 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, it is still included in the calculation.

The **READER'S GUIDE TO DEPARTMENT BUDGETS** on the following pages offers a step-by-step guide for understanding 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.

Within each department is an Administrative Line of Business represented by the box containing the department name. The Executive Leadership and Business Services programs within the Administrative Line of Business are standard across all City departments. The departments have the option of adding additional programs to the Administrative Line of Business such as:

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

Occasionally, a department will remove a non-applicable program from the Administrative Line of Business or add a program, unique to their department.

## 3 DEPARTMENT MISSION

Each department develops a mission statement to clearly communicate the purpose of the department. The departmental mission includes the results the department will achieve for its customers, the future direction of the department, and its commitment to public service.

## 4 ISSUES, STRATEGIES, AND RESULTS

The strategies outlined in the departmental sections summarize the department's operational plans to ensure the achievement of strategic results. 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 outlined in their issue statements.

**Municipal Counselor**

KENNETH JORDAN, MUNICIPAL COUNSELOR  
kenneth.jordan@okc.gov

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**DEPARTMENT MISSION**  
THE MISSION OF THE MUNICIPAL COUNSELOR IS TO PROVIDE LEGAL REPRESENTATIONS, AND DOCUMENT SERVICES TO THE CITY, ITS PUBLIC TRUST OFFICERS, APPOINTEDS, AND EMPLOYEES SO THEY CAN LAWFULLY AND EFFECTIVELY ENFORCE AND IMPLEMENT POLICIES.

**Issue 2**  
The growing demand for faster responses to complex legal issues involving new and amended laws, City economic development projects, over City programs, local issues, open records requests and increasing litigation and labor union activity combined with limited resources, training and technology, if not adequately addressed, will result in:  
• Delay in client projects and policy implementation  
• Lack of service and clarity for the client  
• Increased liability exposure  
• Delays in legal responses  
• Diminished client satisfaction

**Strategic Result**  
Faster Responses to Legal Issues. The City, its Public Trusts and their officers, appointees and employees will benefit from timely and effective legal services, as evidenced by:  
At least 90% of responding clients surveyed will be satisfied with the timeliness, effectiveness and overall provision of legal services through 2023.

FY 13-14 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 13-14 Target
100%	100%	90%	90%

**Strategy**  
• Client surveys distributed each spring for use of the new programs in the Municipal Counselor's Office.

### 5 MAJOR BUDGET CHANGES

This is a summary of the department's major budget changes such as position changes, equipment purchases, or significant increases in fuel or utilities.

### 6 DEPARTMENT EXPENDITURES

The first table lists the department's expenditures by Line of Business, or purpose, 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. Purpose statements follow the same guideline as the department's mission statement and are designed to clearly communicate the purpose of the Line of Business including the results that will be achieved for customers.

### 9 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.

### 10 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.

The image displays five overlapping pages from a budget document, each highlighted with a numbered callout:

- 5 MAJOR BUDGET CHANGES:** A table with columns for 'Account', 'Amount', and 'Positions'. It lists changes for 'General Fund' and 'Trust Funds'.
- 6 DEPARTMENT EXPENDITURES:** A table with columns for 'Departmental Purpose', 'FY 10-11 Actual', 'FY 11-12 Adopted', and 'FY 12-13 Proposed'. It lists 'Operating Expenditures' such as Administration, Court Case and Enforcement, and Services.
- 7 DEPARTMENT POSITIONS:** A table with columns for 'Departmental Purpose', 'FY 10-11 Actual', 'FY 11-12 Adopted', and 'FY 12-13 Proposed'. It lists 'Positions by Purpose' including Administration, Court Case and Enforcement, Traffic Operations, Municipal Judicial Services, and Probation Services.
- 8 LINE OF BUSINESS NAME AND PURPOSE:** A section titled 'LINES OF BUSINESS' with a 'PROGRAM PURPOSE' and a table for 'Performance Measures'. It includes a 'COURT CASE AND ENFORCEMENT' section and a 'PROGRAMS AND PERFORMANCE MEASURES' section.
- 10 PROGRAMS:** A section titled 'LINES OF BUSINESS' with a 'PROGRAM PURPOSE' and a table for 'Performance Measures'. It includes a 'COURT CASE AND ENFORCEMENT' section and a 'PROGRAMS AND PERFORMANCE MEASURES' section.

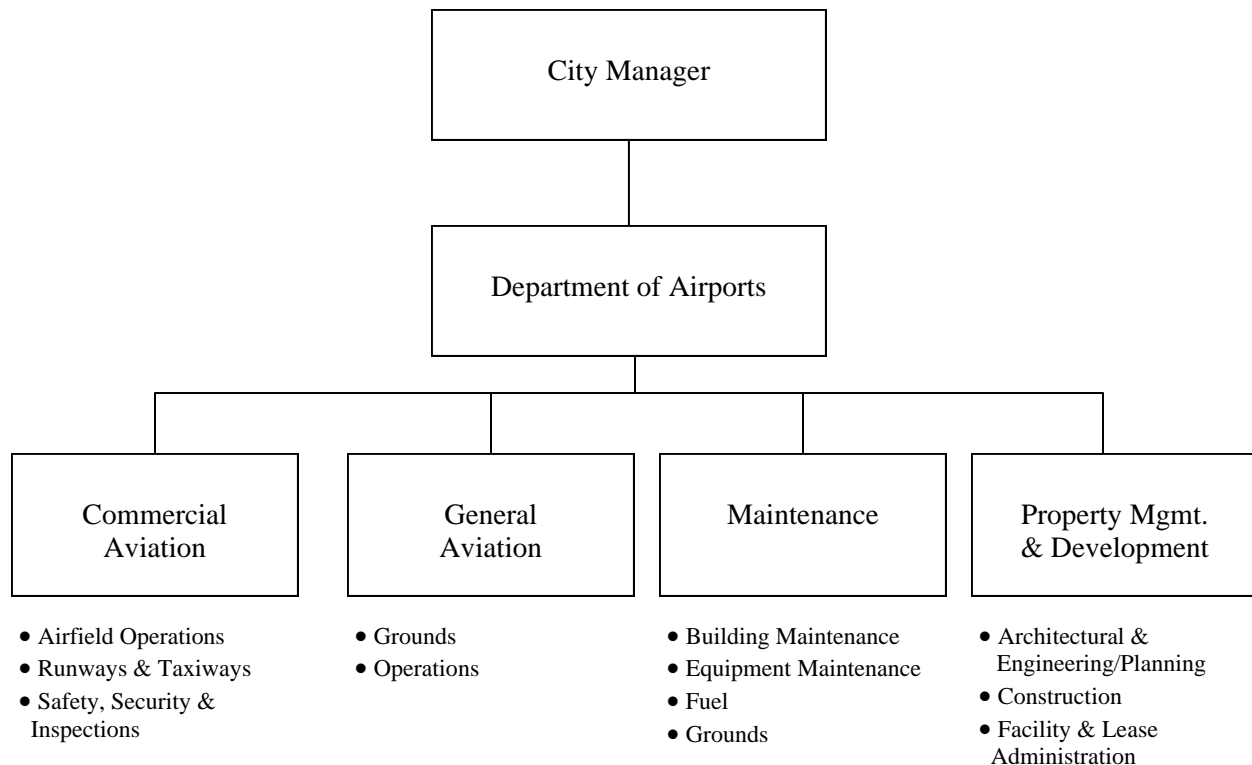


The City of  
**OKLAHOMA CITY**

# 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 TRANSPORTATIONS SYSTEM.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

The unstable nature of some revenue sources, passenger growth and facility demands, long-term property leases that lag current market rates and continued increases in the cost of providing services, if not addressed, will result in:

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

### Strategies

- Rates for new/renewed leases will be based on benchmarking of the airport industry and appraisals to determine market value rates.
- Analyze rates structures with funding required to support airport infrastructure.
- As provided for in the agreement, airport staff will do periodic reviews of goods/ services provided, and an inspection of the books and records.

### Strategic Results

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 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
100%	100%	100%	100%

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

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
100%	100%	100%	100%

Maintain food, beverage and retail concession revenue growth of at least 2% per year

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
11%	2%	2%	2%

## ISSUE 2

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

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

### Strategies

- Review and identify any remaining recommendations from the airport parking study.
- Work in conjunction with the rental car companies on the design and operational concept for a consolidated rental car facility.
- Solicit for A&E to perform the design of central terminal improvements.
- Review and update the terminal expansion plan based on security requirements, passenger growth, facility requirements, TSA directives, and environmental requirements.

### Strategic Results

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

By 2019, the airport will complete an implementation plan to address the recommendations identified in the airport parking study

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	10%	10%	20%

By 2015, a facility to meet rental car demand will be constructed

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	30%	30%	60%

By 2015, a design for central terminal improvements will be complete

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	10%	10%	10%

By 2019, an update to the terminal expansion plan will be complete

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	10%	10%	10%

### ISSUE 3

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

#### Strategies

- Conduct annual airline rate-based analysis for cost recovery of operations and maintenance (O&M) expenses.
- Attend air service conferences and perform target market presentations to specific airlines.
- Review passenger trends and forecasts, the FAA Terminal Area Forecast, community activities, local business climate, and economic climate.

#### Strategic Results

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

Limit growth in the airport cost to the airline per boarding passenger to no more than 5% per year			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
0%	0%	5%	5%

Staff will accomplish a minimum of three marketing presentations to airlines per year			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
18	3	3	3

Achieve a 2% or greater increase in boarding passengers each year			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
1%	2%	2%	N/A

### ISSUE 4

The amount of land available for development, the increasing maintenance demands from vacant facilities and the cost of maintaining existing infrastructure, if not addressed, 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



## Strategies

- The airport will provide funding for a portion of the Portland Avenue re-alignment project.
- Public parking spaces will increase as a result of the rental car companies moving to the consolidated rental car facility and/or the construction of a new public parking garage.
- Continue to market leasable acres and vacant facilities.
- Develop a plan using inspection reports to identify aging infrastructure.

## Strategic Results

Continue the land use development plan, ensure vacant facilities are lease ready and continue to maintain and improve existing infrastructure, as evidenced by:

By 2015, Portland Avenue will be relocated, as identified in Phase 1 of the land use development plan			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
25%	25%	25%	N/A

By 2015, the number of public parking spaces available will increase by 5% or 400 spaces			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
25%	25%	25%	N/A

By 2016, 30% of developable acres will be leased			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
0%	30%	30%	30%

By 2016, a plan will be in place to monitor aging infrastructure and funding sources for replacement and repair			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	N/A	15%	50%

## MAJOR BUDGET CHANGES

Airports Cash Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$59,077	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$3,758,978	\$4,558,926	\$4,943,246	8.43%
Commercial Aviation	4,651,914	4,943,200	4,951,628	0.17%
General Aviation	649,180	755,795	717,034	-5.13%
Maintenance	5,040,970	5,566,486	4,352,155	-21.82%
Property Mgmt. and Development	1,651,301	1,952,893	1,945,238	-0.39%
<b>Total Operating Expenditures</b>	<b><u>\$15,752,343</u></b>	<b><u>\$17,777,300</u></b>	<b><u>\$16,909,301</u></b>	<b><u>-4.88%</u></b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Airport Cash Fund	<u>\$15,752,343</u>	<u>\$17,777,300</u>	<u>\$16,909,301</u>	-4.88%
<b>Total All Funds</b>	<b><u>\$15,752,343</u></b>	<b><u>\$17,777,300</u></b>	<b><u>\$16,909,301</u></b>	<b><u>-4.88%</u></b>

# POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	17.00	18.00	18.00	0.00%
Commercial Aviation	23.00	23.00	23.00	0.00%
General Aviation	9.00	9.00	9.00	0.00%
Maintenance	45.00	46.00	46.00	0.00%
Property Mgmt. and Development	21.00	22.00	22.00	0.00%
<b>Department Total</b>	<b>115.00</b>	<b>118.00</b>	<b>118.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Airport Cash Fund	115.00	118.00	118.00	0.00%
<b>Department Total</b>	<b>115.00</b>	<b>118.00</b>	<b>118.00</b>	<b>0.00%</b>



# AIRPORTS 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.**

**The Business Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	96%	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	0%	0%	5%	5%
Result	% of terminations submitted to Personnel Department by termination date	50%	86%	75%	75%
Output	Dollar amount of operating expenditures managed	15,752,343	16,731,832	17,777,300	16,909,301
Output	# of FTE's supported	115	110	118	118

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of key measures achieved	71%	87%	75%	75%
Result	% of performance evaluations completed by the review date	86%	87%	95%	95%

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

Public Information and Marketing		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of citizen complaints responded to within 24 hours	97%	94%	100%	200%
Result	% of airlines that have increased or improved air service	40%	40%	40%	40%
Output	# of airports served by non-stop flights from Will Rogers World Airport	22	21	21	21
Output	# of customer surveys conducted	0	1	1	1
Output	# of citizen complaints	33	36	100	50
Output	# of marketing presentations to air carriers each year	18	3	3	3

### **Administration Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	10.00	\$2,830,181	10.00	\$3,073,572	10.00	\$3,457,080
Executive Leadership	5.95	808,440	5.95	1,301,450	5.95	1,302,299
Public Information and Marketing	1.05	120,357	2.05	183,904	2.05	183,867
<b>Line of Business Total</b>	<b>17.00</b>	<b>\$3,758,978</b>	<b>18.00</b>	<b>\$4,558,926</b>	<b>18.00</b>	<b>\$4,943,246</b>



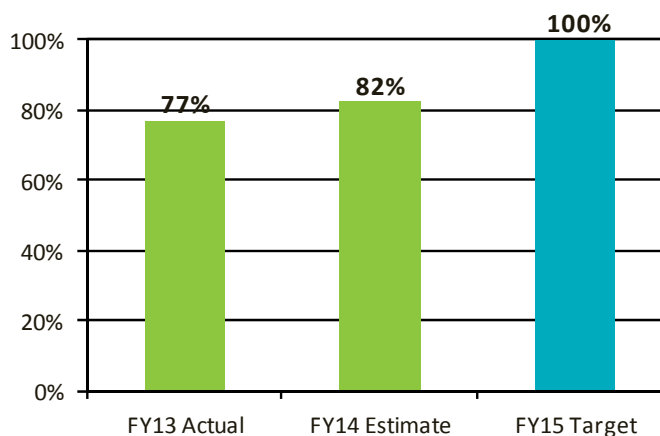
## COMMERCIAL AVIATION

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.

### FOCUS ON PERFORMANCE - % OF AIRPORT CERTIFICATION (FEDERAL AVIATION REGULATION 139) CATEGORIES REQUIRING NO CORRECTIVE ACTIONS

#### Why is This Measure Important?

The FAA annually inspects the airport for compliance with federal commercial service airports standards. Reporting this data demonstrates the airport's commitment and success in providing safe air transportation. The items inspected include notices to airmen (NOTAMS) which communicate airfield conditions to pilots; daily lighting and 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 maintenance items, airfield signage, lights and paint markings; and training records documenting proper training of airport staff assigned to inspection and monitoring of airfield activity.



#### What do these Measures Tell Us?

The FAA conducts an annual inspection for compliance in 13 airfield certification categories. The airport received an 77% certification rating in the inspection conducted in the previous year. The FY14 inspection has not been conducted yet. During the Spring of 2013, three categories with deficiencies were identified. Minimal amounts of paint deficiencies were identified, two sign discrepancies and minor grooming needed of the airfield. These discrepancies have since been corrected.



**The Airfield Operations Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of daily inspection items resolved within 30 days	94%	92%	90%	90%
Result	% of airport certification categories requiring no corrective actions	77%	82%	100%	100%
Output	# of routine airfield inspections conducted	1,095	1,100	1,095	1,095
Output	# of corrective actions addressed within the specified time frame on the FAA annual inspection	3	4	4	4
Output	# of runway and taxiway access violations	0	0	6	6
Output	# of special airfield inspections conducted	366	603	250	250

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

Runways and Taxiways		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of airport certification work orders completed within 3 business days of identifying deficiency	91%	91%	91%	91%
Result	% of days per month that the airport has a runway closed (WRWA)	46%	29%	17%	17%
Output	# of airport certification work orders completed	1,184	1,368	1,200	1,200

**The Safety, Security and Inspections Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of days with zero security incidents	93%	92%	96%	96%
Result	% of recurrent training completed on time	87%	83%	90%	90%
Result	% of airport identification badges renewed on time	78%	76%	90%	90%
Output	# of security badges issued	2,282	2,224	1,600	2,000
Output	# of training courses administered	1,699	1,822	1,200	1,400



### Commercial Aviation Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Airfield Operations	8.00	\$506,091	8.00	\$629,254	8.00	\$643,564
Runways and Taxiways	13.00	1,097,958	13.00	1,296,446	13.00	1,185,483
Safety, Security, and Inspections	2.00	3,047,864	2.00	3,017,500	2.00	3,122,581
<b>Line of Business Total</b>	<b>23.00</b>	<b>\$4,651,914</b>	<b>23.00</b>	<b>\$4,943,200</b>	<b>23.00</b>	<b>\$4,951,628</b>

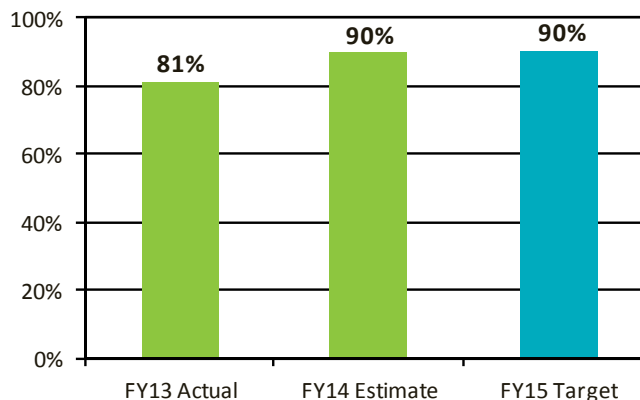
## GENERAL AVIATION

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

### FOCUS ON PERFORMANCE - % OK AERONAUTICS COMMISSION INSPECTIONS 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. Achieving a high level of compliance with the Oklahoma Aeronautics Commission and the Federal Aviation Administration's safety standards ensures Oklahoma City's general aviation airports are in compliance with the latest safety standards.



#### What Do These Numbers Tell Us?

During the previous three biennial inspections of the general aviation airports, both Clarence E. Page and Wiley Post were, on average, in compliance with 88% of required safety standards. The most recent inspection was conducted in the fall of 2012 and all of the noncompliant items identified are being addressed by either the current airfield improvement project or other projects included in the 5 year Capital Improvement Plan. The next inspection is expected in the fall of 2014.

**The Grounds Program** at Wiley Post Airport and Clarence E. Page Airport provides maintenance of airport grounds for tenants and the public so they can enjoy a safe, clean, and attractive environment.

General Aviation - Grounds		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of airport tenants who are satisfied or very satisfied with the cleanliness, safety, and appearance of the airport grounds	85%	84%	84%	84%
Result	% of total work orders completed	N/A	100%	95%	95%
Output	# of total work orders completed	N/A	415	500	500

**The Operations Program** at Wiley Post Airport and Clarence E. Page Airport provides 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of days the airport has a general aviation runway closed	3%	1%	8%	8%
Result	% OK Aeronautics Commission inspection items with zero findings at both General Aviation airports	81%	90%	90%	90%
Output	# of takeoffs and landings at Wiley Post Airport	82,065	74,887	75,000	75,000
Output	# of airfield safety inspections performed (WPA)	503	326	520	520
Output	# of special inspections and after hours responses provided (WPA)	44	25	68	68
Output	# of runway and taxiway access violations (WPA)	1	0	1	1

### **General Aviation Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Grounds	3.00	\$185,701	3.00	\$226,243	3.00	\$207,031
Operations	6.00	463,479	6.00	529,552	6.00	510,003
<b>Line of Business Total</b>	<b>9.00</b>	<b>\$649,180</b>	<b>9.00</b>	<b>\$755,795</b>	<b>9.00</b>	<b>\$717,034</b>

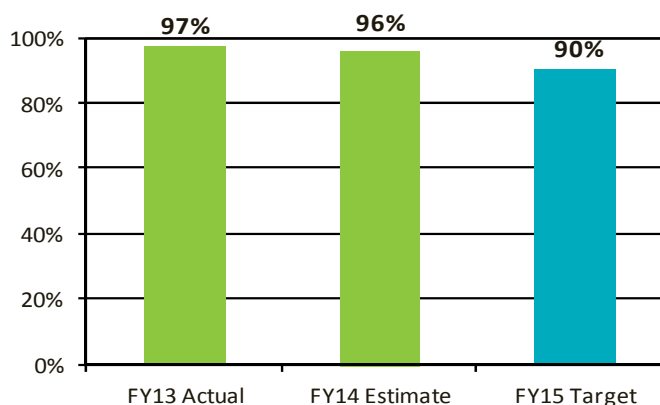
## MAINTENANCE

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.

### FOCUS ON PERFORMANCE -% OF AIRPORT OPERATING HOURS WHERE MAJOR MECHANICAL SYSTEMS (E.G. AIR CONDITIONING AND HEATING) ARE FUNCTIONING

#### Why Is This Measure Important?

Major mechanical systems include power, heating, ventilation, air conditioning, baggage systems, passenger loading bridges and security. This measure tracks the percent of time these systems are fully operational for tenants and travelers. Any downtime for these systems creates difficulty for the traveling public and affects the airlines' ability to process boarding passengers and acquire fuel.



#### What Do These Numbers Tell Us?

Building Maintenance program personnel continue to maintain the major mechanical systems at the Airport at a high level, ensuring boarding passengers and guests at the airport have a comfortable terminal environment and providing dependable systems the airlines need to serve their customers.

**The Building Maintenance Program** 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.

Building Maintenance		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of airport operating hours where major mechanical systems (e.g., air conditioning and heating) are functioning (WRWA)	97%	96%	90%	90%
Result	% of airport operating days where walk-ways, elevators, and escalators are functioning	69%	5%	7%	7%
Result	Utility cost of Will Roger's terminal; ONG is reported a month behind	\$1,057,056	\$1,225,919	\$1,066,076	\$1,066,076
Output	# of dekatherms of natural gas used; ONG is reported a month behind (WRWA)	20,956	24,604	24,412	24,412
Output	# of kilowatts of electricity used (WRWA)	12,658,552	11,624,821	12,765,104	12,765,104
Output	# of square feet of buildings maintained (WRWA)	537,600	537,600	537,600	537,600
Output	# of critical building maintenance calls resolved (WRWA)	600	634	432	600

**The Equipment Maintenance Program** 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.

Equipment Maintenance		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of vehicles and equipment available for use	92%	96%	97%	97%
Output	# of equipment maintenance work orders completed (WRWA)	1,190	1,258	1,500	1,500

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

Fuel		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of fuel dispensed that complies with Federal quality assurance guidelines	100%	100%	100%	100%
Output	# of gallons of fuel received (WRWA)	31,177,488	31,140,233	31,200,000	31,200,000
Output	# of gallons of fuel dispensed (WRWA)	30,698,037	30,672,616	31,200,000	31,200,000

**The Grounds (at Will Rogers World Airport) Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of non-critical grounds work orders completed within 5 days	92%	1197%	95%	95%
Result	% of critical grounds work orders completed within 3 days	90%	1148%	100%	100%
Output	# of non-critical grounds work orders completed within 5 days	28	863	95	95
Output	# of critical grounds Work Order's completed within 3 days	11	270	10	10

### **Maintenance Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Building Maintenance	18.00	\$2,411,122	18.00	\$2,684,865	18.00	\$1,551,453
Equipment Maintenance	8.00	1,369,711	8.00	1,337,710	8.00	1,300,516
Fuel	6.00	475,311	7.00	685,324	7.00	666,358
Grounds	13.00	784,826	13.00	858,587	13.00	833,828
<b>Line of Business Total</b>	<b>45.00</b>	<b>\$5,040,970</b>	<b>46.00</b>	<b>\$5,566,486</b>	<b>46.00</b>	<b>\$4,352,155</b>

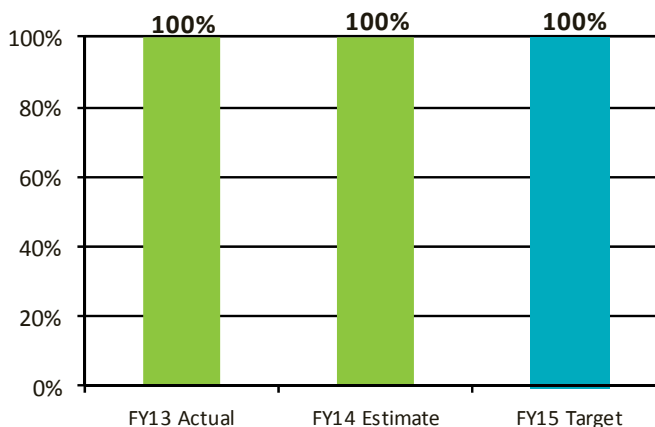
## PROPERTY MANAGEMENT AND DEVELOPMENT

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

### FOCUS ON PERFORMANCE -% OF NEW/RENEWED LEASES AT MARKET RATE

**Why is This Measure Important?**

The airport maintains a fee and rental structure to provide the self-sustaining business model necessary to receive Federal grants for capital improvement projects. This performance measure evaluates one component of the airport’s financial sustainability by calculating the percentage of the total square footage of new or renewed lease space currently leased at the market rate. This ensures the airport receives a fair market value for the space offered and is not indirectly subsidizing tenants.



**What Do These Numbers Tell Us?**

The number of leases for hangars, agricultural lands, terminal space, cargo buildings, and office space maintained by the Department of Airports grows each year. Despite the increased number of leases, the department has achieved their market rate lease renewal goal for nearly every lease over the last few years. The number of leases maintained is expected to continue increasing as available acres are developed and development progresses on the east side of the airport.

The Architectural and Engineering/Planning Program 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 12-13		FY 13-14		FY 14-15	
		Actual	Estimate	Target	Target		
Result	% of total project consultant cost as a result of amendments	0%	9%	10%	10%		
Result	% of consultant contracts completed within established timelines	100%	40%	67%	67%		
Output	\$ of Architectural and Engineering contract cash disbursements	\$2,479,566	\$3,047,806	\$2,800,000	\$2,800,000		
Output	# of Architectural and Engineering contracts executed	2	3	3	3		

**The Construction Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of capital improvement projects completed within contract days	69%	88%	65%	65%
Result	% of capital improvement projects that do not exceed original contract amount plus 5%	85%	99%	77%	77%
Result	% of total project construction cost as a result of change orders and amendments	2%	5%	5%	5%
Output	\$ of capital improvement projects cash disbursements	\$20,081,161	\$23,247,177	\$49,316,500	\$49,316,500
Output	# of capital improvement projects completed	13	15	26	26

**The Facility and Lease Administration Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of parking customers surveyed that are satisfied with parking services	0%	80%	80%	80%
Result	% of days public parking exceeds 85% of capacity	43%	55%	30%	30%
Result	% of developable acres leased	0%	30%	30%	30%
Result	% of new/renewed leases that include cost recovery rates sufficient to fund airport provided infrastructure	100%	100%	100%	100%
Result	% of new/renewed leases at market rate	100%	100%	100%	100%
Result	% increase in food, beverage, and retail concession revenues per boarding passenger	11%	2%	2%	2%
Output	# of parking spaces occupied	5,386	5,878	5,400	5,400
Output	# of developable acres leased	0	15	15	15
Output	# of new agreements executed	256	263	235	235
Output	# of agreements administered	445	452	415	415

### Property Management and Development Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Architectural and Engineering/Planning	6.00	\$475,168	7.00	\$660,726	7.00	\$672,571
Construction	6.00	557,598	6.00	610,222	6.00	592,954
Facility and Lease Administration	9.00	618,535	9.00	681,945	9.00	679,713
<b>Line of Business Total</b>	<b>21.00</b>	<b>\$1,651,301</b>	<b>22.00</b>	<b>\$1,952,893</b>	<b>22.00</b>	<b>\$1,945,238</b>





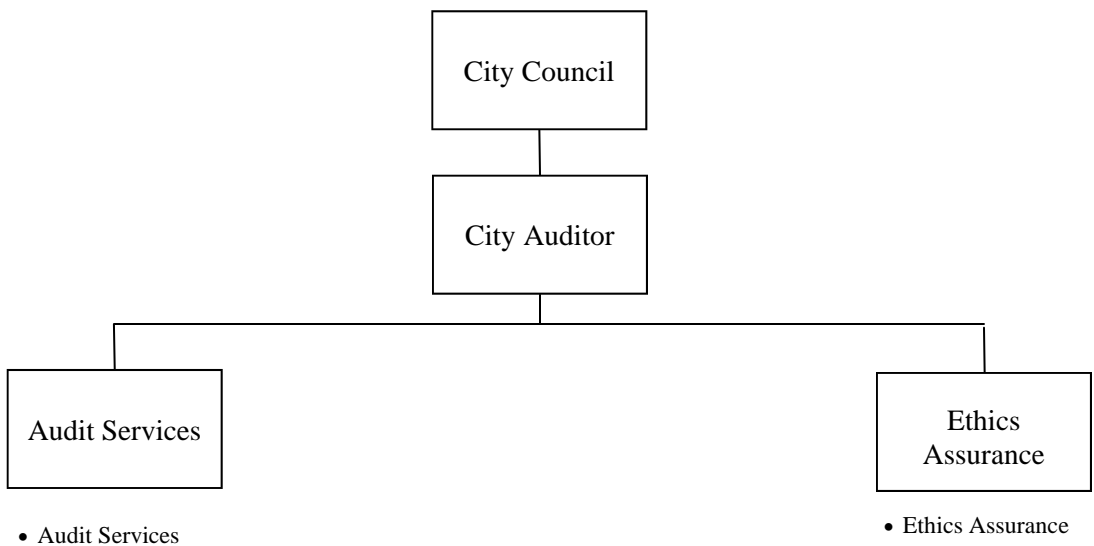
The City of  
**OKLAHOMA CITY**



# City Auditor

**JIM WILLIAMSON, CITY AUDITOR**

jim.williamson@okc.gov



## 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

## ISSUE 1

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.

### Strategies

- 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.

### Strategic Results

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 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
100%	95%	90%	90%

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

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
57%	73%	80%	80%

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

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
100%	97%	95%	95%

## Strategies

- Provide materials and presentation 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.

## Strategic Results

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 OKC 4Ethics Hotline			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
85%	85%	100%	100%

At least 95% of total allegations will be appropriately directed to the OKC 4Ethics Hotline			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
84%	82%	95%	95%

## ISSUE 2

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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	\$31,331	-
2.	Reduction in part-time wages	(\$8,712)	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$209,612	\$210,935	\$208,479	-1.16%
Audit Services	828,924	874,920	904,760	3.41%
Ethics Assurance	<u>44,586</u>	<u>44,452</u>	<u>45,619</u>	<u>2.63%</u>
<b>Total Operating Expenditures</b>	<b><u>\$1,083,122</u></b>	<b><u>\$1,130,307</u></b>	<b><u>\$1,158,858</u></b>	<b><u>2.53%</u></b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	<u>\$1,083,123</u>	<u>\$1,130,307</u>	<u>\$1,158,858</u>	<u>2.53%</u>
<b>Total All Funds</b>	<b><u>\$1,083,123</u></b>	<b><u>\$1,130,307</u></b>	<b><u>\$1,158,858</u></b>	<b><u>2.53%</u></b>

# POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	1.50	1.50	1.50	0.00%
Audit Services	7.10	7.10	7.10	0.00%
Ethics Assurance	0.40	0.40	0.40	0.00%
<b>Department Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	9.00	9.00	9.00	0.00%
<b>Department Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00%</b>

# CITY AUDITOR 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.

The Business Services Program 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of terminations submitted to Personnel Department by termination date	100%	N/A	75%	75%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	100%	100%	100%	100%
Output	Dollar amount of operating expenditures managed	\$1,083,122	\$1,085,992	\$1,130,307	\$1,158,858
Output	# of FTEs supported	9	9	9	9

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of performance evaluations completed by the review date	57%	100%	95%	95%
Result	% of key measures achieved	40%	60%	75%	75%

### Administration Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	1.10	\$152,966	1.10	\$156,096	1.10	\$158,328
Executive Leadership	0.40	56,645	0.40	54,839	0.40	50,151
<b>Line of Business Total</b>	<b>1.50</b>	<b>\$209,611</b>	<b>1.50</b>	<b>\$210,935</b>	<b>1.50</b>	<b>\$208,479</b>

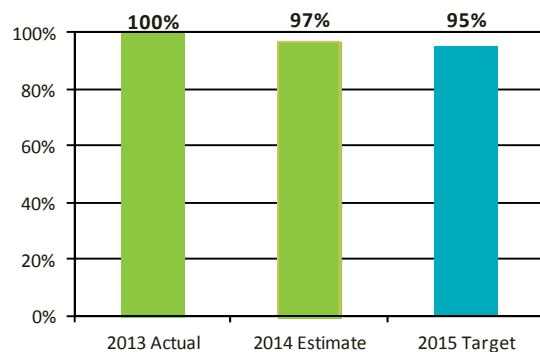
## AUDIT SERVICES

The purpose of the Audit Services Line of Business is to provide independent audit, investigate, 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.

### FOCUS ON PERFORMANCE - % OF AUDIT RECOMMENDATIONS ACCEPTED BY MANAGEMENT

**Why is This Measure Important?**

Recommendations from audits are intended to improve City processes. When management accepts and implements audit recommendations the result is an improvement in the services provided to citizens and other City departments. Tracking the percentage of distinct audit recommendations accepted by management indicates whether the audit services provided are objective, timely and useful.



**What do these Measures Tell Us?**

In the current year, management has accepted 45 of the 47 recommendations made by the City Auditor’s Office. This acceptance rate has the Auditor’s Office on pace to finish the year with 97% of their recommendations being accepted, which exceeds both the department’s internal target and the industry benchmark of 93%, as published by the Association of Local Government Auditors. These 47 recommendations stemmed from audits completed this year-to-date within the City and its related trusts.

The Audit Services Program 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of City Council and other City decision makers rating audit services as good or excellent	100%	95%	90%	90%
Result	% of audit recommendations accepted by management	100%	97%	95%	95%
Result	% of direct time on unscheduled audit services	32%	32%	24%	24%
Result	% of audit services completed within deadlines as agreed upon by clients	57%	73%	80%	80%
Output	# of scheduled audit hours provided	7,949	8,266	8,566	8,566
Output	# of unscheduled audit hours provided	3,661	6,136	2,766	2,766



**Audit Services Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Audit Services	7.10	\$828,924	7.10	\$874,920	7.10	\$904,760
<b>Line of Business Total</b>	<b>7.10</b>	<b>\$828,924</b>	<b>7.10</b>	<b>\$874,920</b>	<b>7.10</b>	<b>\$904,760</b>

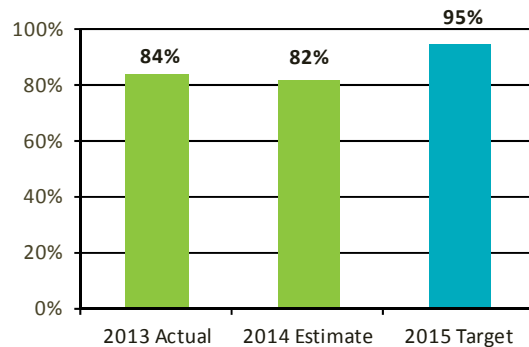
## ETHICS ASSURANCE

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.

### FOCUS ON PERFORMANCE - % OF TOTAL ALLEGATIONS APPROPRIATELY DIRECTED TO THE HOTLINE.

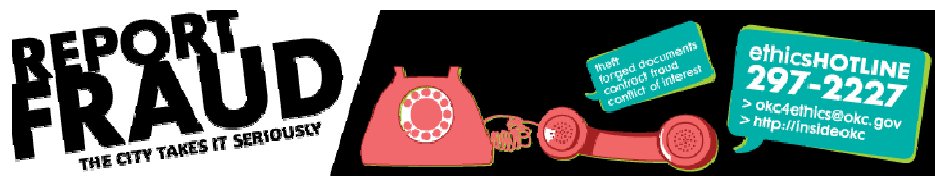
#### Why is This Measure Important?

The OKC 4Ethics Hotline provides employees with an anonymous, secure avenue for reporting suspected fraud, waste and abuse. The word ‘appropriate’ in this measure signifies allegations relating to fraud, waste, abuse, significant policy violations, and/or meaningful operational deficiencies. Performance in this area demonstrates the City Auditor’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 OKC 4Ethics 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 presentations to new employees and mid-level managers. In FY13 a total of 57 allegations were reported and 48 were deemed to have been appropriately directed to the Hotline. To date in FY14, 19 of 22 allegations received via the Hotline have been deemed appropriate. The data suggests that most of the calls over the last two years to the 4Ethics Hotline were the type of concerns the hotline was originally established to address. The number of calls received during the first six months of the current year indicates that overall allegations are on pace to decline slightly compared to the previous year.



**The Ethics Assurance Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of employees that are aware of the Hotline	85%	85%	100%	100%
Result	% of total allegations appropriately directed to the Hotline	84%	82%	95%	95%
Result	% of actionable allegations assessed and assigned for investigation within 7 days of reporting	94%	N/A	90%	90%
Output	# of allegation dispositions provided	85	60	57	57

### **Ethics Assurance Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Ethics Assurance	0.40	\$44,586	0.40	\$44,452	0.40	\$45,619
<b>Line of Business Total</b>	<b>0.40</b>	<b>\$44,586</b>	<b>0.40</b>	<b>\$44,452</b>	<b>0.40</b>	<b>\$45,619</b>

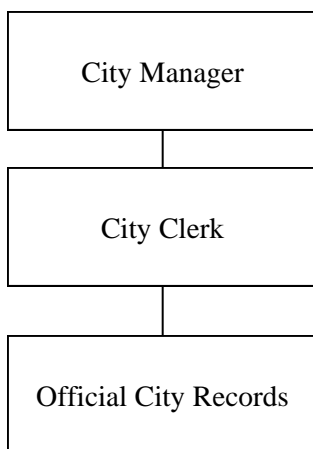


The City of  
**OKLAHOMA CITY**

# City Clerk

**FRANCES KERSEY, CITY CLERK**

frances.kersey@okc.gov



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

## **DEPARTMENT MISSION**

**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

## ISSUE 1

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

### Strategy

- Receive open record requests online, place additional records online for departmental and public access and receive bid documents electronically.

### Strategic Results

By 2016, City and public customers will benefit from improved customer service as evidenced by:

At least 80% of the requests for records and information maintained in other City departments will be provided within 7 working days of the request

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
83%	91%	83%	95%

At least 94% of legal documents filed at county offices within seven working days of Council approval

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
90%	78%	95%	90%

At least 90% of City Clerk customers rating service as satisfied

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
100%	90%	90%	N/A

At least 90% of bids are received electronically

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	26%	90%	100%

## ISSUE 2

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

- Delays in responding to open records requests
- Fewer records available online
- Limited public access to City meeting information

### Strategy

- Ensure public records are posted online in a timely manner and explore website enhancements to encourage public use.

### Strategic Results

By 2017, the City and public will benefit from enhanced availability/accessibility of official City records as evidenced by:

At least 50% of ordinances will be available online			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	16%	13%*	25%

At least 40% of records requests will be received online			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
31%	32%	10%	35%

At least 75% of trust, board, commission and committee meeting records will be available online			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
11%	40%	40%	52%

\*FY14 Target was adjusted once department established data calculation methodology.

### ISSUE 3

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

#### Strategy

- Identify a funding source and acquire a site for the establishment of a centralized records facility.

#### Strategic Results

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

At least 90% of the requests for records and information maintained in the City Clerk's Office will be provided within eight hours of the request

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
91%	87%	93%	91%

At least 10% of City records will be maintained electronically\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	N/A	N/A

\* New measure that will not be reported until FY16.

Funding for a centralized records management facility will be included in the next General Obligation bond election (2019)\*

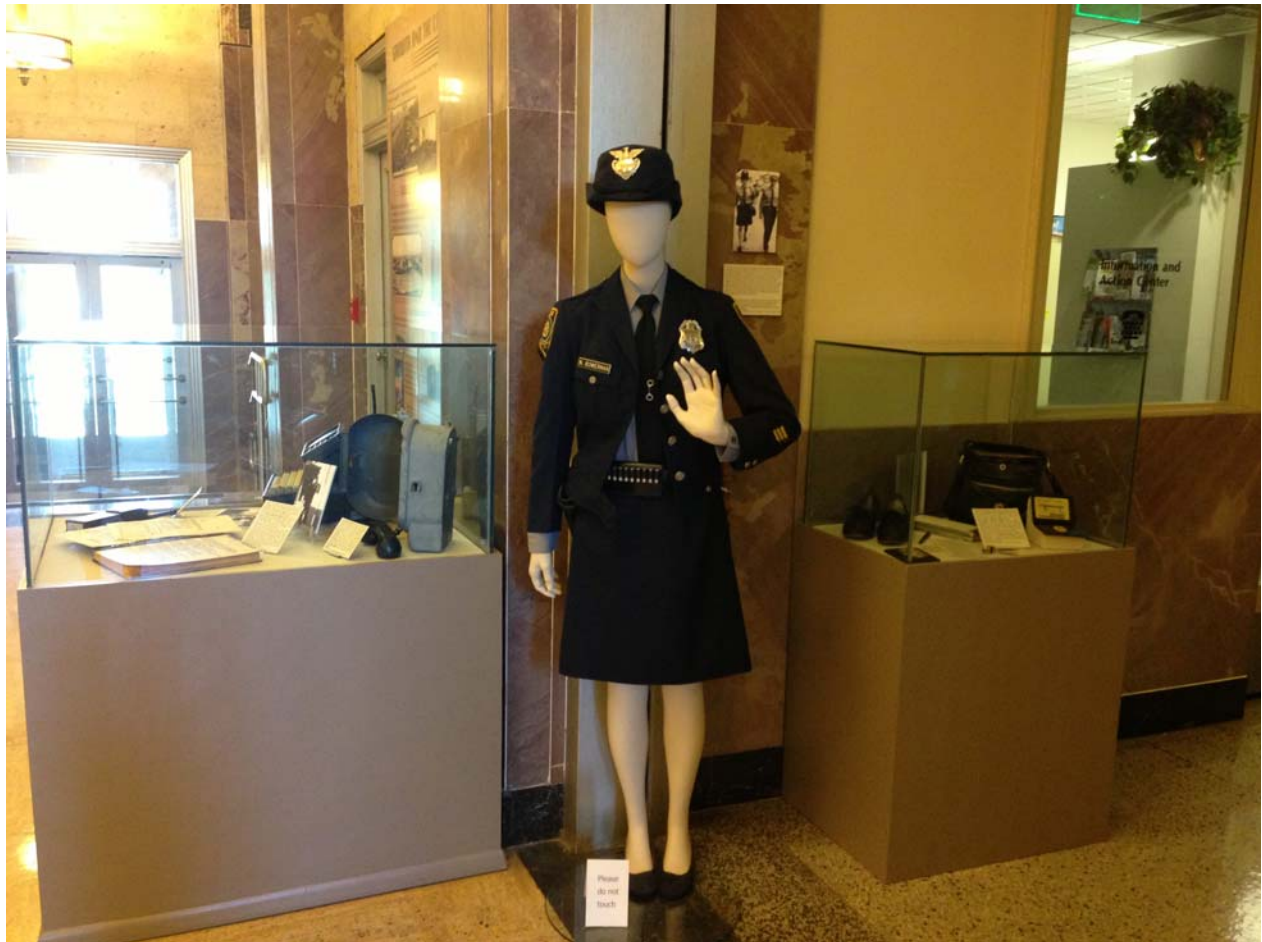
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	N/A	N/A

\* The centralized records management facility should be included in GO Bond discussions beginning in 2017.



## MAJOR BUDGET CHANGES

General Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$32,095	-
2.	Add advertising and miscellaneous services	\$10,000	-



## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$156,039	\$167,161	\$175,989	5.28%
Official City Records	720,108	762,742	793,517	4.03%
<b>Total Operating Expenditures</b>	<b>\$876,147</b>	<b>\$929,903</b>	<b>\$969,506</b>	<b>4.26%</b>
Non-Operating Expenditures	\$3,720	\$161,528	\$181,142	12.14%
<b>Department Total</b>	<b>\$879,867</b>	<b>\$1,091,431</b>	<b>\$1,150,648</b>	<b>5.43%</b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$876,147	\$929,903	\$969,506	4.26%
Capital Improvement Projects	3,720	161,528	181,142	12.14%
<b>Total All Funding Sources</b>	<b>\$879,867</b>	<b>\$1,091,431</b>	<b>\$1,150,648</b>	<b>5.43%</b>

# POSITIONS

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	9.00	9.00	9.00	0.00%
<b>Department Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00%</b>

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	0.78	0.78	0.78	0.00%
Official Records	8.22	8.22	8.22	0.00%
<b>Department Total</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>0.00%</b>



# CITY CLERK 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.

The Business Services Program 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of terminations submitted to Personnel Department by termination date	0%	N/A	95%	95%
Result	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year	96%	100%	100%	100%
Output	Dollar amount of operating expenditures managed	876,147	887,856	929,903	969,506
Output	# of FTE's supported	9	9	9	9

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of key measures achieved	100%	60%	75%	75%
Result	% of performance evaluations completed by the review date	78%	100%	95%	95%

### Administration Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Executive Leadership	0.04	\$5,085	0.04	\$21,255	0.04	\$21,364
Business Services	0.69	150,954	0.74	145,906	0.74	154,625
<b>Line of Business Total</b>	<b>0.73</b>	<b>\$156,039</b>	<b>0.78</b>	<b>\$167,161</b>	<b>0.78</b>	<b>\$175,989</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.

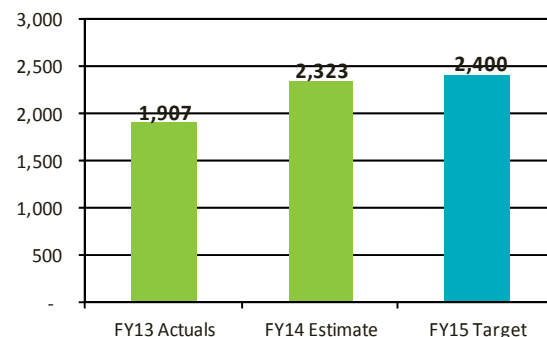
### FOCUS ON PERFORMANCE - # OF RECORD AND INFORMATION REQUESTS RECEIVED

#### Why is This Measure Important?

The City Clerk is the keeper of official City records; therefore, any requests for information from citizens, the media, or City management are coordinated through the Clerk's Office. Responding quickly to requests for information provides decision makers with information when they need it and contributes to citizen confidence when responding to requests from citizens and media. The City Clerk's Office sets goals for responding to these requests whether the information is stored in the Clerk's Office or in an outside department. This measure is an indicator of public engagement and is important because it reflects the interest of citizens in the business of City departments.

#### What do these Numbers Tell Us?

Through the first half of the year, the City Clerk Information program responded to over 1,000 requests for information. The number of requests has grown on average 25% year-over-year since FY 2011. Even with this increase in workload, the department continues to respond timely to these requests. Over the last four years, the department has maintained average performance of 79% of responses provided within 7 working days where records are maintained in other City departments, with performance this year expected to increase to 95%.



**The Bid Management Program** 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 12-13	FY 13-14	FY 14-15
<b>Bid Management</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% of bids received that are qualified bids	98%	99%	99%
Result	% of bids received electronically	N/A	26%	90%
Output	# of bid receipts processed for construction projects and goods and services	1,046	861	1,225
Output	# of construction bidding documents issued	1,694	1,254	1,925

**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 12-13	FY 13-14	FY 14-15
<b>City Clerk's Information</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% of requests for records and information maintained in other City departments completed within 7 working days	83%	91%	95%
Result	% of City Clerk records requests completed within 8 hours of request	91%	87%	93%
Result	% of meeting notices and agendas posted in accordance with State law	96%	95%	98%
Output	# of external record and information request responses provided	1,347	1,630	1,350
Output	# of internal record and information request responses provided	560	616	570
Output	# of meeting notices and agendas posted	1,129	1,073	1,150
Output	# of City Clerk on-line ordinance postings	N/A	3,890	3,074

**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.

		FY 12-13	FY 13-14		FY 14-15
<b>Council Agenda Management</b>		Actual	Estimate	Target	Target
Result	% of agenda items submitted correctly	74%	75%	80%	78%
Result	% of trust, board, commission, and committee meeting records online	11%	40%	40%	52%
Output	# of agenda items reviewed	4,040	4,101	3,900	3,900
Output	# of agenda items corrected	1,068	1,028	858	858
Output	# of new SIRE users trained	29	37	40	35

**Records Management** provides public record preservation and advisory services to The City, its departments and Trusts so they can access and retain records in compliance with government regulations.

		FY 12-13	FY 13-14		FY 14-15
<b>Records Management</b>		Actual	Estimate	Target	Target
Result	% of departments surveyed to determine centralized records management needs	N/A	15%	50%	50%
Output	# of records maintained in the City Clerk's record storage	417,000	422,000	427,000	422,000
Output	# of records added to the City Clerk's record storage	4,652	4,113	5,000	5,000

### **Official Records Positions and Budget**

<b>Program</b>	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Bid Management	1.69	\$113,597	1.59	\$116,284	1.59	\$118,511
City Clerk's Information	2.85	310,789	3.05	315,395	3.05	332,731
Council Agenda Management	1.40	134,401	1.40	145,479	1.40	147,049
Records Management	2.33	161,320	2.18	185,584	2.18	195,226
<b>Line of Business Total</b>	<b>8.27</b>	<b>\$720,107</b>	<b>8.22</b>	<b>\$762,742</b>	<b>8.22</b>	<b>\$793,517</b>



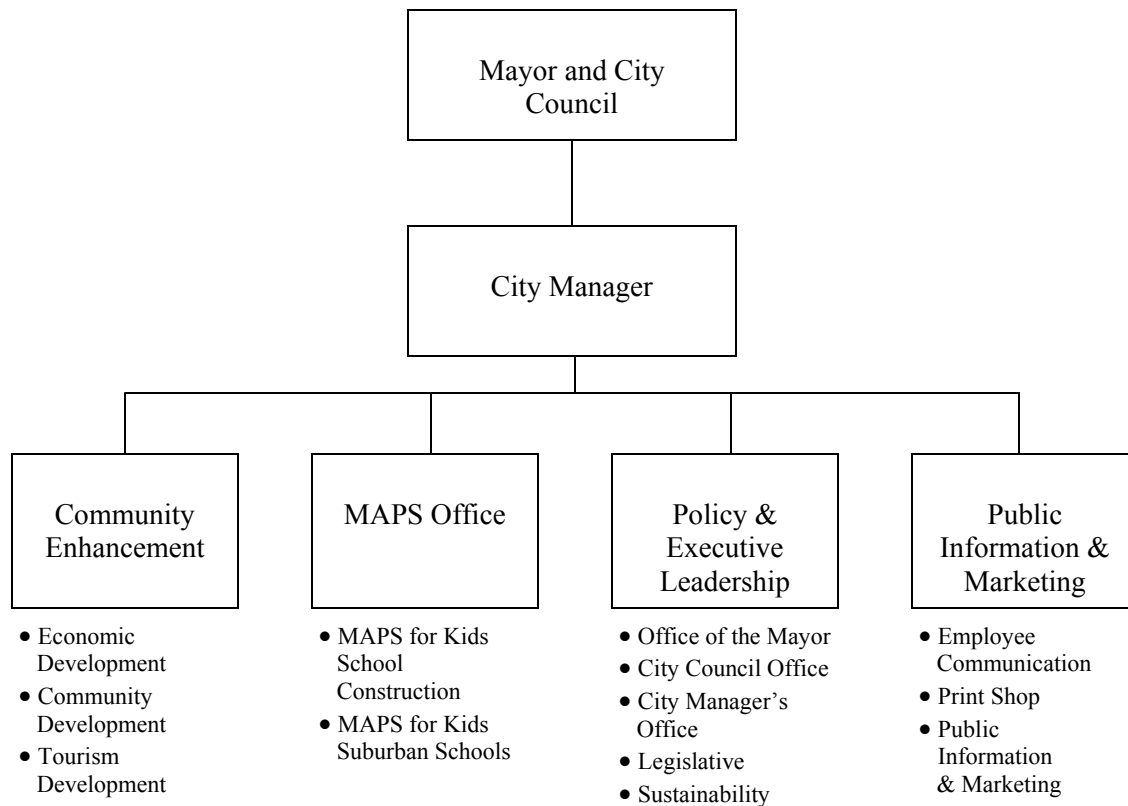
The City of  
**OKLAHOMA CITY**



# City Manager

**JAMES D. COUCH, CITY MANAGER**

james.couch@okc.gov



## DEPARTMENT MISSION

**THE MISSION OF THE CITY MANAGER'S OFFICE \* IS TO PROVIDE LEADERSHIP, MANAGEMENT, INFORMATION, AND POLICY IMPLEMENTATION TO:**

- **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 OFFICE SHARE A STRATEGIC PLAN. FOR BUDGET PURPOSES, THEY WILL REMAIN SEPARATE ENTITIES.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

Increasing citizen expectations for a safe city in addition to growing numbers of citizen requests for emergency response, if not addressed will result in:

- Greater loss of life and property
- Population migration to other cities
- Decreased citizen confidence

### Strategies

Strategies to address a safe and secure community will be implemented by the City’s Police and Fire Department as well as the City Manager’s Office and will include:

- Continue the use of overtime programs in the Police Departments to address high crime areas, traffic enforcement and increased presence in entertainment districts.
- Continue to improve Intelligence-Led policing and forensic computer investigation capabilities.
- 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.

### Strategic Results

By 2018, the level of core service provided by public safety departments will adequately increase as evidenced by:



55% or more citizens citywide will report that they feel safe				
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>	
44%	58%	55%	55%	



90% or more of Police 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				
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>	
71%	70%	90%	90%	



5% reduction in aggravated assaults citywide				
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>	
N/A	13%	5%	5%	



70% of Fire emergency responses will be provided within 7 minutes from the time a call is received at fire dispatch to arrival				
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>	
N/A*	60%	70%	70%	

\*Measure was updated in FY14 to reflect new dispatching process.

## ISSUE 2

The continuing challenge to maintain diversified and adequate revenues to support expenses for City operations and the need to preserve citizen confidence for voter approved initiatives, if not addressed, could result in:

- Diminished capacity to provide core services and address community needs
- Inability to meet new, increased, or changing citizen expectations
- Difficulty in securing financing for city projects and services

### Strategies

To support the City's overall economic health, the City Manager's Office will identify partnerships with other municipalities and local civic organizations to encourage economic development.

- Work with the Greater Oklahoma City Chamber and other economic development partners in the community to help grow the City's job base and develop revenue to keep pace with citizen expectations.
- Address the increasing need to find innovative solutions to provide efficient public service delivery by working to create regional partnerships in the metro area.

### Strategic Results

Through 2019,



The City will maintain the highest ratings for G.O. Bonds			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

Personnel related expenses will remain at or below 70% of total operating expenses			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
68%	N/A	67%	67%



General Fund unbudgeted reserves will be maintained in the range of 8-15% of the General Fund Budget			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
18%	16%	15%	15%

**Strategic Results (continued)**

By 2016, 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			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
83%	80%	85%	85%

80% of citizens will be satisfied with the overall quality of life in Oklahoma City			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	73%	80%	80%



75% of citizens will be satisfied with City services			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
66%	68%	71%	71%

By 2016, the City's revenue base will grow through economic development efforts as evidenced by:

35% of new jobs created will pay above the Oklahoma City MSA Average wage			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
39%	10%	20%	20%

**ISSUE 3**

Continued deterioration of many City streets coupled with increasing expectations from citizens to provide a better public transportation system and more alternative mobility options such as sidewalks, bike lanes and trails, if not addressed, will result in:

- Citizen dissatisfaction with the condition of city streets
- Mobility options for citizens that lag other cities
- The inability to promote and develop the city center
- Negative environmental impacts
- Limitations in the growth of the economy

**Strategies**

In order to improve the City's transportation system, strategies will be implemented by the City's Public Transportation and Public Works Departments and will include:

- Evaluating each bus route, reviewing route schedules and eliminating routes that have low ridership, the Public Transportation Department will make the best use of available resources.
- Continue to provide efficient street maintenance and new construction to improve the overall condition of city streets.

## Strategic Results

By 2017, the City will improve its transportation system as evidenced by:

50% of citizens will be satisfied with the condition of major city streets			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
38%	35%	50%	50%

40% of citizens will be satisfied with the City's public transportation system			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
27%	29%	40%	40%



Bus passengers per service hour will be at or above 20.5			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
18	18	19	19



260 miles of new trails, sidewalks and bike lanes will be constructed			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
15	27	7	10

## ISSUE 4

The increasing need to improve neighborhoods in the City center and the continued divergence in development patterns from the City's comprehensive plan, if not addressed, could result in:

- Widening gap between code enforcement requests and response
- Neighborhoods and businesses being developed in outlying areas with inadequate infrastructure
- Inability to meet the demand for infrastructure
- Inefficient delivery of core services

## Strategies

In order to address the increasing need to improve City neighborhoods, strategies will be implemented by the City's Planning and Neighborhood Services Departments as well as the City Manager's Office and will include:

- Promote inner-city residential and business development and redevelopment through the use of incentives, design review consultations and coordination with other City agencies and the development community.
- Strategically concentrate neighborhood revitalization efforts in the Strong Neighborhood Initiative area to reverse neighborhood decline early and leverage private investment.
- Stabilizing at risk neighborhoods through the Strong Neighborhood Initiative to make neighborhoods more attractive for single family residential development.
- Implement the Neighborhood Stabilization Program to purchase and rehabilitate foreclosed single-family bank owned properties for the benefit of low/moderate/medium income families.

## Strategic Results

By 2017, neighborhoods in the City will improve as evidenced by:

1,900 additional residential units will be built and occupied in downtown			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
0	158	158	4

100,000 square feet of retail space will be built and occupied in downtown			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
110,071	30,447	20,000	20,000



80% of citizens will think their neighborhood is a great place to live			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	71%	80%	80%

90% of inner city area properties will be proactively inspected at least once per month			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
87%	80%	87%	87%

A new comprehensive plan will be adopted

100% of rezoning applications approved by City Council will be consistent with the Comprehensive Plan			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
89%	81%	100%	100%

## ISSUE 5

Lack of academic improvement in public schools located within the City’s core along with consistently low rankings nationally in the areas of health and wellness, if not addressed, will result in:

- An undeveloped unprepared work force
- Difficulty recruiting out of state companies for economic development
- More juvenile criminal activity
- Increasing obesity and other public health concerns

## Strategy

In addition to encouraging more recreational opportunities that promote healthy living, the City Manager’s Office will work with the business community and school districts to encourage partnerships and mentoring programs.

## Strategic Results

By 2017, public education in Oklahoma City and the health of our community will improve as evidenced by:



Improvement in % of Oklahoma City Public Schools seniors that will graduate*			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
90%	N/A	90%	90%

\*Estimates unavailable, data will be reported at year-end.



Improvement in % of third graders reading at or above grade level*			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
79%	N/A	85%	85%

\*Estimates unavailable, data will be reported at year-end.



65% of citizens will live within 1/2 mile of a recreation facility, trail, or park			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
58%	58%	58%	58%



50% of citizens will report regular leisure time physical activity			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	67%	50%	50%

## ISSUE 6

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

### 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.

### Strategic Result

By 2019, 60% of citizens will be satisfied with the availability of information about City services and programs			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
50%	46%	50%	50%

## ISSUE 7

Continuing inefficiencies in City operations along with increasing citizen expectations for City government to lead the community in responsible use of resources, if not addressed, will result in:

- Wasted energy and resources
- Negative impacts on the environment
- Decreased citizen confidence
- Avoidable expenses

### Strategy

The City Manager's Office, through the Office of Sustainability, will continue to promote the efficient use of resources in both City operations and through community programs.

### Strategic Results

By 2016,

The City of Oklahoma City will realize a 20% reduction in energy use (2009 baseline)*			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	N/A	5%	5%

\*The department continues to develop reporting systems to capture this information.

85% of citizens who are satisfied the city is heading in the right direction			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
83%	80%	85%	85%

50% of office waste will be diverted from landfills through the recycling program*			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	N/A	15%	15%

\*The department continues to develop reporting systems to capture this information.

75% of citizens will agree that the City is leading the way in responsible use of resources*			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	66%	75%	75%



## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel costs due to merit increases and employee health insurance.	\$44,360	-
2. Add Administrative Coordinator - Energy Cap	\$56,463	1.00
3. Add Staff Reporter for Public Information and Marketing	\$74,820	1.00
4. Increase part-time wages for Action Center and Special Events	\$25,560	-

MAPS 3 Fund	Amount	Positions
1. Changes in personnel costs due to merit increases and employee health insurance.	\$6,902	-
2. Alliance for Economic Development Contract	\$175,000	-
3. Changes in personnel allocations between MAPS 3 & OCMAPS	\$73,718	0.80

OCMAPS Fund	Amount	Positions
1. Changes in personnel costs due to merit increases and employee health insurance.	\$2,927	-
2. Changes in personnel allocations between MAPS 3 & OCMAPS	(\$73,718)	(0.80)

Print Shop Fund	Amount	Positions
1. Changes in personnel costs due to merit increases and employee health insurance.	\$802	-
2. Add funds for Print Shop Remodel	\$100,000	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administrative	\$183,203	\$203,698	\$224,626	10.27%
Community Enhancement	555,250	506,097	520,108	2.77%
MAPS Office	2,415,366	3,238,179	3,274,084	1.11%
Policy and Executive Leadership	1,528,635	1,615,709	1,714,626	6.12%
Public Information and Marketing	1,898,049	2,206,194	2,156,055	-2.27%
Public Safety Capital Office	0	0	375	N/A
<b>Total Operating Expenditures</b>	<b>\$6,580,503</b>	<b>\$7,769,877</b>	<b>\$7,889,874</b>	<b>1.54%</b>
<b>Non-Operating Expenditures</b>				
Policy and Executive Leadership - Grants	\$525,764	\$0	\$0	N/A
Capital Expenditures	27,504,897	175,777,159	216,398,828	23.11%
<b>Total Non-Operating Expenditures</b>	<b>\$28,030,661</b>	<b>\$175,777,159</b>	<b>\$216,398,828</b>	<b>23.11%</b>
<b>Department Total</b>	<b>\$34,611,164</b>	<b>\$183,547,036</b>	<b>\$224,288,702</b>	<b>22.20%</b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$3,208,075	\$3,316,790	\$3,538,594	6.69%
Print Shop Internal Service Fund	957,061	1,214,908	1,076,821	-11.37%
Grant Fund	525,764	0	0	N/A
MAPS Sales Tax Fund	2,770	516,187	540,281	4.67%
OCMAPS Sales Tax Fund - Operating	1,299,062	1,620,011	1,353,824	-16.43%
OKC Tax Increment Financing Fund	995,080	850,000	850,000	0.00%
Police & Fire Capital Sales Tax Fund	120,122	2,943,616	4,206,009	42.89%
Police & Fire Capital Equip Use Tax Fund	0	0	375	N/A
Sports Facilities Sales Tax Fund	6,060,126	931,311	899,702	-3.39%
Sports Facilities Use Tax Fund	1,035,363	2,013,187	785,739	-60.97%
Capital Improvement Projects Fund	2,255,914	576,960	2,617,097	353.60%
MAPS 3 Sales Tax Fund	17,035,522	167,945,898	206,500,000	22.96%
MAPS 3 Use Tax Fund	1,116,305	1,618,168	1,920,260	18.67%
<b>Department Total</b>	<b>\$34,611,164</b>	<b>\$183,547,036</b>	<b>\$224,288,702</b>	<b>22.20%</b>

# POSITIONS

Positions by Purpose	Actual	Adopted Budget	Proposed Budget	Change
Administrative	0.40	0.40	0.40	0.00%
Community Enhancement	3.70	3.70	3.70	0.00%
MAPS Office	16.00	16.00	16.00	0.00%
Policy and Executive Leadership	9.90	9.90	10.90	10.10%
Public Information and Marketing	15.00	15.00	16.00	6.67%
Public Safety Capital Office	0.00	0.00	0.00	N/A
<b>Department Total</b>	<b>45.00</b>	<b>45.00</b>	<b>47.00</b>	<b>4.44%</b>

Positions by Funding Source	Actual	Adopted Budget	Proposed Budget	Change
General Fund	24.55	24.55	26.55	8.15%
Print Shop Internal Service Fund	4.45	4.45	4.45	0.00%
OCMAPS Sales Tax Fund - Operating	8.55	6.95	6.15	-11.51%
MAPS 3 Use Tax Fund	7.45	9.05	9.85	8.84%
<b>Department Total</b>	<b>45.00</b>	<b>45.00</b>	<b>47.00</b>	<b>4.44%</b>

# CITY MANAGER 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.

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

		FY 12-13	FY 13-14		FY 14-15
<b>Business Services</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of terminations submitted to Personnel Department by termination date	83%	100%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	92%	100%	100%
Output	Dollar amount of operating expenditures managed	\$6,580,503	\$4,636,284	\$7,769,877	\$7,889,874
Output	# of FTEs supported	48	48	51	47

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

		FY 12-13	FY 13-14		FY 14-15
<b>Executive Leadership</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of key measures achieved	57%	55%	75%	75%
Result	% of performance evaluations completed by the review date	29%	35%	95%	95%

### Administration Positions and Budget

<b>Program</b>	FY 12-13		FY 13-14		FY 14-15	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Business Services	0.40	\$183,208	0.40	\$203,698	0.40	\$224,626
Executive Leadership	0.00	(5)	0.00	0	0.00	0
<b>Line of Business Total</b>	<b>0.40</b>	<b>\$183,203</b>	<b>0.40</b>	<b>\$203,698</b>	<b>0.40</b>	<b>\$224,626</b>

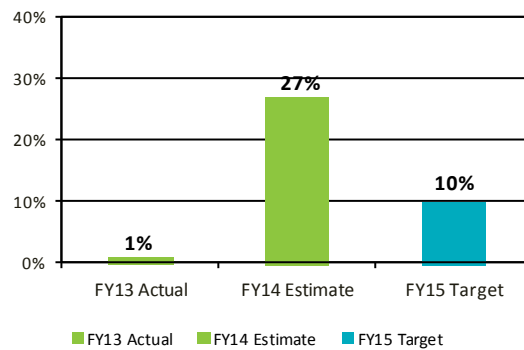
## COMMUNITY ENHANCEMENT

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.

### FOCUS ON PERFORMANCE - % 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 and bringing new jobs with higher average pay to the City conveys the City’s commitment to economic development and its impact on citizen income levels and overall quality of life. This measure shows by what percentage the average pay of all new jobs created using incentives is above the Oklahoma City Metropolitan Statistical Area (MSA) average.



**What Do These Numbers Tell Us?**

For FY14, the new jobs created using economic development incentives are expected to pay 27% above the average wage in Oklahoma City. This is 17% higher than what was expected and much higher than the prior year. AT&T and Terex Corporation, a global manufacturing company, both received incentives in FY14 for adding a cumulative total of over 1,500 jobs paying above the average wage.

The Community Development Program encourages public and private development and provides management and financial services to qualified entities so they can invest in the community, leading to an improved quality of life.

		FY 12-13	FY 13-14		FY 14-15
<b>Community Development</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	\$ value of private investment per \$ value of TIF investment	\$7	\$11	\$5	\$5
Output	# of TIF investments	4	5	5	5
Output	# of new square feet of retail space built and occupied in downtown	110,071	30,447	20,000	20,000
Output	# of new residential units built and occupied in downtown	0	158	158	4
Output	\$ of TIF investments	\$14,996,944	\$36,750,000	\$11,500,000	\$23,400,000

**The Economic Development Program** 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 City MSA average wage or greater.

		FY 12-13	FY 13-14		FY 14-15
<b>Economic Development</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% above the Oklahoma City MSA average wage for all new jobs created through incentives	1%	27%	10%	10%
Result	% of new jobs paying above the Oklahoma City MSA average wage	39%	10%	20%	20%
Output	# of jobs created	3,882	2,761	2,500	2,500
Output	# of jobs created through incentives	667	2,284	1,500	1,500
Output	# of companies receiving incentives	1	4	5	5
Output	\$ of private investment	\$28,741,233	\$267,560,000	\$150,000,000	\$150,000,000

**The Tourism Development Program** provides opportunities for conventions, sports, tourism, and entertainment in City owned facilities so businesses can prosper and citizens and visitors can experience an improved quality of life.

		FY 12-13	FY 13-14		FY 14-15
<b>Tourism Development</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	\$ combined direct spending generated per square foot of privately operated City event facilities	\$376	\$481	\$444	\$444
Output	# of tourism contracts negotiated/administered	11	12	11	11

### **Community Enhancement Positions and Budget**

<b>Program</b>	FY 12-13		FY 13-14		FY 14-15	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Community Development	1.30	\$219,239	1.30	\$145,869	1.30	\$148,294
Economic Development	1.60	219,520	1.60	250,103	1.60	257,172
Tourism Development	0.80	116,490	0.80	110,125	0.80	114,642
<b>Line of Business Total</b>	<b>3.70</b>	<b>\$555,250</b>	<b>3.70</b>	<b>\$506,097</b>	<b>3.70</b>	<b>\$520,108</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.

### FOCUS ON PERFORMANCE - # OF MAPS 3 PROJECT MILESTONES COMPLETED

#### Why Is This Measure Important?

MAPS 3, funded by a limited term, one-cent sales tax, is a 10-year construction program designed to improve the quality of life in Oklahoma City. The MAPS 3 Implementation Plan guides the process and outlines project milestones. This measure helps management and staff allocate resources and plan effectively to meet timeline goals.



#### What Do These Numbers Tell Us?

During the first half of FY14, four project milestones related to the Trails, Wellness Center and Streetcar have been completed with an estimated total of eight projects to be completed by the end of the fiscal year.

The MAPS 3 Program provides community enhancement projects to Citizens and visitors so they can enjoy an improved quality of life.

MAPS 3		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of MAPS 3 project milestones met within Implementation Plan timeline	N/A	100%	100%	100%
Result	% of residents who are satisfied with the Quality of Life in the City	N/A	73%	80%	80%
Output	# of MAPS 3 project milestones completed	N/A	8	7	7
Output	\$ expended on MAPS 3 projects	N/A	\$25,312,144	\$25,000,000	\$100,000,000



*Rendering of Whitewater Facility*

**The Maps for Kids School Construction Program** 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.

		FY 12-13	FY 13-14		FY 14-15
<b>MAPS for Kids School Construction</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
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%	110%	100%	100%
Output	# of classrooms receiving improved network access	73	238	286	286
Output	# of school projects completed	8	22	11	11
Output	\$ expended on school projects	\$54,838,182	\$34,451,537	\$66,800,000	\$21,760,000
Output	# of school projects administered	25	16	18	18

**The MAPS for Kids Suburban School 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.

		FY 12-13	FY 13-14		FY 14-15
<b>MAPS for Kids Suburban School</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of project applications recommended and scheduled for Trust consideration within 60 days of receipt	100%	100%	100%	100%
Output	# project applications processed	12	9	12	12
Output	\$ disbursed to suburban school districts	\$5,074,978	\$2,000,000	\$2,000,000	\$2,000,000

### **MAPS Office Position and Budget**

<b>Program</b>	FY 12-13		FY 13-14		FY 14-15	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
MAPS 3	7.45	\$1,115,858	9.05	\$1,618,168	9.85	\$1,920,260
MAPS for Kids School Construction	8.35	1,119,408	6.75	1,539,431	5.95	1,276,995
MAPS for Kids Suburban School District	0.20	79,985	0.20	80,580	0.20	76,829
OCMAPS Trust Support	0.00	100,116	0.00	0	0.00	0
<b>Line of Business Total</b>	<b>16.00</b>	<b>\$2,415,366</b>	<b>16.00</b>	<b>\$3,238,179</b>	<b>16.00</b>	<b>\$3,274,084</b>



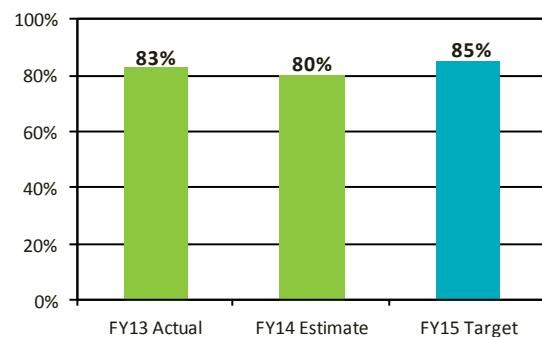
## POLICY AND EXECUTIVE LEADERSHIP

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 City organization so it can provide quality services.

### FOCUS ON PERFORMANCE - % 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 conducts a Citizen Survey annually and 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?

The amount of residents who think the City is moving in the right direction has saw a slight decrease in the last year with results from the last citizen survey indicating an 80% satisfaction rating for this measure. Although a decline, this is still substantially higher than peer cities. City leaders monitor this change from year to year and work to address the issues that citizens identify as their priorities for the City.

**The City Manager's Office Program** 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
- To City staff so they can achieve strategic results

		FY 12-13	FY 13-14		FY 14-15
<b>City Manager's Office</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of Strategic Results, identified in LFR Strategic Business Plans, achieved	49%	N/A	75%	75%
Result	% of citizens surveyed who report they are satisfied or very satisfied with City services	66%	68%	71%	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	87%	87%	89%	89%
Result	% of Citizens who feel the City is heading in the right direction	83%	80%	85%	85%
Output	# of Council Agenda Items approved	4,036	3,993	3,751	3,751
Output	# of City Manager Reports provided	119	77	112	112

**The 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		FY 12-13	FY 13-14		FY 14-15
		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	73%	83%	89%	89%
Result	% of legislative agenda items accomplished resulting in favorable changes in legislative rules and regulations	60%	71%	70%	70%
Output	# of legislative issues accomplished	3	6	14	14
Output	# of legislative status reports and briefings provided	30	30	30	30

**The Office of Sustainability Program** provides sustainability planning, energy efficiency upgrading, technical recommendations, and outreach services to City departments and Oklahoma City residents and visitors so they can integrate sustainability into decision making for improved economic, environmental and social health.

Office of Sustainability		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% energy reduction from energy efficiency retrofits completed*	N/A	N/A	5%	5%
Result	% energy reduction per sq ft from baseline established in 2009 for all facilities*	N/A	N/A	5%	5%
Result	% of office waste material sent to landfill that was recyclable*	N/A	N/A	15%	15%
Output	Total energy usage for City operations*	N/A	N/A	N/A	N/A
Output	# of sq ft of facilities audited for energy efficiency*	N/A	N/A	N/A	N/A
Output	# of residential energy efficiency loans granted	2	2	10	10
Output	\$ of residential energy efficiency loans granted	\$105,240	\$161,417	\$40,000	\$40,000
Output	# of outreach and education event participations	15	61	20	20
Output	# of tons of recycled material in City office recycling program	N/A	45	44	50
Output	# of total Bike Share rides taken	775	11,642	15,000	15,000

\*The department continues to develop reporting systems to capture this information.



## The Policy and Executive Leadership Position and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Bike Share Program Spokies	0.00	\$66,280	0.00	\$0	0.00	\$0
City Manager's Office	6.30	\$1,059,340	6.30	\$1,035,945	6.30	\$1,062,855
Legislative	0.60	98,224	0.60	93,998	0.60	96,927
Office of Sustainability	3.00	830,556	3.00	485,766	4.00	554,844
<b>Line of Business Total</b>	<b>9.90</b>	<b>\$2,054,399</b>	<b>9.90</b>	<b>\$1,615,709</b>	<b>10.90</b>	<b>\$1,714,626</b>

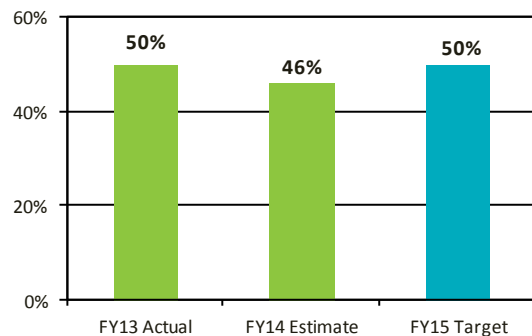
## PUBLIC INFORMATION AND MARKETING

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.

### FOCUS ON PERFORMANCE - % OF CITIZENS WHO ARE SATISFIED WITH THE AVAILABILITY OF INFORMATION ABOUT CITY PROGRAMS AND SERVICES

#### Why Is This Measure Important?

Transparency in government is essential to building citizen confidence and support. Informed citizens are engaged citizens who are more willing to support City government initiatives and are more likely to use City services and programs. This measure helps Public Information and Marketing staff determine the effectiveness of their efforts in making information easily accessible and the overall ease with which citizens are able to stay informed about their local government.



#### What Do These Numbers Tell Us?

The latest citizen survey results show that the City's communication with the public rated 15% above the national average and more. However, with a slight decline in satisfaction, the most recent results of the Citizen Survey indicate a clear need for more information through communication channels citizens prefer. The division has a goal to provide consistent information through okc.gov, social media, water bill newsletters, City Channel 20 and a future e-newsletter.

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

Employee Communication		FY 12-13		FY 13-14		FY 14-15	
		Actual	Estimate	Target	Target		
Result	% of employees surveyed who say they feel informed about City services and programs*	54%	54%	56%	56%		
Result	% of employees surveyed who say they feel valued by the organization*	45%	45%	50%	50%		
Output	# of employees recognized	454	405	400	400		
Output	# of employee events or programs communicated or coordinated	25	18	25	20		

\* FY 13-14 Estimate based on last year's results until new survey conducted in Fall of 2014.

**The Print Shop Program** 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 12-13		FY 13-14		FY 14-15	
		Actual	Estimate	Target	Target		
Result	% of print jobs delivered within the agreed upon deadline	97%	99%	96%	96%		
Result	% of employees who report being satisfied or very satisfied with print shop services	92%	92%	95%	95%		
Output	# of U.S. mail pieces stamped	403,959	435,787	400,000	400,000		
Output	# of impressions produced	5,652,209	6,758,169	6,000,000	6,000,000		

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

Public Information		FY 12-13		FY 13-14		FY 14-15	
		Actual	Estimate	Target	Target		
Result	% of citizens who are satisfied with the availability of information about City services and programs	50%	46%	50%	50%		
Result	% of citizen service requests responded to within 10 days	99%	99%	96%	96%		
Output	# of new video segments broadcast monthly	26	42	20	300		
Output	# of media contacts provided	997	1,093	700	600		
Output	# of special event permits processed	155	526	400	250		
Output	# of Web pages updated	284	372	500	500		

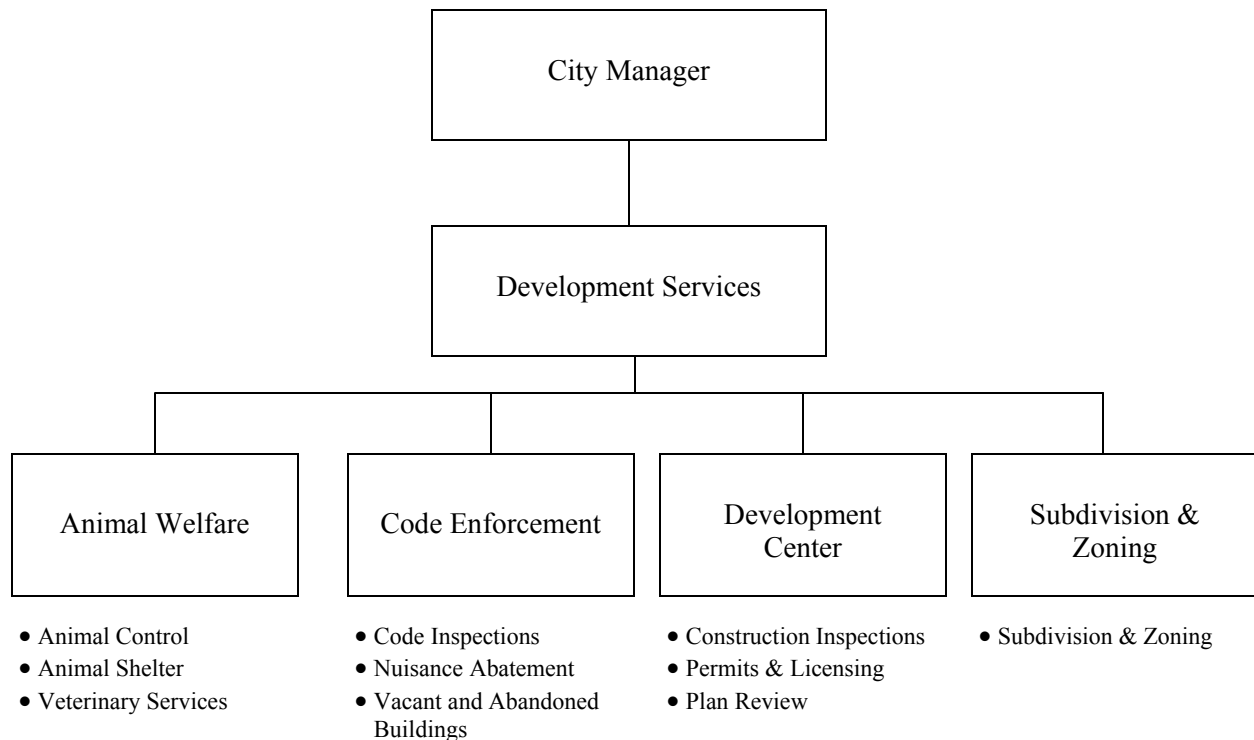
### **Public Information Position and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Employee Communication	1.05	\$120,091	1.05	\$114,771	1.05	\$115,459
Print Shop	4.45	957,061	4.45	1,214,908	4.45	1,076,821
Public Information	9.50	820,897	9.50	876,515	10.50	963,775
<b>Line of Business Total</b>	<b>15.00</b>	<b>\$1,898,049</b>	<b>15.00</b>	<b>\$2,206,194</b>	<b>16.00</b>	<b>\$2,156,055</b>

# Development Services

**BOB TENER, DIRECTOR**

bob.tener@okc.gov



## 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 CLEAN, SAFE AND STABLE CITY.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

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

### Strategy

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

### Strategic Result

By 2017, Development Services will provide effective code enforcement services as evidenced by:

At least 50% citizen satisfaction with code enforcement			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
44%	46%	50%	50%

## ISSUE 2

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.

### 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, ASPCA, and Petsmart Charities and increasing placements through rescue groups. This cooperation 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. The City’s new spay and neuter ordinance will be monitored for impact.

### Strategic Result

By 2017, Development Services will achieve its goal of live exit rate at the animal shelter, as evidenced by:

Achieving a 75% live exit rate at the shelter			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
60%	57%	65%	65%

### ISSUE 3

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.

#### 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.

#### Strategic Results

By 2017, Development Services customers will experience a more timely and efficient development review process as evidenced by:

At least 65% of applicants proposing a new subdivision will receive a development application decision within 60 days of submission of a preliminary plat application

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
56%	62%	80%	80%

At least 85% of applicants will receive a rezoning development application decision within 120 days of application submission

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
83%	78%	85%	85%

## ISSUE 4

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 processing development applications and issuance of building permits and certificates of occupancy.

### Strategy

The Development Services Department will utilize Accela reports to track and review response data to identify opportunities for greater efficiency in plan reviews.

### Strategic Results

By 2017, 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 15 working days of submission			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
98%	99%	100%	100%

Complete 100% of initial review of commercial remodel plans within 10 working days of submission			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
99%	98%	100%	100%

Complete 90% of construction inspections within 1 working day of request			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	83%	90%	90%



## ISSUE 5

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The growing demand for animal control services, if not addressed, will result in fewer responses, increased response times and lower citizen satisfaction.

### Strategy

The Animal Welfare Line of Business is using centralized Computer Aided Dispatch (CAD) to actively track response times for service calls. Development Services will review response times and call volumes to gain efficiencies in response.

### Strategic Result

By 2017, in order to provide quality services to our customers:

Animal Welfare will provide an initial response to service requests within 2 hours for Priority 1 calls 90% of the time\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	75%	75%

\* Department continues to work on methodology and process to capture this information.

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$72,942	-
2. Adds a Vacant and Abandoned Buildings Program	\$741,396	11.00
3. Deletes an Administrative Coordinator Position	(\$74,621)	(1.00)
4. Increase in Janitorial Supplies for Animal Welfare	\$20,000	-



*Dogs rescued by Animal Welfare Officers after the May 2013 tornado.*

## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,618,762	\$2,188,390	\$2,358,515	7.77%
Animal Welfare	3,726,199	3,974,841	4,023,542	1.23%
Code Enforcement	3,088,341	3,464,104	4,141,921	19.57%
Development Center	6,465,555	6,764,802	6,651,874	-1.67%
Subdivision and Zoning	908,549	923,403	918,456	-0.54%
<b>Total Operating Expenditures</b>	<b>\$15,807,406</b>	<b>\$17,315,540</b>	<b>\$18,094,308</b>	<b>4.50%</b>
Capital Expenditures	\$191,078	\$742,871	\$1,277,126	71.92%
Other Non-Operating Expenditures	283,056	315,742	321,538	1.84%
<b>Department Total</b>	<b>\$16,281,540</b>	<b>\$18,374,153</b>	<b>\$19,692,972</b>	<b>7.18%</b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$15,807,407	\$17,315,540	\$18,094,308	4.50%
Capital Improvement Projects Fund	191,078	742,871	1,277,126	71.92%
Grants Management Fund	127,999	159,804	158,100	-1.07%
Special Purpose Fund	155,057	155,938	163,438	4.81%
<b>Total All Funding Sources</b>	<b>\$16,281,541</b>	<b>\$18,374,153</b>	<b>\$19,692,972</b>	<b>7.18%</b>

# POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	5.00	4.00	4.00	0.00%
Animal Welfare	50.00	51.00	52.00	1.96%
Code Enforcement	43.00	42.00	52.00	23.81%
Development Center	83.00	84.00	85.00	1.19%
Subdivision and Zoning	9.00	9.00	9.00	0.00%
<b>Department Total</b>	<b>190.00</b>	<b>190.00</b>	<b>202.00</b>	<b>6.32%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	190.00	190.00	202.00	6.32%
<b>Total All Funding Sources</b>	<b>190.00</b>	<b>190.00</b>	<b>202.00</b>	<b>6.32%</b>



# DEVELOPMENT SERVICES 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.

**The Business Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of full-time equivalent (FTE) employees without an on the job (OJI) in the current fiscal year	91%	83%	99%	99%
Result	% of terminations submitted to Personnel Department by termination date	35%	75%	75%	75%
Output	Dollar amount of operating expenditures managed	\$15,807,406	\$16,659,876	\$17,315,540	\$18,094,308
Output	# of FTEs supported	190	182	190	202

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of key measures achieved	50%	50%	75%	75%
Result	% of performance evaluations completed by the review date	45%	64%	95%	95%

### Administration Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	3.00	\$1,249,932	2.00	\$1,722,337	2.00	\$1,928,547
Executive Leadership	2.00	368,830	2.00	466,053	2.00	429,968
<b>Line of Business Total</b>	<b>5.00</b>	<b>\$1,618,762</b>	<b>4.00</b>	<b>\$2,188,390</b>	<b>4.00</b>	<b>\$2,358,515</b>

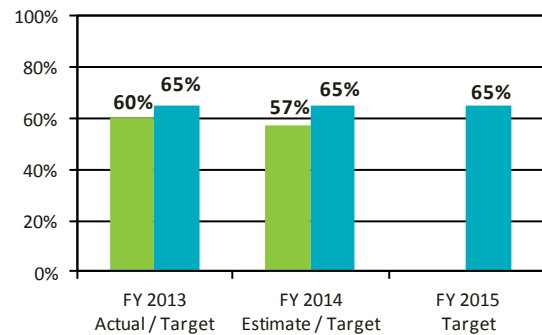
## ANIMAL WELFARE

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

### FOCUS ON PERFORMANCE - % OF LIVE EXITS

#### Why is This Measure Important?

The percentage of live exits indicates the progress the City is making toward ending the euthanasia of placeable pets at the animal shelter. This measure helps the program decide when to conduct special adoption events and reflects the gains made through partnerships with the Central Oklahoma Humane Society, the American Society for the Prevention of Cruelty to Animals, and other organizations. Live exits include animals that are adopted, transferred, or reclaimed by their owners from the animal shelter.



#### What do these Measures Tell Us?

This measure monitors trends in the shelter's live exit rate and identifies animal intake and disposition trends. The data is a reflection of successes or gaps in the shelter program and service areas such as adoptions, special events, pet fosterage, volunteerism, pet sterilizations, pet reclaims, marketing, and information sharing. The current estimate of 57% for the live exit rate is below the 65% target and reflects a decrease over FY13. The decrease is due in part to the influx of displaced animals from the May 2014 storms, however these affects are expected to be temporary.

**The Animal Control Program** provides public health and safety, animal protection, and information to the general public so they can experience an environment free of dangerous, stray or dead animals.

		FY 12-13	FY 13-14	FY 14-15
Animal Control		Actual	Estimate	Target
Result	% of Animal Welfare Priority 3 calls responded to within 24 hours*	N/A	N/A	40%
Result	% of Animal Welfare Priority 2 calls responded to within 12 hours*	N/A	N/A	85%
Result	% of Animal Welfare Priority 1 calls responded to within 2 hours*	N/A	N/A	75%
Output	# of Animal Welfare Priority 3 call responses provided	5,541	5,900	6,000
Output	# of Animal Welfare Priority 2 call responses provided	8,498	10,738	8,500
Output	# of Animal Welfare Priority 1 call responses provided	7,913	23,078	8,000
Output	# of animal impoundments made	6,824	7,642	6,500

\* Department continues to work on methodology and process to capture this information.

**The Animal Shelter Program** provides temporary animal care, animal adoptions, reclaim services and animal transfers to rescue groups so citizens can have affordable pet adoption opportunities and more animals can be saved.

Animal Shelter		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of live exits	60%	57%	65%	65%
Output	# of live animals sheltered	25,866	28,670	29,000	29,000
Output	# of live exits	15,438	14,898	18,850	18,850

**The Veterinary Services Program** provides medical care to shelter pets and spay and neuter services to shelter and community pets to ensure that potential pet owners can experience the companionship of a healthy pet.

Veterinary Services		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of animals sterilized	20%	20%	34%	34%
Result	% of live animals logged treated for illness or injury	10%	9%	8%	8%
Result	% of animals euthanized	31%	38%	32%	32%
Output	# of animals sterilized	5,246	5,592	10,000	10,000
Output	# of animals treated for illness or injury	2,525	2,498	2,320	2,320
Output	# of euthanasias performed	9,826	12,981	10,150	10,150

### **Animal Welfare Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Animal Control	18.66	\$1,347,545	19.66	\$1,445,031	19.99	\$1,471,662
Animal Shelter	24.66	1,634,669	24.66	1,718,018	24.99	1,713,922
Veterinary Services	6.68	743,986	6.68	811,792	7.02	837,958
<b>Line of Business Total</b>	<b>50.00</b>	<b>\$3,726,200</b>	<b>51.00</b>	<b>\$3,974,841</b>	<b>52.00</b>	<b>\$4,023,542</b>

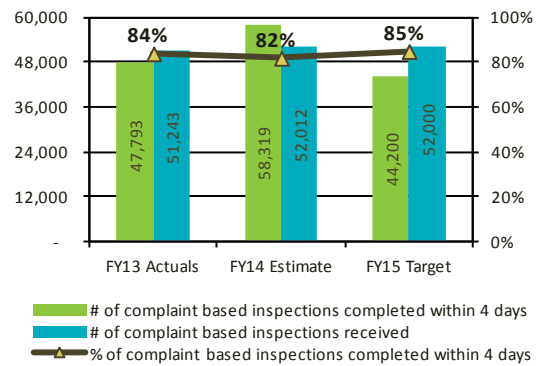
## CODE ENFORCEMENT

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.

### FOCUS ON PERFORMANCE - % OF TOTAL COMPLAINT BASED INSPECTIONS COMPLETED WITHIN 4 DAYS

#### Why is This Measure Important?

This measure reveals Code Enforcement’s responsiveness to citizen complaints relating to tall grass and weeds, junk and debris, inoperable vehicles, dangerous structures, and zoning violations within neighborhoods. Evaluating the timeliness of responses to complaints enables the department to monitor call levels for each code inspector and equally distribute workloads in assigned districts. Providing high levels of service is important to promoting public safety, maintaining citizen satisfaction with code enforcement, and improving the safety and attractiveness of the community.



#### What Do These Numbers Tell Us?

Through the first half of this fiscal year Code Enforcement responded to 33,199 complaints, with 82% of complaints receiving a response within four days. The number of total complaints is 34% higher than the same time period of the previous year, indicating a significant increase in workload. Even with the increase in workload the department has maintain service levels and the department increased the target by 5% for FY15. In addition to complaint-based inspections, Code Inspectors also respond to re-inspections, perform proactive inspections, and enforce business licenses.

**The Code Inspections Program** provides inspection services (pro-active and complaint response) to citizens and business community so they can experience an environment that is free of code violations.

Code Inspections		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of total complaint based inspections completed within 4 days	84%	82%	80%	85%
Result	% of inner city proactive area properties inspected at least once per month	87%	80%	87%	87%
Output	# of complaint-based inspections completed within 4 days	47,793	58,319	41,600	44,200
Output	# of proactive properties inspected monthly	47,817	44,023	48,000	48,000



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

Nuisance Abatement		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of citizens satisfied with code enforcement	44%	46%	50%	50%
Result	% of code violations resolved voluntarily	76%	81%	75%	75%
Result	% of total properties with abatement action	0.44%	0.61%	0.43%	0.43%
Output	# of abatement notices and citations issued	15,864	20,359	12,000	12,000
Output	# of abatement actions completed	15,029	18,394	13,000	13,000

### Code Enforcement Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Code Inspections	33.50	\$2,398,854	32.50	\$2,633,469	32.50	\$2,649,866
Vacant & Abandoned Buildings*	0.00	\$0	0.00	\$0	10.00	\$684,933
Nuisance Abatement	9.50	689,487	9.50	830,635	9.50	807,122
<b>Line of Business Total</b>	<b>43.00</b>	<b>\$3,088,341</b>	<b>42.00</b>	<b>\$3,464,104</b>	<b>52.00</b>	<b>\$4,141,921</b>



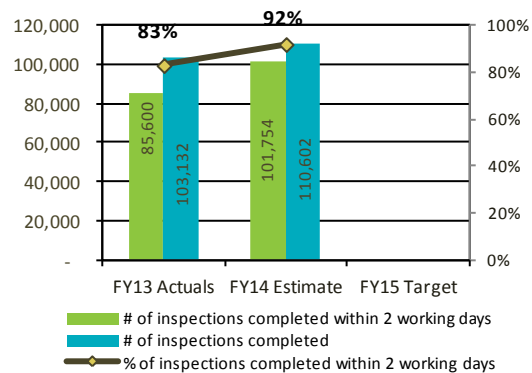
## DEVELOPMENT CENTER

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 develop and build code compliant commercial and residential structures in a timely manner.

### FOCUS ON PERFORMANCE -% OF CONSTRUCTION RELATED INSPECTIONS COMPLETED WITHIN 2 WORKING DAYS OF REQUEST

**Why Is This Measure Important?**

Measuring service and response time for inspection requests from builders and contractors allows the Development Center to evaluate their success in meeting customers’ expectations of turnaround time. High levels of performance in this area minimize delays in the construction process and meet the needs of the community for code compliant and safe building construction practices. The Department uses this data to adjust staff assignments and identify when other strategies are needed to improve service levels.



**What Do These Numbers Tell Us?**

Currently, inspections are completed as expected 92% of the time suggesting the Development Center will finish the year with improvement for the sixth consecutive year. Due to the continued success, the Development Center has set a new target for the timeliness of inspections, targeting completion within 1 day 90% of the time. Achievement of this level, is due to improve scheduling and process efficiency. Success for this new target will be reported in FY15.

The Construction Inspections Program provides construction related code inspections to the development community and the public so they can build safe commercial and residential structures in a timely manner.

		FY 12-13	FY 13-14		FY 14-15
<b>Construction Inspections</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of construction related inspections completed within 2 working days of request	83%	92%	80%	N/A
Result	% of construction related inspections completed within 1 working day of request	N/A	83%	90%	90%
Result	% of quality control reviews that do not require correction	87%	88%	90%	90%
Output	# of construction related inspections	103,132	110,602	95,000	95,000
Output	# of quality control reviews completed	916	883	800	800

**The Permits and Licensing Program** provides construction permits, inspection processing, and licenses to the development community, the public, and inspectors so they can conduct their construction or business related activities in a timely manner.

Permits and Licensing		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of construction related permits issued within 1 working day of request	100%	96%	100%	100%
Result	% of construction related inspections entered within 4 hours of the request.	95%	95%	90%	90%
Output	# construction related inspection requests	114,112	125,115	90,000	90,000
Output	# of construction permits issued	57,918	63,581	48,000	48,000
Output	# of licenses and residential sale permits issued	26,170	28,556	25,000	25,000

**The Plan Review Program** provides construction plan review to the development community and the public so they can develop and build code-compliant structures in a timely manner.

Plan Review		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of single family residential new construction plans reviewed within 1 working day of submission	100%	100%	74%	74%
Result	Average # of working days in permit process for City permit review	8	7	9	9
Result	Average # of working days in permit process for developer response	44	37	40	40
Result	% of development community surveyed responding as satisfied with the plan review process	64%	65%	75%	75%
Result	% of commercial permits issued within 3 months	74%	70%	75%	75%
Output	# of commercial remodel construction plans reviewed	859	868	900	900
Output	# of 1-2 family residential new construction plans reviewed	3,553	3,758	3,500	3,500
Output	# of commercial new construction plans reviewed	1,096	1,396	1,000	1,000
Result	% of commercial new construction plans initial code review completed within 15 working days	98%	99%	100%	100%
Result	% of commercial remodel construction plans initial code review completed within 10 working days	99%	98%	100%	100%
Output	# of working days in permit process for City permit review	N/A	13,330	18,000	18,000
Output	# of permits issued	N/A	2,011	2,000	2,000
Output	# of days for developer response	N/A	74,066	80,000	80,000

**Development Center Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Construction Inspections	44.90	\$3,489,558	44.90	\$3,620,906	45.60	\$3,582,832
Permits and Licensing	17.90	1,204,907	18.90	1,328,066	19.60	1,311,455
Plan Review	20.20	1,771,090	20.20	1,815,830	19.80	1,757,587
<b>Line of Business Total</b>	<b>83.00</b>	<b>\$6,465,555</b>	<b>84.00</b>	<b>\$6,764,802</b>	<b>85.00</b>	<b>\$6,651,874</b>

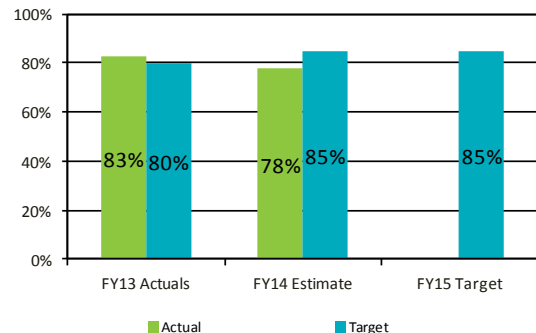
**SUBDIVISION AND ZONING**

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.

**FOCUS ON PERFORMANCE -% OF APPLICANTS THAT RECEIVE A REZONING DEVELOPMENT APPLICATION DECISION WITHIN 120 DAYS OF APPLICATION SUBMISSION**

**Why is This Measure Important?**

Before a new construction project or remodel requiring rezoning can begin, the City must review and approve the project. Setting goals for providing applicants with a rezoning decision in a timely manner demonstrates the City’s responsiveness to the development community and conveys the Subdivision and Zoning staff’s effectiveness at coordinating review of development applications between departments, negotiating with applicants, and obtaining a development decision for the applicant.



**What Do These Numbers Tell Us?**

Typically, a rezoning decision is considered timely if it is received by the applicant within 120 days of the initial request. For the first half of the current fiscal year, applicants receiving a rezoning decision within the stated time frame has decreased slightly when compared to the previous year, however the number of applications reviewed has increased slightly at 9%. Extenuating circumstances such as continuance requests by the Planning Commission, City Council, the applicant, or protestors can often impact the ability of the program to achieve its goal; however, program staff continue their commitment to resolving as many issues as possible before the application is considered by a public body.

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

		FY 12-13	FY 13-14		FY 14-15
<b>Subdivision and Zoning</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of applicants proposing a new preliminary plat that receive a development application decision within 60 days of submission	56%	62%	80%	80%
Result	% of applicants that receive a rezoning development application decision within 120 days of application submission	83%	78%	85%	85%
Output	# of zoning and subdivision applications processed	560	649	350	350
Result	Average # of days for applicants proposing a new subdivision to receive a development application decision	71	38	80	80

### **Subdivision and Zoning Positions and Budget**

<b>Program</b>	FY 12-13		FY 13-14		FY 14-15	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Subdivision and Zoning	9.00	\$908,549	9.00	\$923,403	9.00	\$918,456
<b>Line of Business Total</b>	<b>9.00</b>	<b>\$908,549</b>	<b>9.00</b>	<b>\$923,403</b>	<b>9.00</b>	<b>\$918,456</b>

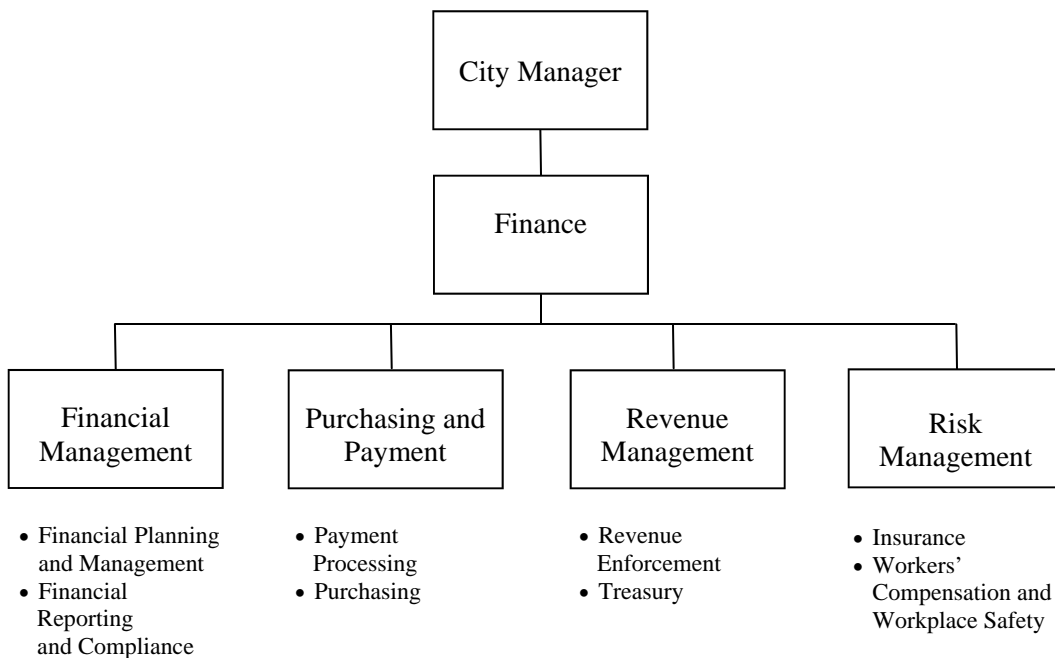


The City of  
**OKLAHOMA CITY**

# Finance

**CRAIG FREEMAN, DIRECTOR**

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## DEPARTMENT MISSION

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

## ISSUE 1

Increasing customer needs for 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 financial managers 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 to departments.
- Work with departments to ensure audit recommendations are implemented.

### Strategic Results

By FY 2016, 90% of customers will report they have timely financial and performance information and services they need to manage their operations			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
87%	85%	90%	N/A

By 2016, 90% of customers will report they have the financial services they need to operate effectively			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
66%	67%	78%	78%

The City will maintain the ratings on G.O. bonds at the highest level*			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa

\*Standard and Poor's/Moody's

By 2016, the City will experience a reduced risk of loss and improved compliance with policies, laws and regulations as evidenced by implementation of 90% of financial related audit recommendations			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
100%	85%	100%	100%





## ISSUE 2

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.

### Strategies

- Contributions for the Employee Retirement System will be budgeted at the Actuarial Recommended Contribution (ARC) rate.
- Develop formal recommendations to City Council for addressing the long-term liability of retiree health insurance (OPEB).
- Prepare and manage the general fund budget to maintain appropriate reserve levels.

### Strategic Results

Through 2016, personnel related expenses will remain at or below 70% of total operating expenses

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
68%	66%	67%	N/A

Through 2016, the General Fund unbudgeted reserves will be maintained in the range of 8-15% of the General Fund budget

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
18%	16%	15%	15%

By 2018, long-term liabilities will be funded at the following levels:

100% for the Employee Retirement System

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
87%	96%	100%	100%

30% for retiree health insurance, also known as Other Post Employment Benefits (OPEB)

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
4%	6%	5%	7%



### ISSUE 3

A continued need to promote 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.

#### Strategies

- 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 and encourage them to support the implementation of those elements City wide.
- Facilitate safety training for all City employees, employing both internal and external resources.

#### Strategic Results

By 2016, a culture of safety will be reflected by:

Workers' Compensation claims costs will be less than \$38 per \$1,000 of payroll expense			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	\$40	\$41	\$40

The City will be at or below the state average injury rate for local governments (injuries per 100 employees)			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
11	10	6	6

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$104,190	-
2. Adds Administrative Support Tech to the Payroll section	\$49,760	1.00
3. Deletes Office Assistant from the Purchasing and Payment Processing Line of Business	(\$40,711)	(1.00)
4. Replaces Municipal Accountant II position with Municipal Accountant III position in the Financial Reporting and Compliance Program	(\$10,323)	-
5. Replaces Executive Assistant II position with Administrative Coordinator in the Business Services Program	(\$23,475)	-
6. Replaces two Admin Support Tech positions with two Municipal Accountant I positions in the Payroll section	\$0	-

Risk Management	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$2,114	-
2. Replaces a Safety Analyst position with a Training & Safety Officer position in the Workers' Compensation and Workplace Safety Program	(\$11,387)	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,712,919	\$2,076,976	\$2,243,050	8.00%
Financial Management	2,946,318	3,111,004	3,196,086	2.73%
Purchasing & Payment Processing	1,931,764	1,869,406	1,856,104	-0.71%
Revenue Management	2,080,750	2,181,507	2,113,223	-3.13%
Risk Management	14,674,621	15,833,992	16,309,361	3.00%
<b>Total Operating Expenditures</b>	<b>\$23,346,371</b>	<b>\$25,072,885</b>	<b>\$25,717,824</b>	<b>2.57%</b>
Capital Expenditures	13,500	92,660	127,353	37.44%
<b>Department Total</b>	<b>\$23,359,871</b>	<b>\$25,165,545</b>	<b>\$25,845,177</b>	<b>2.70%</b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$8,160,706	\$8,533,656	\$8,630,703	1.14%
Risk Mgmt. Internal Service Fund	15,185,665	16,539,229	17,087,121	3.31%
Capital Improvement Projects Fund	13,500	92,660	127,353	37.44%
<b>Total All Funds</b>	<b>\$23,359,871</b>	<b>\$25,165,545</b>	<b>\$25,845,177</b>	<b>2.70%</b>

## POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	4.40	4.40	4.50	2.27%
Financial Management	35.00	36.30	36.50	0.55%
Purchasing and Payment Processing	25.45	24.15	23.85	-1.24%
Revenue Management	10.50	10.50	10.50	0.00%
Risk Management	10.65	11.65	11.65	0.00%
<b>Department Total</b>	<b>86.00</b>	<b>87.00</b>	<b>87.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	75.00	75.00	75.00	0.00%
Risk Mgmt. Internal Service Fund	11.00	12.00	12.00	0.00%
<b>Total All Funds</b>	<b>86.00</b>	<b>87.00</b>	<b>87.00</b>	<b>0.00%</b>

# FINANCE 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.

The Business Services Program 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 12-13	FY 13-14		FY 14-15
		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 terminations submitted to Personnel Department by termination date	75%	50%	75%	75%
Output	Dollar amount of operating expenditures managed	\$23,346,371	\$4,955,570	\$25,072,885	\$25,717,824
Output	# of FTEs supported	80	78	87	87

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of key measures achieved	75%	56%	75%	75%
Result	% of performance evaluations completed by the review date	53%	34%	95%	95%

### Administration Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	2.70	\$1,399,774	2.70	\$1,650,217	2.80	\$1,806,400
Executive Leadership	1.70	313,145	1.70	426,759	1.70	436,650
<b>Line of Business Total</b>	<b>4.40</b>	<b>\$1,712,919</b>	<b>4.40</b>	<b>\$2,076,976</b>	<b>4.50</b>	<b>\$2,243,050</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.

### FOCUS ON PERFORMANCE - GENERAL OBLIGATION BOND RATINGS

Rating Agency	FY13 Actual	FY14 Estimate	FY15 Target
Standard and Poor's	AAA	AAA	AAA
Moody's	Aaa	Aaa	Aaa

#### Why is This Measure Important?

A high bond rating indicates a positive financial condition for the City and contributes to citizen and investor confidence in the City's ability to repay debt. High investor confidence allows Oklahoma City to issue bonds at lower interest rates, in turn, reducing the amount of interest the City and ultimately taxpayers pay to fund public improvements. The City obtains a rating before each bond sale from Standard and Poor's and Moody's rating agencies.

#### What do these Measures Tell Us?

The City's bond ratings of AAA and Aaa were affirmed in FY14 by Standard and Poor's (S&P) and Moody's, respectively and represent the highest ratings available from these agencies. Maintaining these high ratings reduces the City's financing costs for capital projects and allows more capital projects to be completed without an increase in property taxes to citizens. A history of strong fund balances, conservative financial management, and a low debt burden are the reasons for the excellent rating.

**The Financial Planning and Management Program** provides financial, performance and debt management services to City leadership and City departments so they can make informed decisions that promote financial stability.

		FY 12-13	FY 13-14		FY 14-15
<b>Financial Planning and Management</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of customers who report they are satisfied with the budget services and information provided to manage operations	83%	83%	90%	90%
Result	% of Employee Retirement System (ERS) liability funded	87%	96%	100%	100%
Result	General Obligation Bond Ratings*	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
Result	% of Other Post Employment Benefits (OPEB) liability funded	4%	6%	5%	7%
Result	% of General Fund budgeted revenue received	101%	99%	100%	100%
Result	% of general fund budget maintained in unbudgeted reserve	18%	16%	15%	15%
Output	# of agenda items reviewed	1,766	2,946	100	100

\*Standard and Poor's/Moody's

**The Financial Reporting and Compliance Program** provides timely compliance, reporting, and oversight services to City departments, public trusts, investors, and regulatory agencies so they can make informed decisions.

		FY 12-13	FY 13-14		FY 14-15
<b>Financial Reporting and Compliance</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of customers who report they are satisfied with the financial information available to make decisions	66%	67%	78%	78%
Result	% of financial and compliance reports meeting requirements, such as reports filed and implementation of new standards issued	89%	81%	97%	97%
Result	% of financial-related audit recommendations implemented	100%	85%	100%	100%
Output	# of financial and compliance reports prepared	2,290	2,363	2,198	2,198

### **Financial Management Positions and Budget**

<b>Program</b>	FY 12-13		FY 13-14		FY 14-15	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Financial Planning and Management	12.20	\$1,004,805	12.30	\$1,054,118	12.20	\$1,100,210
Financial Reporting and Compliance	22.80	1,941,512	24.00	2,056,886	24.30	2,095,876
<b>Line of Business Total</b>	<b>35.00</b>	<b>\$2,946,317</b>	<b>36.30</b>	<b>\$3,111,004</b>	<b>36.50</b>	<b>\$3,196,086</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.

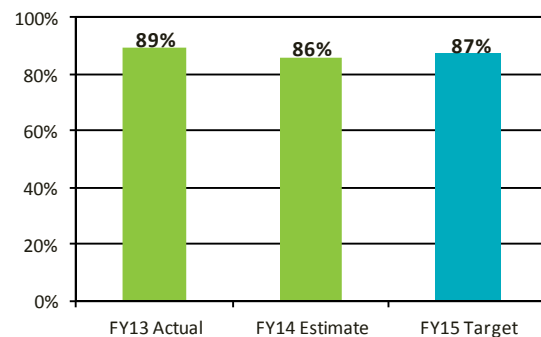
### FOCUS ON PERFORMANCE - % OF VENDOR PAYMENTS MADE IN 30 CALENDAR DAYS OR LESS FROM INVOICE DATE

#### Why is This Measure Important?

The Payment Processing program provides the City's vendors and employees with timely and accurate payments for goods and services. Although Finance's customers are generally internal City departments, this measure demonstrates the service level provided to outside entities. Prompt payment to the City's vendors benefits everyone and emphasizing prompt bill payment will result in a wider array of vendors bidding on City contracts.

#### What Do These Numbers Tell Us?

The Payment Processing continues to consistently provide timely payment to vendors, averaging over 85% performance over the last four years. In FY14, the workload is expected to increase, with staff on track to make approximately 4% more vendor payments than the previous year. Finance department 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, distributing invoices to be paid more evenly among staff, and proactively addressing aging payables through coordinating with the originating departments.



**The Payment Processing Program** provides payments to employees and vendors so they can receive timely and accurate compensation for goods and services provided.

		FY 12-13	FY 13-14		FY 14-15
Payment Processing		Actual	Estimate	Target	Target
Result	% of vendor payments made in 30 calendar days or less from invoice date	89%	86%	87%	87%
Result	% of employee payments processed accurately and on time	100%	100%	100%	100%
Output	# of vendor payments processed	99,362	106,728	100,512	100,512
Output	# of employee payments processed	148,830	152,831	147,670	147,670

**The Purchasing Program** 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.

		FY 12-13	FY 13-14	FY 14-15
<b>Purchasing</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% of purchase orders encumbered after invoice date	21%	23%	10%
Result	% of purchase orders approved within four (4) hours	97%	84%	98%
Result	% of purchasing contracts approved on time	86%	91%	72%
Result	% of purchases under \$2,500 made with the purchasing card	86%	87%	95%
Output	# of purchase orders approved	8,312	9,305	7,410
Output	# of purchasing contracts approved	742	688	800
Output	# of purchasing card transactions approved	26,842	27,458	27,000
Output	# of employees trained	368	422	123

### **Purchasing and Payment Processing Positions and Budget**

<b>Program</b>	<b>FY 12-13</b>		<b>FY 13-14</b>		<b>FY 14-15</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Payment Processing	15.90	\$1,108,544	14.60	\$1,066,677	14.80	\$1,076,626
Purchasing	9.55	823,220	9.55	802,729	9.05	779,478
<b>Line of Business Total</b>	<b>25.45</b>	<b>\$1,931,764</b>	<b>24.15</b>	<b>\$1,869,406</b>	<b>23.85</b>	<b>\$1,856,104</b>

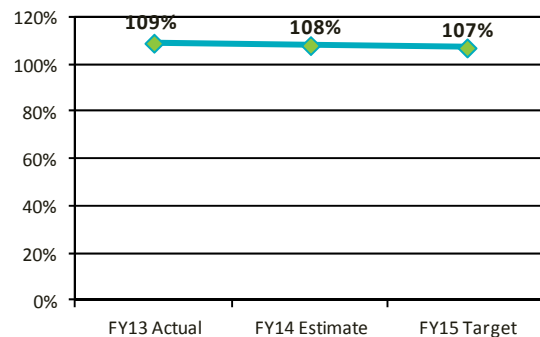
## REVENUE MANAGEMENT

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.

### FOCUS ON PERFORMANCE -CITY PORTFOLIO YIELD AS A PERCENTAGE OF THE BENCHMARK YIELD

#### Why Is This Measure Important?

This measure indicates that the City's portfolio yield as compared to a benchmark that most closely matches our portfolio. The City's investment policy establishes safety of principal as the foremost objective, with liquidity and rate of return on the investment being secondary. Exceeding the 0-3 year U.S. Treasury index indicates Treasury is achieving an appropriate level of return in comparison to the level of risk allowed by City policy.



#### What Do These Numbers Tell Us?

The data indicates that through the first half of FY14, the City has maintained yields above the benchmark. Most of the City's investments are short-term in nature so they can be used to fund the day to day operations of City government.

**Revenue Enforcement** provides revenue enforcement and reporting services to the City, Trusts and outside agencies so they can have the revenues due to them in a timely manner.

		FY 12-13	FY 13-14		FY 14-15
Revenue Enforcement		Actual	Estimate	Target	Target
Result	\$ of delinquent revenue collected per revenue enhancement activity completed (12 month rolling average)	N/A	\$2,150	\$2,750	\$2,500
Output	\$ of delinquent and noncompliant revenues collected	\$2,930,101	\$2,697,270	\$2,200,000	\$2,200,000

**Treasury** provides secure and convenient banking, investment and revenue recording services to City departments and Public Trusts so they can provide convenient financial transaction services to their customer and obtain a market rate of return on invested funds.

<b>Treasury</b>		<b>FY 12-13</b>	<b>FY 13-14</b>		<b>FY 14-15</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	City portfolio yield as a percentage of the benchmark yield	109%	108%	107%	107%
Result	% of customers who are satisfied with banking services provided by the Treasury division	86%	86%	80%	88%
Result	% of dollars invested in long-term investments	73%	76%	75%	75%
Output	\$ invested in short-term investments (less than 1 yr.)	\$279,415,199	\$262,119,473	\$275,000,000	\$275,000,000
Output	\$ invested in long-term investments (more than 1 yr.)	\$749,487,427	\$808,789,787	\$825,000,000	\$825,000,000

### **Revenue Management Positions and Budget**

<b>Program</b>	<b>FY 12-13</b>		<b>FY 13-14</b>		<b>FY 14-15</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Revenue Enforcement	7.25	\$606,221	7.25	\$628,715	7.25	\$639,487
Treasury	3.25	1,474,528	3.25	1,552,792	3.25	1,473,736
<b>Line of Business Total</b>	<b>10.50</b>	<b>\$2,080,749</b>	<b>10.50</b>	<b>\$2,181,507</b>	<b>10.50</b>	<b>\$2,113,223</b>

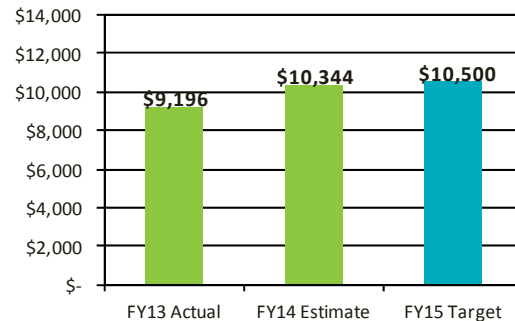
## RISK MANAGEMENT

The purpose of the Risk Management Program 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.

### FOCUS ON PERFORMANCE - \$ 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?

For FY14, the cost per closed claim has increased from the previous year. Increases in this value are a result of medical cost inflation, prescription cost increases and a higher number of claims being managed by the Workers' Compensation and Workplace Safety program.

**The Insurance Program** 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 12-13		FY 13-14		FY 14-15
		Actual	Estimate	Target	Target	
Result	% of claim payments to Departments per premium dollar paid	36%	30%	20%	20%	
Result	Property loss cost per claim	37,057	32,860	10,000	10,000	
Output	Average # of days until resolution of insurance claim	111	180	180	180	
Output	# of claims managed	56	15	25	25	

**The Workers' Compensation and Workplace Safety Program** provides injury prevention and claims management services to City departments, public trusts and their employees so they can reduce workplace injuries and related costs.

		FY 12-13	FY 13-14	FY 14-15	
<b>Workers' Compensation and Workplace Safety</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	
			<b>Target</b>	<b>Target</b>	
Result	Total cost per closed on-the-job injury (OJI) claim	\$9,196	\$10,344	\$12,200	\$10,500
Result	# of injuries per 100 employees in the last 12 months	11.00	9.76	6.00	6.00
Result	% of reduction in OJI claims compared to previous year	0%	4%	5%	5%
Result	Workers' Compensation claims as a percent of payroll expense	0%	4%	4%	4%
Output	# of work days lost due to OJI	0	8,600	10,500	9,500
Output	\$ of City and Trust expense for OJI leave (Salary Continuation)	\$2,074,956	\$2,124,087	\$2,300,000	\$2,300,000
Output	# of OJI claims managed (12 month rolling avg)	1,688	1,594	1,500	1,500

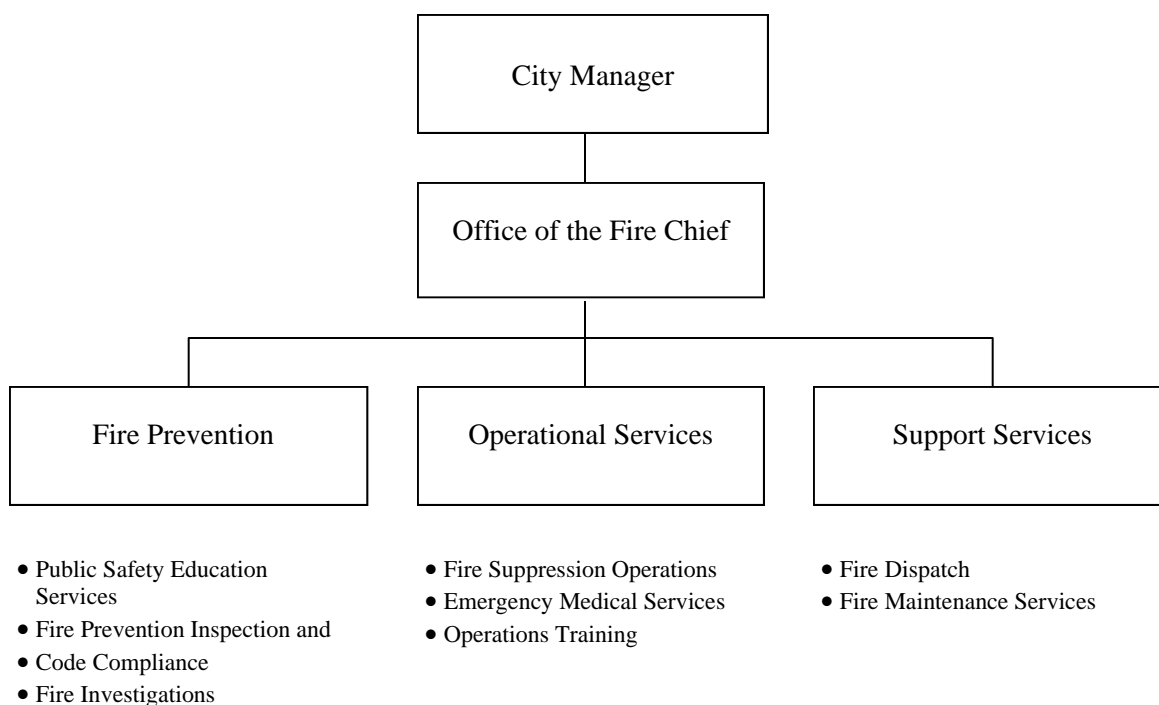
### **Risk Management Positions and Budget**

<b>Program</b>	<b>FY 12-13</b>		<b>FY 13-14</b>		<b>FY 14-15</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Insurance	0.70	\$2,308,510	0.70	\$2,185,274	0.70	\$2,704,548
Workers' Compensation and Workplace Safety	9.95	12,366,111	10.95	13,648,718	10.95	13,604,813
<b>Line of Business Total</b>	<b>10.65</b>	<b>\$14,674,621</b>	<b>11.65</b>	<b>\$15,833,992</b>	<b>11.65</b>	<b>\$16,309,361</b>

# Fire

## G. KEITH BRYANT, FIRE CHIEF

keith.bryant@okc.gov



## DEPARTMENT MISSION

THE MISSION OF THE 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

## ISSUE 1

The lack of awareness and application of personal safety measures by residents will result in fire fatalities, injuries and property loss.

### Strategies

- Make non-emergency community contacts where a safety inspection, home smoke alarm, or safety education are provided.
- Increase improved life safety knowledge through safety education sessions.
- Distribute ten-year lithium smoke alarms in targeted high fire risk areas.
- Each fire station will make at least 30 non-emergency public safety contacts per month.
- Provide online pre-inspection checklists.

### Strategic Results

By 2017, each year the structure fire fatality rate in Oklahoma City will be at or below the national average (1.05 per 100,000 residents based on the latest available data from NFPA).

Structure fire fatality rate per 100,000 residents			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
2.70	1.15	1.05	1.05

By 2017, the community of Oklahoma City will benefit from comprehensive fire safety and prevention education, as evidenced by:

% of elementary public schools in Oklahoma City limits receiving second grade fire safety presentations per year *			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	100%	100%

\*The department is updating data collection procedures for this measure.

% of Oklahoma City citizens reached through non-emergency public contacts			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	7%	30%	30%



## ISSUE 2

Population growth, development and changing demographics, coupled with an increasing role in EMS delivery, will lead to a 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, and
- Increasing delays in delivering other services.

### Strategies

- 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
- Continue to work with local, state and federal organizations to assist and provide monitoring and detection for our citizens and responders at large venues and National security events.
- Working with the OKC Planning department on comprehensive plans that are conducive for emergency responses to include faster routes and areas free of permanent obstructions.
- 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 improvement on Medical Priority Dispatch System to provide a seamless emergency medical response to calls based on significance of injury or illness.

### Strategic Result



By 2017, each year the citizens of Oklahoma City, even anticipating growth in the outlying areas, will still receive emergency response within 7 minutes 70% of the time in order to protect lives, assess and treat medical emergencies, and limit damage to property and the environment.

% of emergency incidents responded to within 7 minutes			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A*	60%	70%	70%

\*Due to a change in dispatch process, this measure and collection methodology were modified this year.

### ISSUE 3

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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.

#### Strategies

- 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.

#### Strategic Result

By 2015, the Fire Department will develop a plan to bring all facilities up to current standards.



## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$2,750,826	-
2. Adds Code Inspector and Plan Reviewer	\$169,447	2.00
3. Adds Fire Fighters for Engine 51	\$247,232	4.00
4. Adds Wellness Program sergeant	\$87,606	1.00

Fire Sales Tax Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirements, health insurance and other benefits	\$726,543	-
2. Removes budget on completion of Fire Station 26	(\$1,150,000)	-

Grants Management Fund	Amount	Positions
1. No Grant funding expected	(\$190,000)	-

MAPS3 Use Tax Fund	Amount	Positions
1. Increases budget for fleet replacement	\$5,078,818	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$11,075,857	\$11,077,331	\$10,878,279	-1.80%
Fire Prevention Services	4,702,734	4,892,803	5,102,708	4.29%
Operational Services	99,007,517	104,532,804	107,996,382	3.31%
Support Services	9,357,557	14,763,872	10,191,798	-30.97%
<b>Total Operating Expenditures</b>	<b>\$124,143,665</b>	<b>\$135,266,810</b>	<b>\$134,169,167</b>	<b>-0.81%</b>
Capital Expenditures	\$3,822,928	\$7,600,865	\$11,507,489	51.40%
Grant Expenditures	2,068,457	190,000	0	-100.00%
Other Non-Operating Expenditures	10,761	14,776	42,918	190.46%
<b>Total Non-Operating Expenditures</b>	<b>\$5,902,146</b>	<b>\$7,805,641</b>	<b>\$11,550,407</b>	<b>142%</b>
<b>Department Total</b>	<b>\$130,045,811</b>	<b>\$143,072,451</b>	<b>\$145,719,574</b>	<b>1.85%</b>
<i>Less</i> Interfund Transfers	(11,410,355)	(11,759,695)	(11,923,341)	1.39%
<b>Total All Funds</b>	<b>\$118,635,456</b>	<b>\$131,312,756</b>	<b>\$133,796,233</b>	<b>1.89%</b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$86,408,769	\$90,656,630	\$93,163,481	2.77%
Fire Sales Tax Fund	37,734,896	44,610,180	41,005,686	-8.08%
MAPS 3 Use Tax Fund	0	3,610,969	8,689,787	140.65%
Grants Management Fund	2,068,457	190,000	0	-100.00%
Police & Fire Cap. Equip. Sales Tax Fund	66,328	155,234	147,032	-5.28%
City/Schools Capital Projects Use Tax Fund	3,756,601	3,834,662	2,670,670	-30.35%
Special Purpose Fund	10,761	14,776	42,918	190.46%
<b>Total All Funding Sources</b>	<b>\$130,045,810</b>	<b>\$143,072,451</b>	<b>\$145,719,574</b>	<b>1.85%</b>
<i>Less</i> Interfund Transfers	(11,410,355)	(11,759,695)	(11,923,341)	1.39%
<b>Grand Total All Funds</b>	<b>\$118,635,456</b>	<b>\$131,312,756</b>	<b>\$133,796,233</b>	<b>1.89%</b>

# POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	36.90	36.90	37.05	0.41%
Fire Prevention Services	37.05	37.05	39.05	5.40%
Operational Services	872.55	872.55	877.40	0.56%
Support Services	33.50	33.50	33.50	0.00%
<b>Department Total</b>	<b>980.00</b>	<b>980.00</b>	<b>987.00</b>	<b>0.71%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	743.00	772.00	779.00	0.91%
Grants Management Fund	29.00	0.00	0.00	N/A
Fire Sales Tax Fund	208.00	208.00	208.00	0.00%
MAPS3 Use Tax Fund	0.00	0.00	0.00	N/A
<b>Department Total</b>	<b>980.00</b>	<b>980.00</b>	<b>987.00</b>	<b>0.71%</b>



## FIRE LINES OF BUSINESS

### ADMINISTRATION

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

The Business Services Program 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of terminations submitted to Personnel Department by termination date	46%	70%	100%	100%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	94%	90%	98%	98%
Output	# of public information requests responded to	5,122	4,802	8,184	8,184
Output	Dollar amount of operating expenditures managed	124,143,665	123,373,160	135,266,810	134,169,167
Output	# of FTEs supported	979	985	980	987

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of key measures achieved	47%	30%	75%	75%
Result	% of performance evaluations completed by the review date	65%	67%	100%	100%
Result	% of Fire Department applicants that are female and/or minority	32%	25%	45%	45%

### Administration Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Position	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	20.90	\$8,308,372	20.90	\$8,386,674	21.05	\$8,130,848
Executive Leadership	16.00	2,767,485	16.00	2,690,657	16.00	2,747,431
<b>Line of Business Total</b>	<b>36.90</b>	<b>\$11,075,857</b>	<b>36.90</b>	<b>\$11,077,331</b>	<b>37.05</b>	<b>\$10,878,279</b>

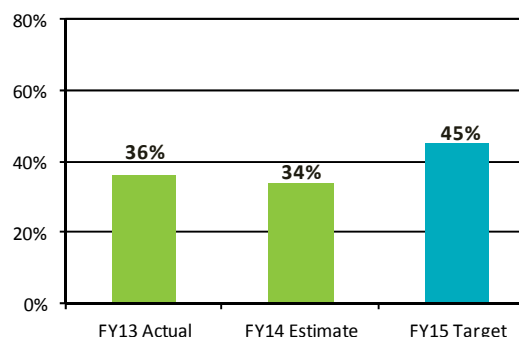
## FIRE PREVENTION SERVICES

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.

### FOCUS ON PERFORMANCE - % 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 referred for prosecution has declined slightly in the current fiscal year and the number of questionable fires requiring investigation has also declined by 26%.

**The Fire Investigations Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of fire investigations resulting in arson or accidental cause determinations	78%	95%	78%	78%
Result	% of arson cases referred to the district attorney for prosecution	36%	34%	45%	45%
Output	# of accidental or undetermined fire investigations conducted	110	100	80	80
Output	# of juveniles referred by Operation Fire Safe Program	20	16	50	50
Output	# of arson investigations conducted	151	120	120	120

**The Fire Prevention Inspection and Code Compliance Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of initial new construction inspections completed within 10 days of request*	N/A	N/A	75%	75%
Result	% of fire protection system plan reviews completed within 10 days of receipt*	N/A	N/A	75%	75%
Result	Average # of Inspections on a single request*	N/A	N/A	1	1
Output	# of requests for services completed (re-inspections, surveys, monthly permits, etc.)*	N/A	N/A	26,045	26,045

\*New measures, will be reported at year-end.

**The Public Safety Education Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of juveniles referred to Operation Fire Safe Program for the first time	0%	185%	99%	99%
Result	% of elementary public schools in Oklahoma City limits receiving second grade fire safety presentations per year*	N/A	N/A	100%	100%
Output	# of second grade students in the Oklahoma City limits educated in the fire safety trailer presentations.	3,240	11,096	6,824	6,824
Output	# of Fire Department public safety education participants served	44,953	98,903	70,000	70,000
Output	# of smoke alarms distributed to citizens	1,973	682	2,500	2,500
Output	# of hours spent on Fire Department Public Safety requests for service	5,302	3,987	3,500	3,500

\* The department is updating data collection procedures for this measure



**Fire Prevention Services Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Position	Adopted Budget	Proposed Positions	Proposed Budget
Fire Investigations	13.45	\$1,857,985	13.45	\$1,958,288	13.45	\$1,984,391
Fire Prevention Inspection and Code Compliance	14.60	1,852,255	14.60	1,788,558	16.60	1,960,702
Public Safety Education Services	9.00	992,493	9.00	1,145,957	9.00	1,157,615
<b>Line of Business Total</b>	<b>37.05</b>	<b>\$4,702,734</b>	<b>37.05</b>	<b>\$4,892,803</b>	<b>39.05</b>	<b>\$5,102,708</b>



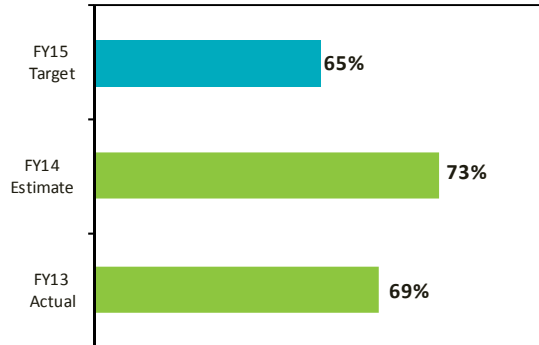
## OPERATIONAL SERVICES

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.

### FOCUS ON PERFORMANCE - % OF STRUCTURE FIRES CONTAINED TO THE ROOM OF ORIGIN

#### Why is This Measure Important?

Fire fatalities is one of, if not the most important measures for the Fire Department and confining fires to the room of origin can increase the rate of survival for citizens affected by fire. By reducing the exposure, this also increased responder safety. Lastly, confining to the room of origin is also important for reducing property loss.



#### What Do These Numbers Tell Us?

Through the first six months, the Fire Department has responded to a total of 520 structure fires, a 7% decline from the same time frame last year. Through continued training and implementation of new tactics the department plans to continue improvement in this area.



**The Emergency Medical Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of Fire Department Emergency Medical responses provided within 5 minutes or less from being dispatched to arrival	63%	63%	70%	70%
Result	% of Fire Department Emergency Medical responses where treatment or care is indicated and condition is improved/stabilized	100%	100%	95%	95%
Result	% of Fire Department emergency responses provided with Advanced Life Support (ALS) staff and equipment	90%	88%	85%	85%
Output	# of Fire Department Emergency Medical responses where treated is provided	45,790	43,879	60,000	60,000
Output	# of Fire Department Emergency Medical responses	50,520	41,924	62,000	62,000

**The Fire Suppression Operations Program** provides fire protection and emergency response services to our citizens in our community so they can realize minimized fire loss and reduced injuries and fatalities.

Fire Suppression Operations		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	Structure fire fatalities per 100,000 residents	2.70	1.15	1.05	1.05
Result	% of fire incident responses within 5 minutes or less from being dispatched to arrival	55%	60%	70%	70%
Result	% of structure fires contained to the room of origin	69%	73%	65%	65%
Output	# of Fire Department non-emergency public safety contacts	N/A	40,512	179,505	179,505
Output	# of fire incident responses provided	3,018	2,502	3,100	3,100
Output	# of people assisted by the Fire Department Community Service Liaison	715	1,025	700	700
Output	# of special operations responses provided by the Fire Department	823	1,006	540	540

**The Operations Training Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of Operational Services Firefighters that meet all educational requirements to maintain EMS licensure	N/A	100%	100%	100%
Result	% of Operational Services Firefighters that meet Insurance Services Office (ISO) training standard requirements	N/A	100%	100%	100%
Output	# of Fire Department skills maintenance training hours per Operations position	47	78	48	48
Output	# of Fire Department skills maintenance training hours completed	34,837	64,329	50,000	50,000
Output	# of Fire Department special operations training hours provided	7,272	7,496	7,000	7,000

### **Operational Services Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Position	Adopted Budget	Proposed Positions	Proposed Budget
Emergency Medical Services	590.95	\$66,908,540	590.95	\$70,194,475	594.45	\$72,750,532
Fire Suppression Operations	94.70	10,774,027	94.70	12,116,800	95.20	12,251,767
Operations Training	186.90	21,324,950	186.90	22,221,529	187.75	22,994,083
<b>Line of Business Total</b>	<b>872.55</b>	<b>\$99,007,517</b>	<b>872.55</b>	<b>\$104,532,804</b>	<b>877.40</b>	<b>\$107,996,382</b>

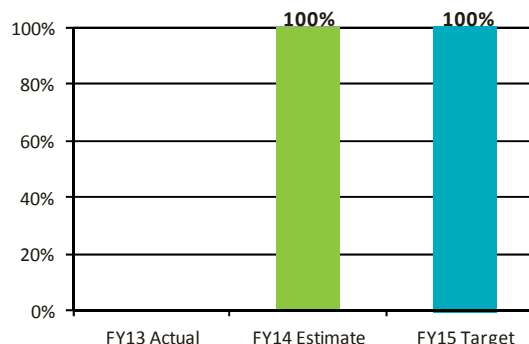
## SUPPORT SERVICES

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.

### FOCUS ON PERFORMANCE - % OF FIRE EQUIPMENT TESTED PER NFPA STANDARDS

**Why is This Measure Important?**

Supporting the Fire Department with functioning equipment is extremely important. Equipment is regularly tested to the strict industry standards set by the National Fire Protection Association (NFPA). Some equipment is tested by third parties and other types of equipment are tested by training in-house staff.



**What Do These Numbers Tell Us?**

Department staff uses this information to develop necessary maintenance programs and monitor service levels of all emergency equipment. This provides firefighters and ultimately citizens with improved fire response and service.

**The Fire Dispatch Program** provides coordinated response services to citizens in need so they can receive immediate and appropriate emergency and non-emergency assistance.

Fire Dispatch		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of 911 telephone calls answered within 9 seconds or less from transfer to Fire Dispatch	85%	86%	98%	98%
Result	% of Fire Call Taker incidents dispatched in 1 minute	N/A	59%	90%	90%
Result	% of EMSA/Police Call Taker incidents dispatched in 2 minutes	N/A	69%	70%	70%
Output	# of incidents dispatched to the Fire Department	71,744	69,335	75,600	75,600

**The Fire Maintenance Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of hours the front line Fire apparatus fleet is available	90%	92%	70%	70%
Result	% of total maintenance hours that are unscheduled*	N/A	N/A	40%	40%
Result	% of repairs outsourced*	N/A	N/A	15%	15%
Result	% of fire equipment tested per NFPA standards	N/A	100%	100%	100%
Output	# of Fire Department fleet work orders completed	1,383	1,449	1,500	1,500
Output	# of Fire Department facility work orders completed	821	828	900	900

\*New measure; data will be reported in FY15.

**Support Services Positions and Budget**

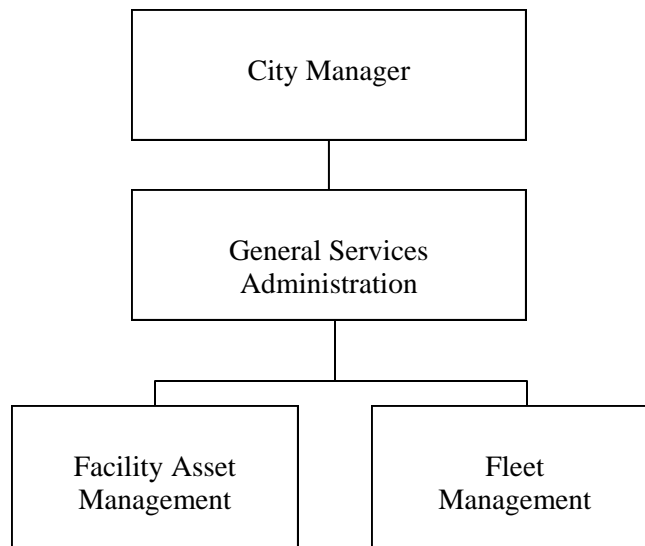
Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Position	Adopted Budget	Proposed Positions	Proposed Budget
Fire Dispatch	19.50	\$2,335,082	19.50	\$2,251,305	19.50	\$2,133,133
Fire Maintenance Services	14.00	7,022,475	14.00	12,512,567	14.00	8,058,665
<b>Line of Business Total</b>	<b>33.50</b>	<b>\$9,357,557</b>	<b>33.50</b>	<b>\$14,763,872</b>	<b>33.50</b>	<b>\$10,191,798</b>



# General Services

**PAULA FALKENSTEIN, DIRECTOR**

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- Aquatic and Recreational Facility Safety
- Building Maintenance, Repair & Enhancement

- Fleet Refueling
- Fleet Services Support
- Vehicle & Equipment Maintenance

## 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

## ISSUE 1

The continued insufficiency of coordinated planning for the maintenance of City assets, if not addressed, will result in:

- Increased capital and operating 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
- Missed opportunities to identify conservation initiatives

### Strategies

- 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.

### Strategic Results

By 2019, 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 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
48%	85%	60%	60%

At least 88% 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 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
87%	82%	90%	88%



## ISSUE 2

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The growing shortage of skilled laborers, if not addressed, will result in:

- Additional outsourcing at an increase in cost to customers
- Diminished service levels to customers
- Limited facility and fleet management service options

### Strategies

- 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.
- Follow up on all work requests entered into SharePoint identified as a callback, with the customer, the trade supervisor, and the Building Management technician.

### Strategic Results

By 2015, Oklahoma City Departments will benefit from a skilled General Services Department workforce, as evidenced by:

100% of vehicle mechanics with ASE Master Level Certification			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
94%	94%	100%	100%

At least 98% of facility repair requests received are non-callbacks			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
99%	99%	98%	98%

### ISSUE 3

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 temperature

### Strategies

- Pursue funding and completion of energy saving 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

### Strategic Results

By 2017, The City of Oklahoma City will realize energy efficiency and fuel conservation as evidenced by:

Energy consumption per thousand square feet of facilities maintained (downtown campus) will be at 4.43 dekatherms or lower			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
4.00	2.28	4.82	4.43

Energy consumption per thousand square feet of facilities maintained (downtown campus) will be at 16,689 kilowatt hours or lower			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
16,102	13,210	17,000	16,689

95% of general fleet replacement vehicles will be the most cost effective and fuel efficient units available from existing State contracts			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
100%	100%	95%	95%

## ISSUE 4

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

### Strategies

- 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 SharePoint notification communication with customers as work requests / work orders are completed
- 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

### Strategic Results

By 2019, City departments will benefit from improved customer service as evidenced by:

At least 90% of vehicle repairs completed within the stated completion time			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
93%	93%	90%	90%

At least 80% of facility repair work orders completed within the stated completion time			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
44%	46%	80%	80%

At least 80% of customers surveyed will rate their overall satisfaction with Building Management as Satisfied			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
71%	69%	80%	80%

At least 95% of customers will rate their overall satisfaction with Fleet Services as Satisfied			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
98%	89%	95%	95%

## ISSUE 5

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, operational, and capital costs for the City
- Negative public image for the City
- Poor customer morale
- Increased risk of injury to citizens and employees
- Unscheduled service interruptions

### Strategies

- 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.

### Strategic Results

By 2017, City decision makers will benefit from having expert advice and information needed to make fleet and facility decisions, as evidenced by:

At least 95% of department managers will say they received the information needed to make Fleet decisions

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
95%	92%	95%	95%

At least 80% of department managers will say they received the information needed to make facility decisions

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	80%	80%

No more than 15% of vehicles in the general fleet will be classified as underutilized

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
20%	21%	15%	15%

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$44,806	-
2. Reduces janitorial and other services	(\$16,204)	-
3. Adds a Plumber position to the Building Repair and Maintenance program	\$53,263	1.0
4. Adds funding for Security at City Hall	\$46,000	-

Fleet Services Internal Service Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$9,519	-
2. Reduces fuel costs	(\$27,990)	-
3. Adds funding for maintenance of the CNG Fast Fill Station	\$40,000	-
4. Adds funding for vehicle and equipment repair parts	\$232,000	-



## EXPENDITURES

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$4,813,494	\$4,756,051	\$4,874,416	2.49%
Fleet Services Internal Services Fund	9,773,901	10,274,999	10,524,676	2.43%
Capital Improvement Projects Fund	3,478,258	10,762,032	11,118,024	3.31%
Grants Management Fund	151,214	0	153,366	N/A
<b>Total All Funds</b>	<b>\$18,216,867</b>	<b>\$25,793,082</b>	<b>\$26,670,482</b>	<b>3.40%</b>

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,129,266	\$1,291,520	\$1,308,079	1.28%
Facility Asset Management	4,025,916	4,008,071	4,107,128	2.47%
Fleet Management	9,432,213	9,731,459	9,983,885	2.59%
<b>Total Operating Expenditures</b>	<b>\$14,587,395</b>	<b>\$15,031,050</b>	<b>\$15,399,092</b>	<b>2.45%</b>
Capital Expenditures	\$3,478,258	\$10,762,032	\$11,118,024	3.31%
Other Non-Operating Expenditures	151,214	0	153,366	N/A
<b>Department Total</b>	<b>\$18,216,867</b>	<b>\$25,793,082</b>	<b>\$26,670,482</b>	<b>3.40%</b>

# POSITIONS

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	39.00	39.00	40.00	2.56%
Fleet Services Internal Services Fund	36.00	37.00	37.00	0.00%
<b>Department Total</b>	<b>75.00</b>	<b>76.00</b>	<b>77.00</b>	<b>1.32%</b>

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	3.90	4.90	4.90	0.00%
Facility Asset Management	35.10	35.20	36.20	2.84%
Fleet Management	36.00	35.90	35.90	0.00%
<b>Department Total</b>	<b>75.00</b>	<b>76.00</b>	<b>77.00</b>	<b>1.32%</b>



# GENERAL SERVICES 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.

The Business Services Program 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of terminations submitted to Personnel Department by termination date	100%	67%	100%	100%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	98%	88%	99%	99%
Output	Dollar amount of operating expenditures managed	\$14,587,395	\$10,383,480	\$15,031,050	\$15,399,092
Output	# of FTE's supported	71	74	76	77

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of key measures achieved	43%	45%	75%	75%
Result	% of performance evaluations completed by the review date	91%	94%	95%	95%
Result	% of ADA compliance issues responded to within 5 days	100%	100%	100%	100%
Output	# of ADA compliance issues referred to other departments	13	6	10	10

### Administration Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	3.10	\$981,978	3.60	\$1,111,709	3.60	\$1,131,229
Executive Leadership	0.80	147,288	1.30	179,811	1.30	176,850
<b>Line of Business Total</b>	<b>3.90</b>	<b>\$1,129,266</b>	<b>4.90</b>	<b>\$1,291,520</b>	<b>4.90</b>	<b>\$1,308,079</b>



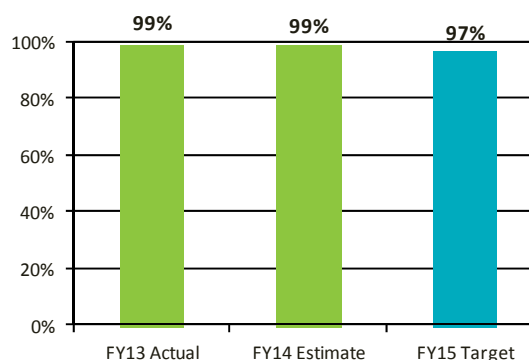
## FACILITY ASSET MANAGEMENT

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.

### FOCUS ON PERFORMANCE - % OF OPERATING DAYS AQUATIC FACILITIES ARE AVAILABLE FOR USE

**Why is This Measure Important?**

Although the City’s swimming pools and aquatic facilities are managed by the Parks and Recreation Department, the General Services Department is responsible for all behind the scenes maintenance and repair necessary to keep the pools open and operating safely. Some of the tasks the Facility Asset Management line of business performs include swimming pool coatings, testing and treating the water in the pools and inspecting aquatic facilities for safety. The effectiveness of the maintenance program is evaluated by measuring how many operating days the City’s aquatic facilities are available for use and not closed to citizens due to maintenance issues.



**What do these Measures Tell Us?**

These numbers indicate very few maintenance or safety issues have occurred during the last two years that caused a pool or aquatic facility to be closed. In an effort to keep these facilities open and available to the public, the department has completed 22 major repairs to aquatic facilities through the first half of the year and performs over 600 water quality tests and over 300 spray ground inspections annually.

The Aquatic Facility Safety and Maintenance Program provides aquatic facility maintenance and repair services to the Parks and Recreation Department so their customers can enjoy a safe place to play.

Aquatic Facility Safety and Maintenance		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of operating days aquatic facilities are available for use	99%	99%	97%	97%
Result	% of water quality tests passed	72%	60%	95%	95%
Output	# of water quality tests performed by General Services	833	533	675	675
Output	# of aquatic facility installations /repairs completed	15	42	38	38
Output	# of aquatic facilities supported	25	17	25	25
Output	# of spray ground inspections	593	603	350	350

**The Building Maintenance, Repair and Enhancement Program** The purpose of the Building Maintenance and Repair Program is to provide code compliant Facility Maintenance and Enhancements Services to City Departments so they can work in well-maintained facilities.

Building Maintenance, Repair and Enhancement		FY 12-13		FY 13-14		FY 14-15
		Actual	Estimate	Target	Target	
Result	% of Department customers surveyed who express overall satisfaction with the cleanliness of facilities	81%	81%	65%	65%	
Result	% of Customers surveyed who express overall satisfaction with maintenance of their facilities	61%	61%	65%	65%	
Result	% of preventive maintenance work orders completed on schedule	87%	82%	90%	88%	
Result	% of customers surveyed who express overall satisfaction with enhancements of their facilities	62%	62%	90%	90%	
Result	% of work orders that are unscheduled	51%	40%	54%	54%	
Output	# of unscheduled facility work orders completed	818	984	1,475	1,475	
Output	# of enhancements completed	28	22	40	40	
Output	# of preventive maintenance work orders completed	1,845	2,471	1,649	1,649	
Output	# of resource conservation measures completed	14	10	12	12	

### **Facility Asset Management Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Aquatic and Recreational Facility Safety Program	4.97	\$396,132	4.97	\$401,469	4.97	\$407,516
Building Maintenance, Repair and Enhancement	21.43	2,463,085	21.53	2,364,867	31.23	3,681,689
*Facility Energy Management	0.70	513,953	0.70	570,112	0.00	836
*Facility Enhancement	8.00	652,746	8.00	671,623	0.00	17,087
<b>Line of Business Total</b>	<b>35.10</b>	<b>\$4,025,916</b>	<b>35.20</b>	<b>\$4,008,071</b>	<b>36.20</b>	<b>\$4,107,128</b>

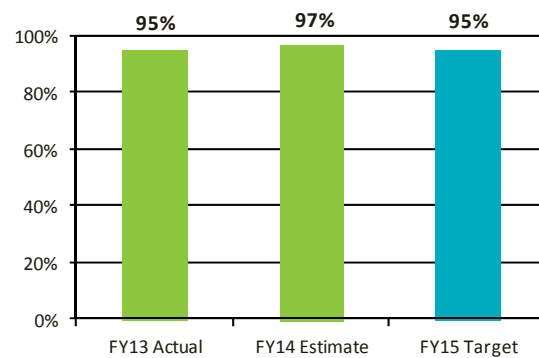
## FLEET MANAGEMENT

The purpose of the Fleet Management Line of Business is to provide equipment acquisition, maintenance, and refueling, services to City departments so they can have reliable fleet resources to achieve their goals.

### FOCUS ON PERFORMANCE - % OF BUDGETED VEHICLES AND EQUIPMENT AVAILABLE FOR USE

**Why is This Measure Important?**

The General Services Department provides preventative maintenance and repair services to many of the City’s vehicles and equipment. The data collected in this performance measure indicates the percentage of the City’s general fleet available to City departments to use in providing services to citizens. Measuring availability, or uptime, is a good indicator of the general condition of the fleet and allows Fleet Services to 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. For the current year, an average of 96% of vehicles and equipment were available for use at any given time suggesting relatively few interruptions in services provided to citizens due to a lack of a required vehicle or piece of equipment.

The Fleet Services Support Program provides vehicle and equipment advice, replacement, rentals, and disposal services to City departments so transportation needs are fully met.

Fleet Services Support		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of vehicle replacement needs met	18%	24%	25%	25%
Result	% of underutilized units in the general fleet	20%	21%	15%	15%
Output	# of new vehicle issuances	52	69	72	72
Output	# of equipment specifications provided	15	29	30	30
Output	# of underutilized units	267	289	209	209

**The Fleet Refueling Program** provides fuel, fueling sites, and fueling services to City departments so they have fuel resources needed to operate their vehicles and equipment.

Fleet Refueling Program		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of fueling transactions completed monthly without assistance	100%	100%	100%	100%
Output	# of fueling transactions	40,837	120,338	122,385	122,385
Output	# of gallons of fuel purchased	1,567,946	1,639,541	1,509,762	1,509,762

**The Vehicle and Equipment Maintenance Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of vehicle/equipment repairs completed by the stated completion time	93%	93%	90%	90%
Result	% of budgeted vehicles and equipment available for use	95%	97%	95%	95%
Result	% of fleet maintenance work orders completed correctly without customer complaint	100%	100%	98%	98%
Output	# of vehicle and equipment repairs completed	10,059	10,674	13,500	13,500
Output	# of budgeted vehicles available for use	4,065	4,088	4,064	4,064

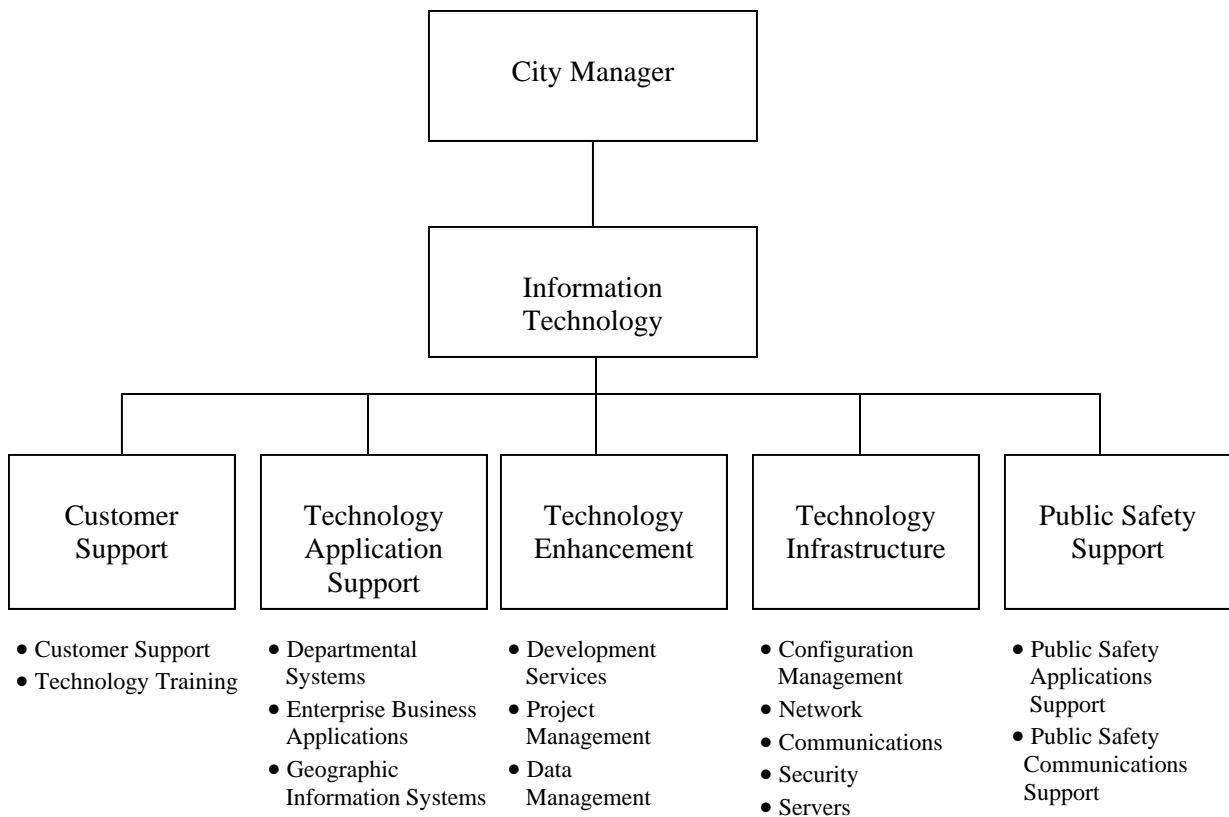
### **Fleet Management Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Fleet Services Support	3.60	\$283,496	2.50	\$401,978	2.50	\$391,313
Fleet Refueling	5.00	5,145,339	5.00	5,410,112	5.00	5,431,783
Vehicle and Equipment Maintenance	27.40	4,003,378	28.40	3,919,369	28.40	4,160,789
<b>Line of Business Total</b>	<b>36.00</b>	<b>\$9,432,213</b>	<b>35.90</b>	<b>\$9,731,459</b>	<b>35.90</b>	<b>\$9,983,885</b>

# Information Technology

**SCHAD MELDRUM, DIRECTOR**

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## DEPARTMENT MISSION

**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. THE DEPARTMENT IS COMMITTED TO IMPROVING THE LIVES OF THE CITIZENS OF OKLAHOMA CITY.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

The increasing number and sophistication of internal and external system security attacks, could 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

### Strategies

- Security standard compliance for our infrastructure is ongoing. As a result, realignment of staff responsibilities is a priority and ensures the standards are met for all critical security needs.
- Security projects will continue to receive high priority.
- The department will continue to conduct periodic vulnerability assessments and the results will drive the implementation of new security technology.

### Strategic Results

The IT Department will ensure system security and data integrity as evidenced by:

The IT Department will have no detected network intrusions, annually through 2019			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
0	2	1	1

At least 85% of client devices will meet current security standards, annually through 2019			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
90%	70%	84%	84%

## ISSUE 2

The increasing gap between available resources and the growing demand from both internal and external sources for technology services, could result in:

- Delay in project implementation
- Increased response time
- Inability to provide new services
- Increased security vulnerability
- Customer dissatisfaction
- Decentralization of technology services

### Strategies

- The IT Department will annually review Service Level Agreements to validate organizational priorities with each department director and align new project investments in cooperation with the City Manager and Assistant City Managers.
- In addition to focusing on supporting business systems throughout the City, the IT department will continue to execute technology initiatives, which will result in business process improvements and improve the quality of service provided to customers.

### Strategic Results

The IT Department will ensure that services provided to Departments meet or exceed Service Level Agreements, as evidenced by:

At least 75% of all incidents will be resolved within 4 operational hours, for each year through 2019

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
71%	55%	71%	71%

At least 95% of surveyed technology project stakeholders will report that the implemented technology meets identified business goals, annually through 2019

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
100%	100%	90%	90%

### ISSUE 3

The decreasing availability of IT resources to analyze business processes in order to identify potential efficiency and service improvements through new and existing technologies, could 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
- Underutilization of technology

#### Strategies

- The IT department will seek internal strategies and utilize external resources to provide education and training.
- The IT Department will provide business process assessments as requested.

#### Strategic Results

The Information Technology Department will maximize efficiency and business process improvements, as evidenced by:

At least 90% of project sponsors surveyed will report that the efficiency or quality of business service operations has improved following project implementation, for each year through 2019\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	90%	90%

\*Survey has not yet been developed, reporting expected in FY15.

At least 90% of customers responding to internal departmental survey will report that they are satisfied with the timeliness and quality of service delivered by the Information Technology Department, for each year through 2019

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
94%	94%	95%	95%



**ISSUE 4**

Continued investment in technology without appropriate operational funding and resources to sustain the investments after initial purchase, could result in:

- Ineffective use of technology
- Increased risk of project failure
- Unacceptable returns on investment
- Reduced ability to support existing systems

**Strategies**

- The IT Department will annually review Service Level Agreements to validate organizational priorities with each department head and IT Contacts and align new project investments in cooperation with the City Manager and Assistant City Managers.
- The IT Department will continue to improve the processes used to assess the long-term operational impact of new technology.

**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:

At least 95% of IT Departmental Contacts survey respondents will report that the Information Technology Department resources effectively meet the current technology service expectations, for each year through 2019

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
93%	93%	95%	95%

## ISSUE 5

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 and recruit qualified staff

### Strategies

- The IT Department will continue to fund training for IT staff and seek external training strategies for staff in other City departments.
- The IT Department will expand the use of external resources to support gaps in technology needs.

### Strategic Result

The Information Technology Department will maximize utilization of systems and information technology skill sets, as evidenced by:

At least 80% of survey responses will report that the recommended training strategy met their needs, annually through 2019

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	100%	90%	90%



## MAJOR BUDGET CHANGES

Information Technology Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$43,977	-
2.	Adds Inventory Technician to the Public Safety Communications Support Program for inventory risk control	\$43,616	1.00
3.	Adds Programmer/Analyst for the Departmental Systems Program to provide additional support for critical City department applications	\$68,820	1.00
4.	Adds Inventory Technician to the Administration program for inventory risk control	\$43,616	1.00
5.	Increase funding for annual contractual obligations	\$600,275	-
6.	Increase funding for server, network and computer device replacement	\$600,000	-
7.	Funding for various capital projects from one-time use of fund balance	\$1,189,000	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,925,797	\$2,804,927	\$4,082,019	45.53%
Customer Support	333,885	650,732	710,614	9.20%
Public Safety Support	6,409,838	6,992,364	7,180,447	2.69%
Technology Application Support	3,115,408	3,171,689	3,710,352	16.98%
Technology Enhancement	1,379,155	1,557,629	1,525,435	-2.07%
Technology Infrastructure	5,989,893	8,983,323	7,591,039	-15.50%
<b>Total Operating Expenditures</b>	<b><u>\$19,153,976</u></b>	<b><u>\$24,160,664</u></b>	<b><u>\$24,799,906</u></b>	<b><u>2.65%</u></b>
Capital Expenditures	\$4,128,658	\$7,826,391	\$10,015,608	27.97%
Other Non-Operating Expenditures	84,529	0	0	N/A
<b>Department Total</b>	<b><u>\$23,367,163</u></b>	<b><u>\$31,987,055</u></b>	<b><u>\$34,815,514</u></b>	<b><u>8.84%</u></b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
IT Internal Service Fund	\$19,153,976	\$24,160,664	\$24,799,906	2.65%
City/Schools Cap Proj. Use Tax Fund	2,545,060	4,678,091	2,594,955	-44.53%
Capital Improvement Projects Fund	1,583,598	3,148,300	5,420,653	72.18%
Grants Management Fund	84,529	0	0	N/A
MAPS 3	0	0	2,000,000	N/A
<b>Department Total</b>	<b><u>\$23,367,163</u></b>	<b><u>\$31,987,055</u></b>	<b><u>\$34,815,514</u></b>	<b><u>8.84%</u></b>

## POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	6.00	6.00	7.00	16.67%
Customer Support	3.15	7.25	7.25	0.00%
Public Safety Support	24.00	26.00	27.00	N/A
Technology Application Support	22.75	19.50	20.50	5.13%
Technology Enhancement	14.75	14.00	14.00	0.00%
Technology Infrastructure	<u>27.35</u>	<u>26.25</u>	<u>26.25</u>	0.00%
<b>Department Total</b>	<b><u>98.00</u></b>	<b><u>99.00</u></b>	<b><u>102.00</u></b>	<b>3.03%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
IT Internal Service Fund	<u>98.00</u>	<u>99.00</u>	<u>102.00</u>	3.03%
<b>Department Total</b>	<b><u>98.00</u></b>	<b><u>99.00</u></b>	<b><u>102.00</u></b>	<b>3.03%</b>

# INFORMATION TECHNOLOGY 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.

The Business Services Program 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
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%	98%	100%	100%
Output	# of FTE's supported	88	92	99	102
Output	Dollar amount of operating expenditures managed	19,153,976	18,074,724	24,160,664	24,799,906

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of performance evaluations completed by the review date	63%	54%	95%	95%
Result	% of key measures achieved	63%	68%	75%	75%

### Administration Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	4.00	\$1,665,968	4.00	\$2,479,225	5.00	\$3,741,180
Executive Leadership	2.00	259,829	2.00	325,702	2.00	340,839
<b>Line of Business Total</b>	<b>6.00</b>	<b>\$1,925,797</b>	<b>6.00</b>	<b>\$2,804,927</b>	<b>7.00</b>	<b>\$4,082,019</b>

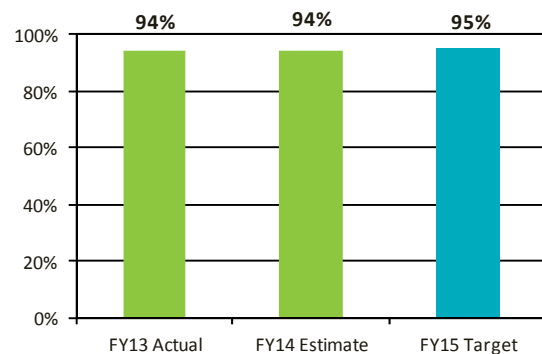
## CUSTOMER SUPPORT

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.

### FOCUS ON PERFORMANCE - % OF CUSTOMERS WHO ARE SATISFIED OR VERY SATISFIED WITH THE TIMELINESS AND QUALITY OF SERVICES DELIVERED BY THE INFORMATION TECHNOLOGY DEPARTMENT

#### Why is This Measure Important?

Determining customer satisfaction levels helps IT program managers determine the quality of service being provided by the IT department. Measuring customer satisfaction also provides a means to identify customer needs and expectations, provide consistency in service, and identify areas where improvements can be made. City departments rely on the IT Department to provide services in an effective and efficient manner in order to continue to meet the needs of the citizens.



#### What Do These Numbers Tell Us?

Average satisfaction rates for the 6,871 calls resolved through the first six months of the year have been high and are trending to finish at the same levels as the previous year. The IT Department sets the target for customer service satisfaction at 95% and works diligently to meet it.

**The Customer Support Program** 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.

Customer Support		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of incidents resolved within four operational hours by the IT Department	71%	55%	71%	71%
Result	% of customers who are satisfied or very satisfied with the timeliness and quality of services delivered by the IT department	94%	94%	95%	95%
Output	# of IT Customer Support work requests completed	N/A	4,714	4,800	4,800

**The Technology Training Program** provides specialized educational services and facilities to inter-departmental technology users so they can obtain the skills and knowledge to successfully utilize technology.

Technology Training		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of training strategies coordinated by the IT department	91%	87%	50%	50%
Result	% of survey responses reporting that the recommended training strategy met their needs	N/A	100%	90%	90%
Output	# of training strategies coordinated by IT	32	18	12	12
Output	# of training strategies delivered by IT	29	46	12	12

**Customer Support Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Customer Support	3.15	\$333,885	7.25	\$647,386	7.25	\$707,268
Technology Training	0.00	0	0.00	3,346	0.00	3,346
<b>Line of Business Total</b>	<b>3.15</b>	<b>\$333,885</b>	<b>7.25</b>	<b>\$650,732</b>	<b>7.25</b>	<b>\$710,614</b>



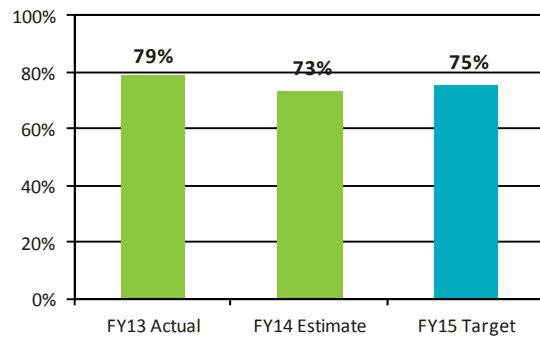
## PUBLIC SAFETY SUPPORT

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.

### FOCUS ON PERFORMANCE - % OF PUBLIC SAFETY SYSTEM INCIDENTS RESOLVED WITHIN FOUR OPERATIONAL HOURS

#### Why is This Measure Important?

Resolving Public Safety system incidents quickly is critical because 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. System uptime and user availability allows public safety departments to provide emergency services to citizens.



#### What Do These Numbers Tell Us?

In FY13 and through the first half of the current year, program personnel have resolved most system incidents within four operational hours suggesting critical public safety systems experienced a minimal amount of downtime. These 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.

The Public Safety Applications Support Program 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.

Public Safety Applications Support		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of customers responding to the internal departmental survey who report that they are satisfied with the timeliness and quality of services delivered by the Public Safety Applications Support program	N/A	95%	95%	95%
Result	% of public safety system incidents resolved within four operational hours	79%	73%	75%	75%
Output	# of public safety system work requests completed	161	185	192	192
Output	# of public safety system users supported	2,472	2,542	2,500	2,500
Output	# of public safety systems supported	47	47	47	47

**The Public Safety Communications Support Program** 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.

Public Safety Communications Support		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of customers responding to the internal departmental survey reporting they are satisfied with the timeliness and quality of service delivered by the Public Safety Communications Support program	N/A	97%	98%	98%
Result	% of public safety communication incidents resolved within 24 operational hours	94%	85%	88%	88%
Result	% of customers responding satisfied to internal departmental survey with the Public Safety Communications Support program's response to critical Public Safety Communications Center (PSCC) facility req	N/A	98%	95%	95%
Result	% of public safety communications incidents resolved within four operational hours	90%	85%	80%	80%
Output	# of non-police vehicles outfitted	133	143	96	96
Output	# of police vehicles outfitted	68	69	225	225
Output	# of Public Safety communication devices supported	9,206	9,601	9,237	9,237
Output	# of public safety communications work requests resolved	3,041	2,545	1,600	1,600

**Public Safety Support Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Public Safety Applications Support	8.50	\$2,894,842	8.25	\$1,468,332	8.25	\$1,762,248
Public Safety Communications Support	15.50	3,514,996	17.75	5,524,032	18.75	5,418,199
<b>Line of Business Total</b>	<b>24.00</b>	<b>\$6,409,838</b>	<b>26.00</b>	<b>\$6,992,364</b>	<b>27.00</b>	<b>\$7,180,447</b>

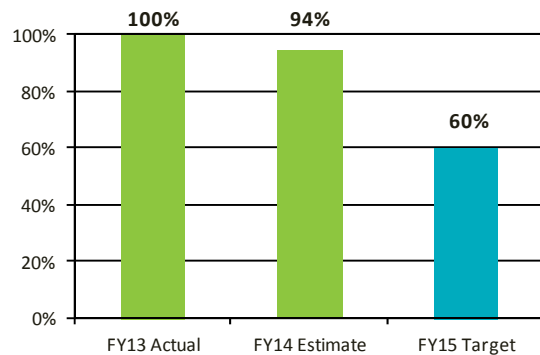
## TECHNOLOGY APPLICATION SUPPORT

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.

### FOCUS ON PERFORMANCE - % OF CUSTOMERS WHO REPORT THEY ARE SATISFIED WITH THE TIMELINESS AND QUALITY OF SERVICES DELIVERED BY THE IT ENTERPRISE BUSINESS APPLICATIONS PROGRAM

**Why Is This Measure Important?**

The Information Technology Department provides support for a number of systems that are used across all departments 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. High level of satisfaction with the Enterprise program is a good indicator of system uptime and the ability of program staff to resolve problems that can affect multiple departments.



**What Do These Numbers Tell Us?**

Based on surveys collected through December of FY 2014, the majority of respondents have indicated they are satisfied with the Enterprise Applications Program. To achieve these levels system reliability must be maintained at a high level and program staff must be responsive to requests for service.

**The Departmental Systems Program** provides application support services to departmental users so they can have the technology and information required to successfully perform their jobs.

Departmental Systems		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of Departmental System incidents resolved in four operational hours	80%	85%	85%	85%
Result	% of customers responding to the internal departmental survey who report that they are satisfied with the timeliness and quality of services delivered by the IT Departmental Systems program	96%	96%	95%	95%
Output	# of Departmental System work requests completed	2,279	2,424	2,400	2,400
Output	# of Departmental System users supported	1,635	1,229	1,600	1,600

**The Enterprise Business Applications Program** 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.

<b>Enterprise Business Applications</b>		<b>FY 12-13</b>	<b>FY 13-14</b>		<b>FY 14-15</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of Enterprise Business Application incidents resolved in four operational hours	57%	63%	75%	75%
Result	% of customers responding to the internal departmental survey who report they are satisfied with the timeliness and quality of services delivered by the IT Enterprise Business Applications program	100%	94%	60%	60%
Output	# of financial, personnel, and utility Enterprise Business Applications system users supported	5,830	5,072	5,491	5,491
Output	# of Enterprise Business Application work requests completed	1,653	2,033	1,440	1,440

**The Geographic Information Systems (GIS) Program** 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.

<b>Geographic Information Systems</b>		<b>FY 12-13</b>	<b>FY 13-14</b>		<b>FY 14-15</b>
		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of customers responding to the internal departmental survey who report that they are satisfied with the timeliness and quality of services delivered by the IT Geographic Information Systems program	N/A	80%	80%	80%
Result	% of GIS application incidents resolved in four operational hours	63%	62%	75%	75%
Output	# of GIS work requests completed	318	590	390	390
Output	# of GIS desktop users supported	472	346	480	480

**Technology Application Support Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Departmental Systems	6.25	\$992,577	5.25	\$936,100	6.25	\$1,161,273
Enterprise Business Applications	10.25	1,460,918	9.25	1,628,288	9.25	1,931,993
Geographic Information Systems	6.25	656,460	5.00	607,301	5.00	617,086
Public Safety Applications Support*	0.00	5,453	0.00	0	0.00	0
<b>Line of Business Total</b>	<b>22.75</b>	<b>\$3,115,408</b>	<b>19.50</b>	<b>\$3,171,689</b>	<b>20.50</b>	<b>\$3,710,352</b>

\* The programs related to Public Safety were moved to a new Public Safety Support Line of Business.



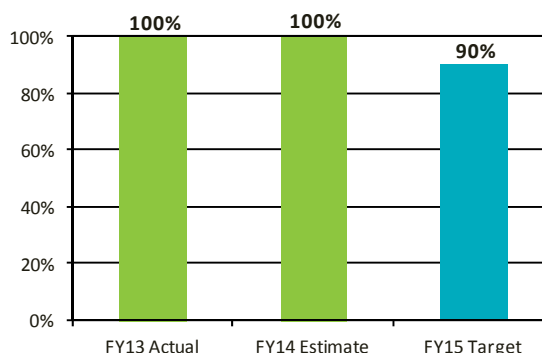
## TECHNOLOGY ENHANCEMENT

The purpose of the Technology Enhancement 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.

### FOCUS ON PERFORMANCE - % OF PROJECT STAKEHOLDERS REPORTING THAT IMPLEMENTED TECHNOLOGY MEETS IDENTIFIED BUSINESS GOALS

**Why is This Measure Important?**

The Project Management program routinely works with City department to select and implement new technologies that create efficiencies within the City and help improve service levels. With industry studies indicating that only 25% of all IT projects are considered to be successful, determining satisfaction levels from project stakeholders helps the IT department evaluate their ability to effectively support other departments that are directly providing services to citizens.



**What Do These Numbers Tell Us?**

Using survey results through the first six months of the fiscal year, the Department expects to finish a third consecutive year with 100% satisfaction. Customer satisfaction at this level can indicate that program staff have been successful at assisting departments to select the right technology as well as implement the technology to improve existing business processes.

**The Development Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of custom IT application sponsors surveyed who report that their business goals have been met by the internally developed custom application	N/A	100%	83%	83%
Result	% of customized IT application incidents requiring code modification	19%	17%	17%	17%
Result	% of custom IT application incidents resolved within four operational hours	57%	45%	85%	85%
Output	# of IT Development Services work requests completed	65	71	150	150
Output	# of custom IT applications supported	47	33	54	54
Output	# of custom IT applications developed	1	2	6	6

**The Project Management Program** 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Project Management</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of technology 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 identified business goals	100%	100%	90%	90%
Result	% of business process analyses that have been completed	N/A	75%	67%	67%
Output	# of technology projects completed	6	6	10	10
Output	# of business process analyses completed	N/A	3	4	4

**The Data Management Program** provides data storage, analysis, access, reporting, training, and support to City departments and citizens so they can conveniently access the information they need to make informed and timely decisions.

		FY 12-13	FY 13-14		FY 14-15
<b>Data Management</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of internal users surveyed who are satisfied with their access to data and Data Management Program services and support*	N/A	N/A	90%	90%
Result	% of Data Management program incidents resolved in four operational hours	N/A	50%	50%	50%
Output	# of IT Data Management program work requests completed	N/A	840	800	800
Output	# of databases supported	147	298	135	135

\*Survey has not yet been developed, reporting expected in FY15.

### **Technology Enhancement Positions and Budget**

<b>Program</b>	FY 12-13		FY 13-14		FY 14-15	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Development Services	8.50	\$847,004	4.25	\$480,575	4.25	\$429,938
Project Management	6.25	532,152	4.50	549,328	4.50	550,912
Data Management*	0.00	0	5.25	527,726	5.25	544,585
<b>Line of Business Total</b>	<b>14.75</b>	<b>\$1,379,155</b>	<b>14.00</b>	<b>\$1,557,629</b>	<b>14.00</b>	<b>\$1,525,435</b>

\* New program for FY 2014

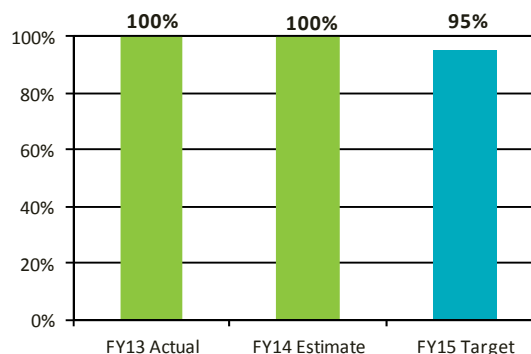
## TECHNOLOGY INFRASTRUCTURE

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.

### FOCUS ON PERFORMANCE - % OF NETWORK DEVICES MEETING CURRENT SECURITY STANDARDS

**Why is This Measure Important?**

Data network uptime is a high priority for the Technology Infrastructure line of business. 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 negatively 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?**

This high degree of uptime is attributed to a well-trained, talented, and committed IT staff. Changes and upgrades to the network are carefully planned, tested, and executed to minimize downtime and maximize system availability.

**The Configuration Management Program** 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Configuration Management</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of client devices meeting current security standards	90%	70%	84%	84%
Result	% of Configuration Management incidents resolved within four operational hours	34%	24%	50%	50%
Result	% of devices and software applications that are effectively managed	89%	100%	94%	94%
Output	# of Configuration Management work requests	117	214	50	50
Output	# of software packages managed	124	132	75	75
Output	# of Configuration Management hardware devices managed	2,660	2,896	3,000	3,000



**The Security Program** 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.

Security		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of CCTV cameras operational	80%	79%	92%	92%
Result	% of Security incidents resolved within four operational hours	40%	33%	80%	80%
Output	# of technology security work requests completed	1,685	2,954	2,500	2,500
Output	# of CCTV cameras managed	326	403	326	326
Output	# of security incidents resulting from network intrusion - Critical Security Events	0	2	1	1

**The Network Program** provides computer connectivity to City employees so they can have secure and reliable communications.

Network		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of network incidents resolved within four operational hours	34%	21%	40%	40%
Result	% of network devices meeting current security standards	100%	100%	95%	95%
Output	# of Network program work requests completed	797	590	600	600
Output	# of network connections supported	7,330	11,580	10,833	10,833

**The Communications Program** provides telephone services to City employees so they can have secure and reliable communications.

Communications		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of customers responding to the internal departmental survey who report that they are satisfied with the timeliness and quality of services delivered by the IT Communications program	N/A	91%	90%	90%
Result	% of Communications program incidents resolved within four operational hours	N/A	48%	57%	57%
Output	# of telephones supported	95,988	6,898	6,500	6,500
Output	# of email accounts supported	N/A	5,125	5,125	5,125
Output	# of IT Communication work requests completed	N/A	560	500	500

**The Servers Program** provides messaging, file, and application hosting services to City departments so they can reliably communicate, store and process data, and retrieve information.

Servers		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of servers meeting current security standards	97%	100%	95%	95%
Result	% of server incidents resolved within four operational hours	34%	27%	75%	75%
Result	% of server environment virtualized	N/A	63%	65%	65%
Result	# of servers per technician	N/A	20	20	20
Output	# of servers supported	478	539	550	550
Output	# of server work requests completed	100	172	500	500
Output	# of total server storage space managed (Terabytes)	N/A	981	950	950

**Technology Infrastructure Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Security	5.30	874,614	5.35	1,426,662	5.35	1,091,887
Configuration Management	5.35	1,170,270	2.25	1,203,656	2.25	1,184,046
Network & Telecommunications	0.00	2,564	0.00	0	0.00	0
Network	6.25	1,198,028	7.35	2,146,054	7.35	2,026,036
Communications	4.20	1,932,368	5.30	2,130,536	5.30	2,268,798
Public Safety Communications Support*	0.00	3,402	0.00	0	0.00	0
Servers	6.25	808,647	6.00	2,076,415	6.00	1,020,272
<b>Line of Business Total</b>	<b>27.35</b>	<b>\$5,989,893</b>	<b>26.25</b>	<b>\$8,983,323</b>	<b>26.25</b>	<b>\$7,591,039</b>

\* The programs related to Public Safety were moved to a new Public Safety Support Line of Business.

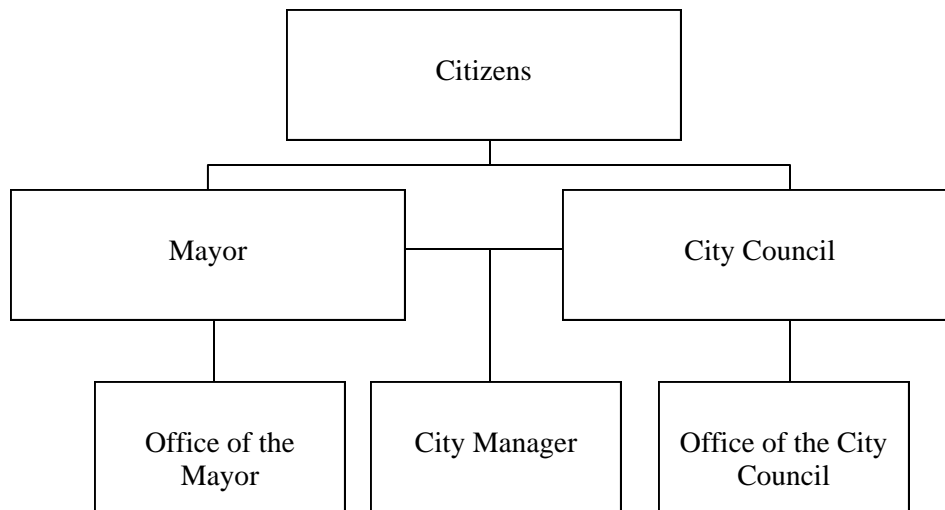




The City of  
**OKLAHOMA CITY**

# Mayor and City Council

**MICK CORNETT, MAYOR**



## DEPARTMENT MISSION

**THE MISSION OF CITY MANAGER'S OFFICE\* IS TO PROVIDE LEADERSHIP, MANAGEMENT, INFORMATION, AND POLICY IMPLEMENTATION TO:**

- **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. IN AUGUST OF 2012, 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.



**Provide a Safe and Secure Community**



**Maintain Strong Financial Management**



**Promote Thriving Neighborhoods**



**Develop a Transportation System That Works for all Citizens**



**Support High Quality Public Education and Community Health and Wellness**

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$13,020	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Office of the Mayor	\$261,297	\$263,911	\$268,306	1.67%
Office of the City Council	644,258	651,997	663,593	1.78%
<b>Total Operating Expenditures</b>	<b>\$905,555</b>	<b>\$915,908</b>	<b>\$931,899</b>	<b>1.75%</b>
<b>Non-Operating Expenditures</b>				
Capital Expenditures	\$0	\$0	\$10,500	N/A
<b>Total Non-Operating Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,500</b>	<b>N/A</b>
<b>Department Total</b>	<b>\$905,555</b>	<b>\$915,908</b>	<b>\$942,399</b>	<b>2.89%</b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Adopted Budget	Percent Change
General Fund	\$905,555	\$915,908	\$931,899	1.75%
Capital Improvement Projects Fund	\$0	\$0	\$10,500	N/A
<b>Department Total</b>	<b>\$905,555</b>	<b>\$915,908</b>	<b>\$942,399</b>	<b>2.89%</b>



## POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Adopted Budget	Percent Change
Office of the Mayor	2.00	2.00	2.00	0.00%
Office of the City Council	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	0.00%
<b>Department Total</b>	<b><u>6.00</u></b>	<b><u>6.00</u></b>	<b><u>6.00</u></b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Adopted Budget	Percent Change
General Fund	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	0.00%
<b>Department Total</b>	<b><u>6.00</u></b>	<b><u>6.00</u></b>	<b><u>6.00</u></b>	<b>0.00%</b>

# MAYOR AND CITY COUNCIL 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.

### Program and Performance Measures

		FY 12-13	FY 13-14		FY 14-15
Office of the Mayor		Actual	Estimate	Target	Target
Result	% of citizens surveyed who report they are satisfied or very satisfied with City services	66%	68%	71%	71%
Result	% of citizens who are satisfied the City is heading in the right direction	76%	83%	85%	85%
Output	# of written information responses provided	34,800	34,800	30,000	30,000

### Office of the Mayor Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the Mayor	2.00	\$261,297	2.00	\$263,911	2.00	\$268,306
<b>Line of Business Total</b>	<b>2.00</b>	<b>\$261,297</b>	<b>2.00</b>	<b>\$263,911</b>	<b>2.00</b>	<b>\$268,306</b>



## OFFICE OF THE CITY COUNCIL

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.

### Program and Performance Measures

		FY 12-13		FY 13-14		FY 14-15	
Office of the City Council		Actual	Estimate	Target	Target		
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	86%	90%	89%	89%		
Output	# of events, education sessions and programs facilitated	23	20	20	20		

### Office of the City Council Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Office of the City Council	4.00	\$644,258	4.00	\$651,997	4.00	\$663,593
<b>Line of Business Total</b>	<b>4.00</b>	<b>\$644,258</b>	<b>4.00</b>	<b>\$651,997</b>	<b>4.00</b>	<b>\$663,593</b>

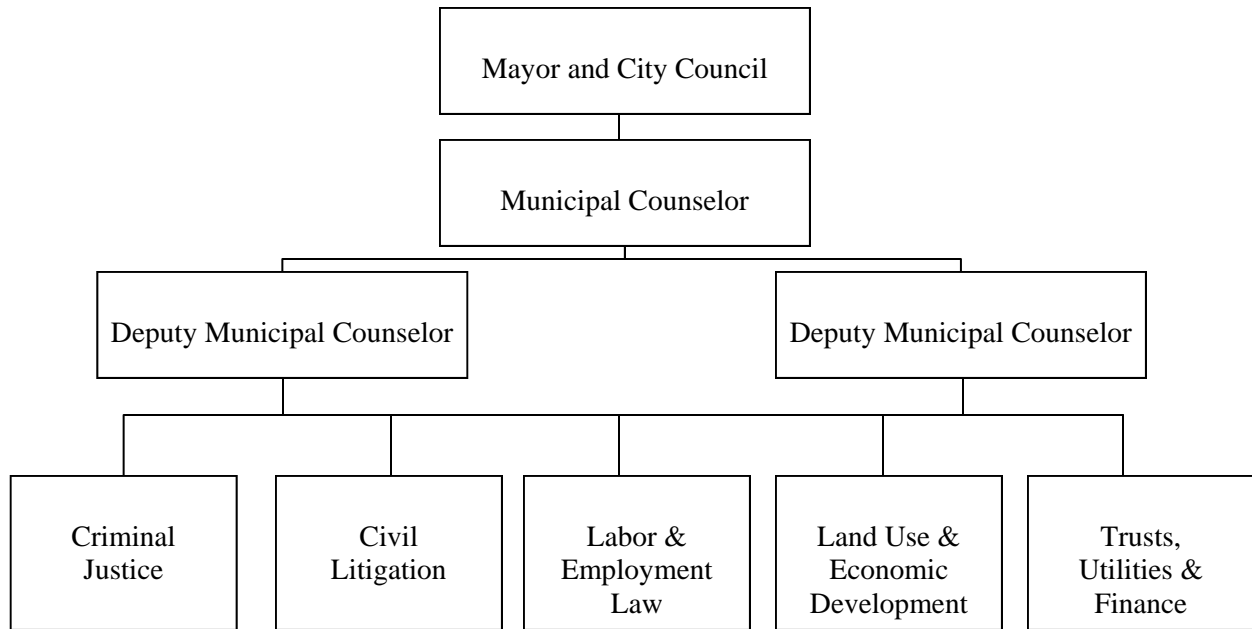


The City of  
**OKLAHOMA CITY**

# Municipal Counselor

**KENNETH JORDAN, MUNICIPAL COUNSELOR**

kenneth.jordan@okc.gov



- Police & Courts Legal Services
- Prosecution Legal Services

- Civil Litigation Legal Services

- Labor Relations Legal Services
- Labor Litigation Legal Services

- Land Use Legal Services
- Economic Development Legal Services

- Trusts, Utilities & Finance Legal Services

## DEPARTMENT MISSION

**THE MISSION OF THE MUNICIPAL COUNSELOR 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

## ISSUE 1

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

### Strategy

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.

### 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 97% of Department Heads will be provided monthly communications to help identify legal issues relating to their work through 2019

<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
100%	100%	97%	97%

## ISSUE 2

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 litigation and 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

### Strategy

A client survey is distributed each year for eight of the eleven programs in the Municipal Counselor’s Office.

### Strategic Result

The City, its Public Trusts and their officers, appointees and employees will benefit from timely and effective legal service, as evidenced by:

Annually, at least 90% of responding clients surveyed will be satisfied with the timeliness, effectiveness and overall provision of legal services through 2019

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
1	1	1	1

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$146,919	-
2. Replaces an Assistant Municipal Counselor III position with an Assistant Municipal Counselor I position	(\$88,197)	-



## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Adopted Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,278,843	\$1,448,096	\$1,595,453	10.18%
Civil Litigation	1,238,436	1,199,059	1,238,454	3.29%
Contracts *	412	0	0	N/A
Criminal Justice	1,465,803	1,470,813	1,480,943	0.69%
Labor and Employment Law	586,764	526,741	528,256	0.29%
Land Use and Economic Developme	1,118,613	1,078,783	1,011,283	-6.26%
Trusts, Utilities, and Finance	766,512	847,604	850,404	0.33%
<b>Total Operating Expenditures</b>	<b>\$6,455,382</b>	<b>\$6,571,096</b>	<b>\$6,704,793</b>	<b>2.03%</b>
Capital Expenditures	\$9,093	\$105,937	\$93,517	-11.72%
Other Non-Operating Expenditures	0	0	0	N/A
<b>Department Total</b>	<b>\$6,464,475</b>	<b>\$6,677,033</b>	<b>\$6,798,310</b>	<b>1.82%</b>

\* The Contracts line of business was merged into several other lines of business in FY13

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Adopted Budget	Percent Change
General Fund	\$6,253,168	\$6,363,939	\$6,493,361	2.03%
Juvenile Justice Fund	193,145	183,843	188,118	2.33%
Court Administration & Training Fund	9,069	23,314	23,314	0.00%
Capital Improvement Projects Fund	9,093	105,937	93,517	-11.72%
<b>Total All Funds</b>	<b>\$6,464,475</b>	<b>\$6,677,033</b>	<b>\$6,798,310</b>	<b>1.82%</b>

## POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Adopted Budget	Percent Change
Administration	4.83	6.73	6.73	0.00%
Civil Litigation	12.41	12.31	12.31	0.00%
Criminal Justice	14.64	14.04	14.04	0.00%
Labor and Employment Law	5.25	5.15	5.15	0.00%
Land Use and Economic Development	7.98	7.73	7.49	-3.10%
Trusts, Utilities, and Finance	8.89	10.04	10.28	2.39%
<b>Department Total</b>	<b>54.00</b>	<b>56.00</b>	<b>56.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Adopted Budget	Percent Change
General Fund	49.50	50.55	50.55	0.00%
Airports Cash Fund	1.00	2.00	2.00	0.00%
Police Sales Tax Fund	1.00	1.00	1.00	0.00%
Water and Wastewater Funds	1.00	1.00	1.00	0.00%
Juvenile Justice Fund	1.50	1.45	1.45	0.00%
<b>Department Total</b>	<b>54.00</b>	<b>56.00</b>	<b>56.00</b>	<b>0.00%</b>

# MUNICIPAL COUNSELOR 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.

**The Business Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of terminations submitted to Personnel Department by termination date	67%	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%
Output	# of FTE's supported	54	56	56	56
Output	Dollar amount of operating expenditures managed	\$6,455,382	\$6,720,684	\$6,571,096	\$6,704,793

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of Department Heads receiving monthly communications from the Municipal Counselor's Office	100%	100%	97%	97%
Result	% of performance evaluations completed by the review date	85%	82%	95%	95%
Result	% of key measures achieved	86%	90%	75%	75%

### **Administration Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Business Services	4.23	\$1,108,974	5.08	\$1,177,895	5.08	\$1,288,603
Executive Leadership	0.60	169,869	1.65	270,201	1.65	306,850
<b>Line of Business Total</b>	<b>4.83</b>	<b>\$1,278,843</b>	<b>6.73</b>	<b>\$1,448,096</b>	<b>6.73</b>	<b>\$1,595,453</b>

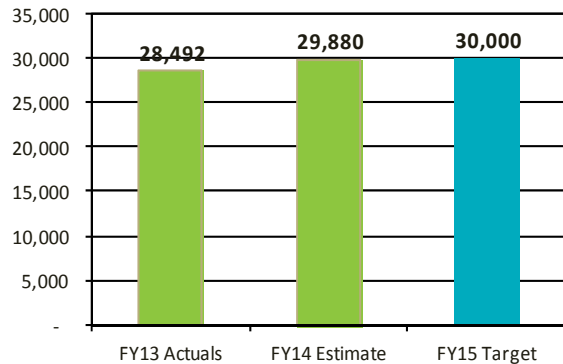
## CIVIL LITIGATION

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.

### FOCUS ON PERFORMANCE - # OF LEGAL SERVICES PROVIDED BY CIVIL LITIGATION ATTORNEYS

**Why is This Measure Important?**

This measure provides an indicator of the amount of times attorneys provide legal advice, consultations and representations to the City and its Trusts and is an indicator of the workload of the program required to help the City and its Trusts avoid or limit liability. The attorneys in this program defend the City and its employees in all tort cases such as 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. Increasing the workload is the somewhat new responsibility of expungement petitions involving the City Police Department.



**What Do These Numbers Tell Us?**

Providing over 30,000 legal services annually via e-mail, phone calls, meetings and court appearances, it is evident there continues to be a great need for litigation mitigation and counseling with clients to ensure the City and Trusts are not at risk.

The Civil Litigation Legal Services Program 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Civil Litigation Legal Services</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Civil Litigation legal services	100%	100%	90%	90%
Output	# of legal services provided by Civil Litigation attorneys	28,492	29,880	30,000	30,000

**Civil Litigation Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Civil Litigation Legal Services	12.41	\$1,238,436	12.31	\$1,199,059	12.31	\$1,238,454
<b>Line of Business Total</b>	<b>12.41</b>	<b>\$1,238,436</b>	<b>12.31</b>	<b>\$1,199,059</b>	<b>12.31</b>	<b>\$1,238,454</b>

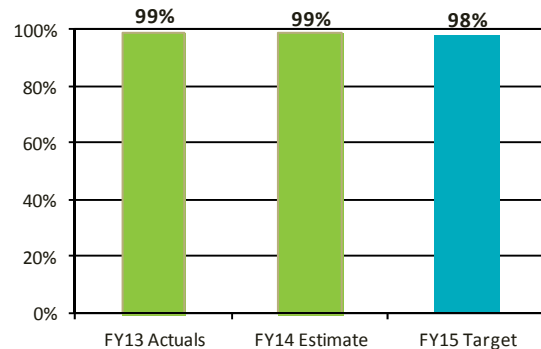
## CRIMINAL JUSTICE

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.

### FOCUS ON PERFORMANCE - % 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 prompt filing decisions to avoid a “no-file” status whenever possible. Processing charges within 45 days of bond posting allows defendants to know before their arraignment date whether charges have been filed or declined. Timely charge review also provided for more efficient arraignment dockets.



**What Do These Numbers Tell Us?**

The Criminal Justice program consistently meets the 45 day target, typically reviewing about 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 photographs. The less than one percent of cases that go beyond the filing deadline often have to do with matters such as delayed lab results and State filing decisions.

**The Police and Courts Legal Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Police & Courts legal services	100%	100%	90%	90%
Output	# of Police and Courts legal services provided	6,155	5,379	5,052	5,052

**The Prosecution Legal Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of Municipal Court Jury Division charges filed or declined within 45 days of bond posting	99%	99.0%	98%	98%
Output	# of hours in Court for docket appearances	1,478	1,374	1,400	1,400
Output	# of cases not tried resolved by guilty or no contest plea	119,486	124,298	N/A*	N/A*
Output	# of cases tried that result in guilty verdict	602	586	N/A*	N/A*
Output	# of prosecutions resolved	136,444	144,465	N/A*	N/A*
Output	# of charges reviewed	140,911	151,714	129,000	129,000
Output	# of charges filed	133,283	142,525	N/A*	N/A*

\* No target can be set for this measure due to ethics requirements.

**Criminal Justice Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Police & Courts Legal Services	1.02	\$146,119	1.07	\$140,436	1.07	\$143,959
Prosecution Legal Services	13.62	1,319,685	12.97	1,330,377	12.97	1,336,984
<b>Line of Business Total</b>	<b>14.64</b>	<b>\$1,465,803</b>	<b>14.04</b>	<b>\$1,470,813</b>	<b>14.04</b>	<b>\$1,480,943</b>



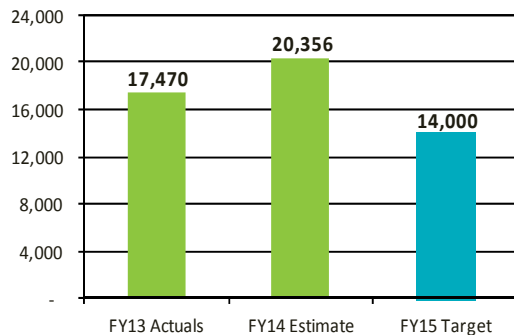
## LABOR AND EMPLOYMENT LAW

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.

### FOCUS ON PERFORMANCE - # OF LABOR RELATIONS AND LABOR LITIGATION LEGAL SERVICES PROVIDED

**Why is this Measure Important?**

This measure demonstrates the workload of the Labor Relations and Labor Litigation program and includes a total for all legal services provided to the City. Legal services include legal advice and counseling to the Mayor, City Council, and City management on matters such as collective bargaining, family leave, pensions, wages, hours, and employment discrimination before local, state, federal and agency tribunals whenever the City is a named defendant.



**What Do These Numbers Tell Us?**

This measure captures each legal service provided in Labor Relations and Labor Litigation and indicates an 17% increase in workload, as measured by legal services, from the previous year. The department recently made changes to their data collection process to report more types of legal services. This explains some of the growth in services.

**The Labor Litigation Legal Services Program** 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.

Labor Litigation Legal Services		FY 12-13		FY 13-14		FY 14-15
		Actual	Estimate	Target	Target	
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Litigation legal services	100%	100%	90%	90%	
Output	# of Labor Litigation legal services provided	8,224	9,384	5,000	5,000	

**The Labor Relations Legal Services Program** 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.

Labor Relations Legal Services		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Labor Relations legal services	100%	100%	90%	90%
Output	# of Labor Relations legal services provided	9,246	10,972	9,000	9,000

**Labor and Employment Law Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Labor Relations Legal Services	2.60	\$306,082	2.70	\$284,680	2.70	\$282,611
Labor Litigation Legal Services	2.65	280,682	2.45	242,061	2.45	245,645
<b>Line of Business Total</b>	<b>5.25</b>	<b>\$586,764</b>	<b>5.15</b>	<b>\$526,741</b>	<b>5.15</b>	<b>\$528,256</b>





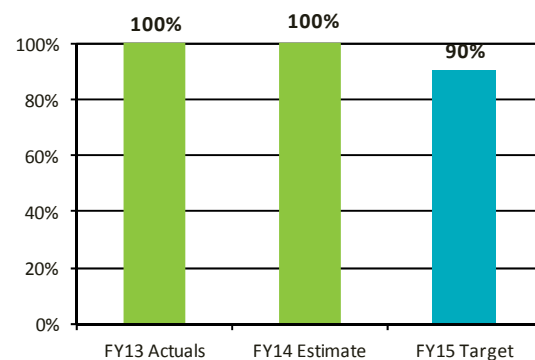
## LAND USE AND ECONOMIC DEVELOPMENT

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 implement their Land Use and economic development goals, policies and objectives, and efficiently and effectively provide administrative and regulatory services and programs.

### FOCUS ON PERFORMANCE - % 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 determine the effectiveness of attorneys in providing timely consultations, document review and drafting, and client representations. Other City departments such as Development Services, Planning, and Public Works as well as the Economic Development line of business in the City Manager's Office receive legal assistance for projects through out the year. Additionally, attorneys in this line of business provide guidance about land use issues presented to the Planning Commission and other oversight boards. 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 excellent client satisfaction ratings, 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 their clients can make informed, timely decisions to implement policies and spend money legally and efficiently.

**The Economic Development Legal Services Program** 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.

Economic Development Legal Services		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Economic Development legal services	1	1	1	1
Output	# of Economic Development legal services provided	11,975	13,316	9,000	9,000

**The Land Use Legal Services Program** 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.

Land Use Legal Services		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Land Use legal services	100%	100%	90%	90%
Output	# of Land Use legal services provided	15,178	16,282	14,500	14,500

**Land Use and Economic Development Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Economic Development Legal Services	3.73	\$510,887	3.48	\$445,032	3.04	\$364,922
Land Use Legal Services	4.25	607,726	4.25	633,751	4.45	646,361
<b>Line of Business Total</b>	<b>7.98</b>	<b>\$1,118,613</b>	<b>7.73</b>	<b>\$1,078,783</b>	<b>7.49</b>	<b>\$1,011,283</b>

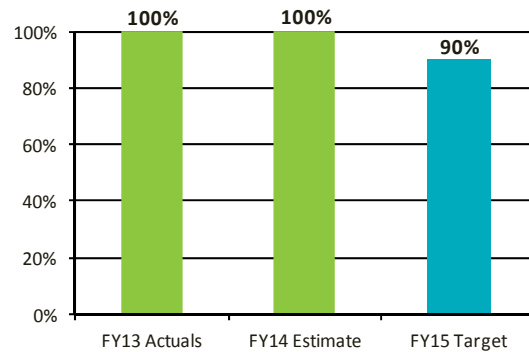
## TRUSTS, UTILITIES, AND FINANCE

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.

### FOCUS ON PERFORMANCE - % OF 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 regarding satisfaction with legal services provided by their office. Internal feedback is crucial to help to identify the effectiveness of attorneys in 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?**

The high satisfaction ratings achieved in recent years on the client survey indicate that the City’s multiple trusts as well as the Utilities Department and Finance Department are able to make legally informed, timely decisions. These ratings are attributable to continued efforts to provide prompt and effective legal services.

The Trusts, Utilities, and Finance Legal Services Program 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 12-13		FY 13-14		FY 14-15
		Actual	Estimate	Target	Target	
Result	% of responding clients satisfied with the timeliness, effectiveness and overall provision of Trusts, Utilities, & Finance legal services	100%	100%	90%	90%	
Output	# of Trust, Utilities and Finance legal services provided	29,318	28,459	29,568	29,568	

**Trust, Utilities and Finance Positions and Budget**

Program	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Adopted Positions	Adopted Budget
Trusts, Utilities, and Finance Legal Services	8.89	\$766,512	10.04	\$847,604	10.28	\$850,404
<b>Line of Business Total</b>	<b>8.89</b>	<b>\$766,512</b>	<b>10.04</b>	<b>\$847,604</b>	<b>10.28</b>	<b>\$850,404</b>

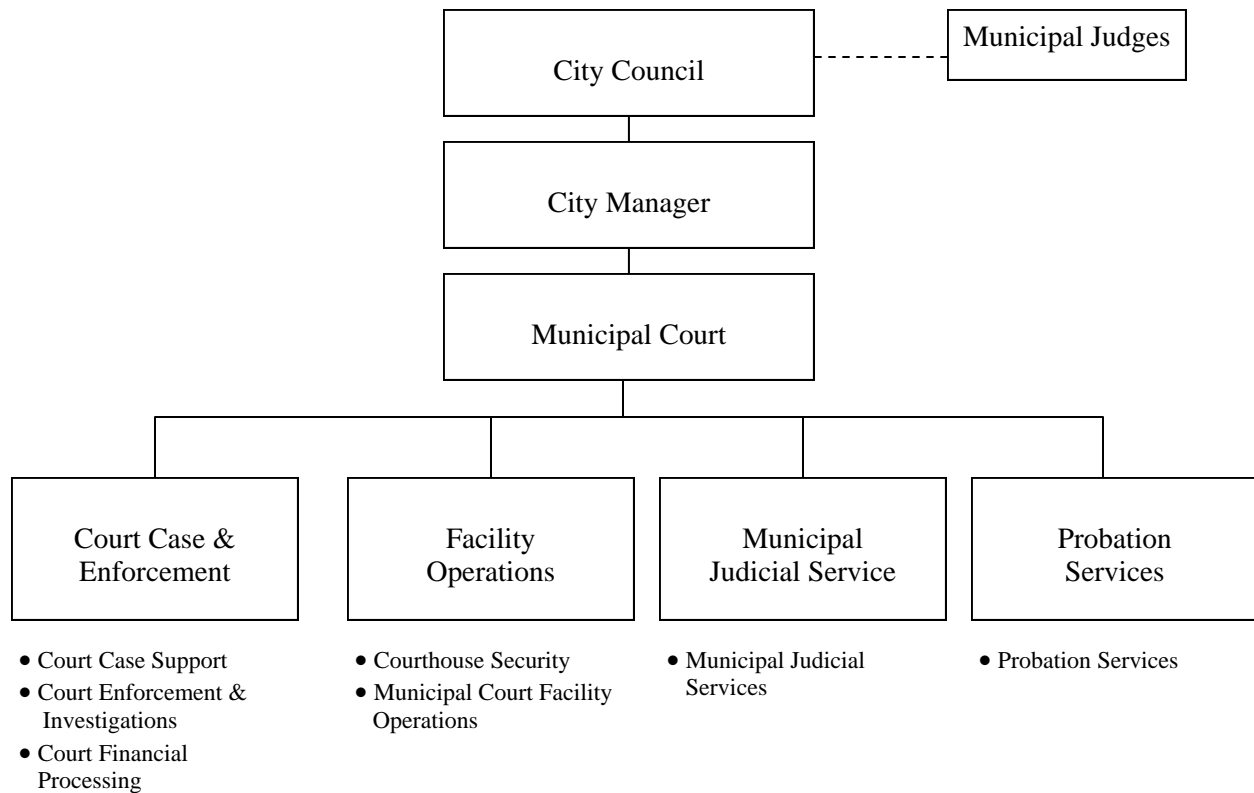


The City of  
**OKLAHOMA CITY**

# Municipal Court

**STACEY DAVIS, DIRECTOR**

stacey.davis@okc.gov



## DEPARTMENT MISSION

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

## ISSUE 1

The increasing inadequacy of court facilities, if not properly 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
- Loss of public and employee parking

### Strategies

- Continue identifying facility inadequacies and retain funding for repair and/or replacements.
- Develop a long-term strategic plan regarding court facilities.

### Strategic Result

By 2016, 100% of Court facilities will meet standards for safety, accessibility, and comfort\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	20%	20%

\*Measure will be addressed with the construction of new building, currently underway.

## ISSUE 2

The increasing difficulty to recruit, develop and retain an adequately compensated, skilled and well trained workforce due to retirements, reduction in workforce, technology changes and staff changes, if not adequately addressed, will result in:

- Delays in court transactions
- Frustrated customers
- Increased exposure to lawsuit

### Strategy

- Continue to work with the Personnel Department regarding employee recruitment.

### Strategic Result

By 2016, 98% of court cases audited will reflect that the Municipal Courts records management system was updated accurately

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
98%	99%	98%	98%

### ISSUE 3

The increase in customer expectations for court information and electronic services, combined with the reliance on automated systems, if not adequately addressed, will result in:

- Lost opportunities for increased efficiency
- Decreased levels of customer satisfaction with court services
- Major disruption in court services

#### Strategies

- Continue improving information systems to enable the Municipal Court to expand the services that it provides to court patrons.
- Continue working with the Information Technology Department and vendors to increase the number of electronic transactions.

#### Strategic Result

By 2018, 45% of available online transactions will be conducted online\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	N/A	N/A

\*New measure, data will be reported in FY15.

### ISSUE 4

The increasing complexity of juvenile referrals combined with limited resources for juvenile services, if not adequately addressed, will result in:

- Increase in juvenile crime rates
- Increase in school drop-out rates
- Increase substance abuse among juveniles
- Increase in probation workloads

#### Strategies

- Continue to identify juvenile referral sources.
- Explore additional funding resources to employ additional juvenile probation officers and/or case managers.

#### Strategic Result

By 2017, 95% of the juvenile offenders referred to probation services will successfully complete probation within established period of time

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
91%	95%	95%	95%

## ISSUE 5

A heightened public expectation for secured court facilities, 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

### Strategies

- Continue monitoring and assessing the security needs of the Municipal Court to ensure the safety of customers and employees.
- Monitor court facilities security issues to identify necessary security improvements.

### Strategic Result

By 2016, 100% of Court facilities will meet standards for safety, accessibility, and comfort\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	20%	20%

\*Measure will be addressed with the construction of new building, currently underway.



## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	(\$121,505)	-
2. Increase funding for IT chargeback	\$329,294	-

Juvenile Justice Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	(\$3,936)	-



## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,051,594	\$1,131,433	\$1,524,468	34.74%
Court Case and Enforcement	6,334,971	7,010,332	6,840,313	-2.43%
Facility Operations	1,771,033	1,227,086	1,143,927	-6.78%
Municipal Judicial Services	439,975	470,159	544,144	15.74%
Probation Services	733,779	873,495	880,818	0.84%
<b>Total Operating Expenditures</b>	<b>\$10,331,352</b>	<b>\$10,712,505</b>	<b>\$10,933,670</b>	<b>2.06%</b>
Capital Expenditures	\$0	\$0	\$3,000,000	N/A
<b>Department Total</b>	<b>\$10,331,352</b>	<b>\$10,712,505</b>	<b>\$13,933,670</b>	<b>30.07%</b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$7,906,071	\$7,947,672	\$8,173,663	2.84%
Court Administration & Training Fund	1,715,842	1,917,875	1,917,875	0.00%
Juvenile Justice Fund	709,439	846,958	842,132	-0.57%
Capital Improvement Projects Fund	0	0	3,000,000	N/A
<b>Total All Funding Sources</b>	<b>\$10,331,352</b>	<b>\$10,712,505</b>	<b>\$13,933,670</b>	<b>30.07%</b>

## POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	3.40	3.40	4.50	32.35%
Court Case and Enforcement	57.15	57.15	55.95	-2.10%
Facility Operations	5.45	5.45	5.45	0.00%
Municipal Judicial Services	4.00	4.00	4.00	0.00%
Probation Services	11.00	11.00	11.10	0.91%
<b>Department Total</b>	<b>81.00</b>	<b>81.00</b>	<b>81.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	81.00	81.00	81.00	0.00%
<b>Total All Funding Sources</b>	<b>81.00</b>	<b>81.00</b>	<b>81.00</b>	<b>0.00%</b>

# MUNICIPAL COURT 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.

The Business Services Program 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of terminations submitted to Personnel Department by termination date	67%	100%	75%	75%
Result	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year	99%	77%	100%	100%
Output	Dollar amount of operating expenditures managed	10,331,352	8,421,876	10,712,505	10,933,670
Output	# of FTEs supported	75	74	81	81

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of key measures achieved	100%	89%	75%	75%
Result	% of performance evaluations completed by the review date	59%	59%	95%	95%

### Administration Positions and Budget

Program	FY 12-13		FY 13-14 Estimate		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	1.90	\$816,257	1.90	\$886,177	3.00	\$1,252,455
Executive Leadership	1.50	\$235,337	1.50	245,256	1.50	272,013
<b>Line of Business Total</b>	<b>3.40</b>	<b>\$1,051,594</b>	<b>3.40</b>	<b>\$1,131,433</b>	<b>4.50</b>	<b>\$1,524,468</b>

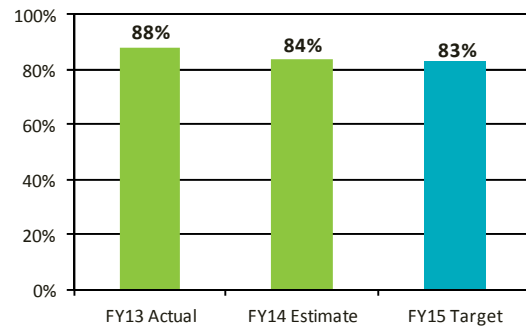
## COURT CASE AND ENFORCEMENT

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.

### FOCUS ON PERFORMANCE - % OF TOTAL WARRANTS CLEARED COMPARED TO TOTAL RECEIVED

#### Why is This Measure Important?

When a warrant is cleared, an offender previously not complying with the justice system has 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 demonstrates the number of offenders who have been “brought to justice”, contributing to citizen safety.



#### What do these Measures Tell Us?

For the current fiscal year, 84% of the warrants issued were cleared. This represents a decline from the previous year. Activity levels in terms of total warrants received is 4,912 more compared to the first six months of the previous fiscal year, likewise 2,214 more warrants have been cleared during the same time frame. Clearance rates typically improve in the second half of the year and if this trend continues year-end warrant clearance rates could finish at a higher rate.

**The Court Case Support Program** provides scheduling, case processing, and information services to enforcement agencies, court officers, and patrons so they can experience accurate and timely adjudication of cases.

Court Case Support		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of cases audited determined to be accurately updated in the Municipal Court's record management system.	98%	99%	98%	98%
Result	% of cases updated by close of business day in which transaction occurred	100%	100%	100%	100%
Output	# of cases disposed	209,295	217,221	190,000	190,000
Output	# of days until disposal on average	120	156	100	100

**The Court Enforcement and Investigations Program** provides warrant enforcement and investigative services to the Municipal Court so it can clear warrants on cases.

Court Enforcement and Investigations		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of total warrants cleared of total received	88%	84%	83%	83%
Output	# of warrants cleared	46,853	49,522	45,000	45,000

**The Court Financial Processing Program** provides bond and fine payment processing and daily deposit services to court patrons so they can receive an accurate financial disposition on their court case.

Court Financial Processing		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of payments processed and posted to proper case	100%	100%	100%	100%
Result	% of court payment transactions processed electronically	38%	39%	38%	38%
Output	# of court payment transactions processed electronically	70,121	73,005	70,000	70,000
Output	# of court payment transactions processed in person	112,217	112,503	112,000	112,000

### **Court Case and Enforcement Positions and Budget**

Program	FY 12-13		FY 13-14 Estimate		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Court Case Support	25.70	\$4,375,385	25.70	\$4,842,207	29.30	\$5,037,840
Court Enforcement and Investigations	15.85	1,115,228	15.85	1,216,032	10.95	844,958
Court Financial Processing	15.60	844,358	15.60	952,093	15.70	957,515
<b>Line of Business Total</b>	<b>57.15</b>	<b>\$6,334,971</b>	<b>57.15</b>	<b>\$7,010,332</b>	<b>55.95</b>	<b>\$6,840,313</b>

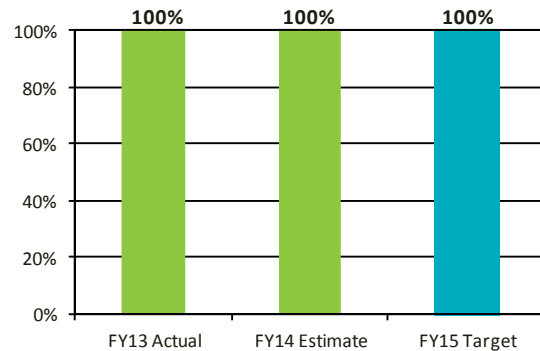
## FACILITY OPERATIONS

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.

### FOCUS ON PERFORMANCE - % DAYS PER YEAR WITHOUT SECURITY BREACH

#### Why is This Measure Important?

This measure reflects the safety of the court facilities by indicating how many days out of the year the Municipal Court operated without a security incident. Security incidents include such things as secure doors being left open or a dangerous item making it past security screening. This measure demonstrates the importance the department places on providing a safe environment 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. To maintain this level of security, courthouse security staff use 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.

**The Courthouse Security Program** 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Courthouse Security</b>		Actual	Estimate	Target	Target
Result	% of days per year without security breach	100%	100%	100%	100%
Output	# of unauthorized items denied entry at security screening point	3,147	5,795	3,500	3,500
Output	# of security hours provided	4,381	4,377	4,500	4,500

**The Municipal Court Facility Operations Program** 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Municipal Court Facility Operations</b>		Actual	Estimate	Target	Target
Result	% of building occupants who rate the facility maintenance and cleanliness as acceptable or above on an annual survey	81%	84%	85%	85%
Output	# of square feet of space maintained	42,863	42,863	42,863	42,863

**Facility Operations Positions and Budget**

Program	FY 12-13		FY 13-14 Estimate		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Courthouse Security	3.25	\$301,984	3.25	\$341,006	3.25	\$324,511
Municipal Court Facility Ops	2.00	1,469,049	2.20	886,080	2.20	819,416
<b>Line of Business Total</b>	<b>5.25</b>	<b>\$1,771,033</b>	<b>5.45</b>	<b>\$1,227,086</b>	<b>5.45</b>	<b>\$1,143,927</b>



## 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, State and Federal Laws.

The Municipal Judicial Services Program 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, State and Federal Laws.

Municipal Judicial Services		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of court participants (employees, defense attorneys, enforcement personnel and prosecutors) satisfied with judicial services	92%	N/A*	95%	95%
Output	# of hearings provided	127,886	195,978	121,244	121,244

\*New survey currently in progress, data will be reported at year-end.

### Municipal Judicial Services Positions and Budget

Program	FY 12-13		FY 13-14 Estimate		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Municipal Judicial Services	4.00	\$439,975	4.00	\$470,159	4.00	\$544,144
<b>Line of Business Total</b>	<b>4.00</b>	<b>\$439,975</b>	<b>4.00</b>	<b>\$470,159</b>	<b>4.00</b>	<b>\$544,144</b>

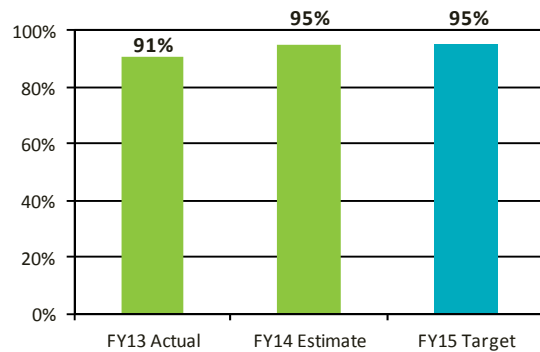
## PROBATION SERVICES

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 .

### FOCUS ON PERFORMANCE - % OF JUVENILE OFFENDERS SUCCESSFULLY COMPLETING PROBATION WITHIN ESTABLISHED PERIOD OF TIME

#### 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 successfully complete probation within an established period of time. Performance in this area is important as it measures an offender’s successful completion in a court ordered probation/intervention plan. Helping youth complete probation is the primary goal of the Municipal Court’s Probation Services program because intervention teaches the City’s youth to be accountable for their behavior and encourages them to cease their criminal activity.



#### What Do These Numbers Tell Us?

Performance has increased during the last two years. The performance data suggests that the additional school attendance monitoring and corrective actions taken by the Truancy Prevention Program’s Probation Officer have had a positive effect on the school attendance of juvenile probationers.

**The Probation Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of juvenile offenders successfully completing probation within established period of time	91%	95%	95%	95%
Result	% of adult offenders successfully completing supervised probation within established period of time	74%	73%	80%	80%
Result	% of adult offenders completing probation without further involvement with the OKC Municipal Court within a two year period	94%	93%	90%	90%
Output	# of juvenile offenders successfully completing probation within a specified time frame	1,093	942	1,140	1,140
Output	# of adult offenders successfully completing supervised probation within a specified time frame	485	647	640	640

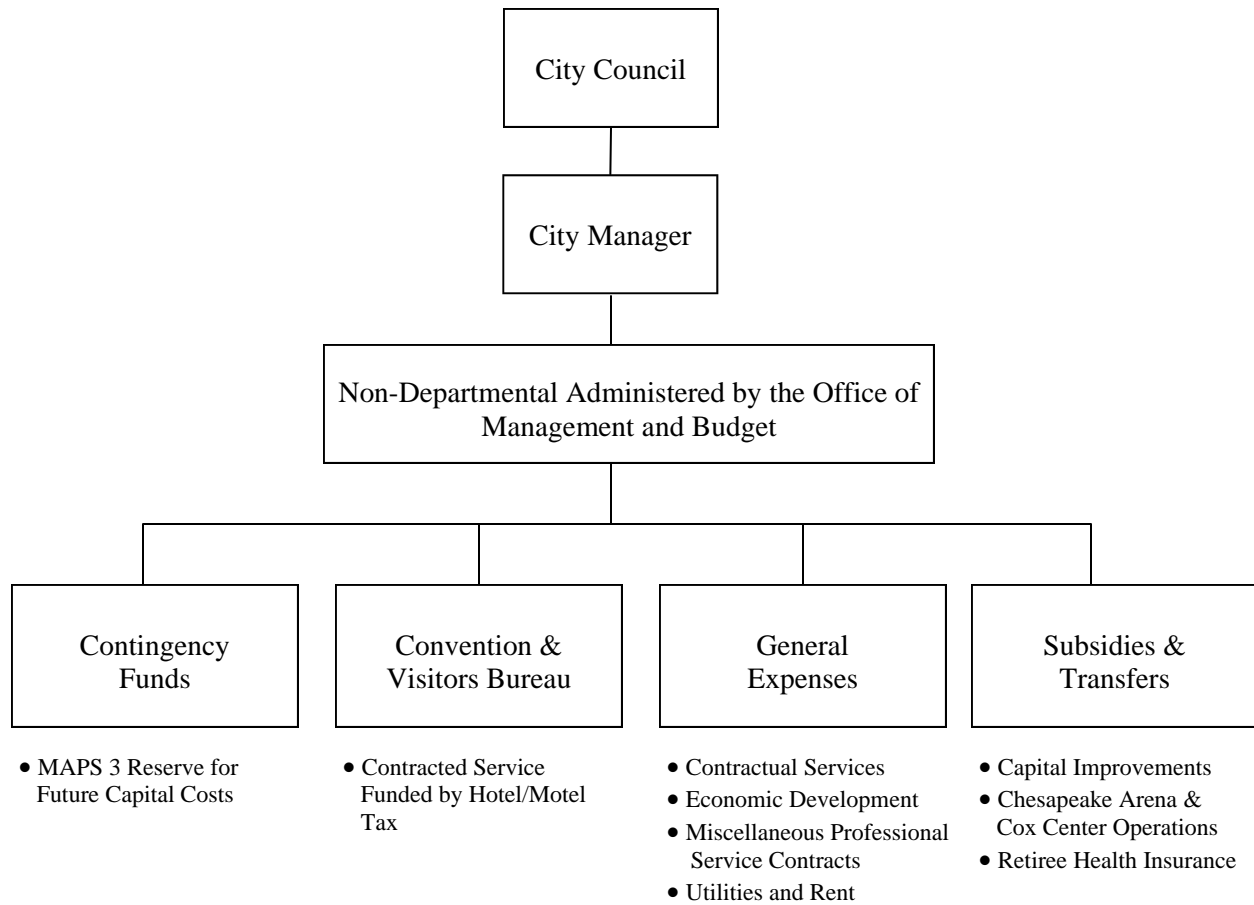
### **Probation Services Positions and Budget**

Program	FY 12-13		FY 13-14 Estimate		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Probation Services	11.00	\$733,779	11.00	\$873,495	11.10	\$880,818
<b>Line of Business Total</b>	<b>11.00</b>	<b>\$733,779</b>	<b>11.00</b>	<b>\$873,495</b>	<b>11.10</b>	<b>\$880,818</b>



The City of  
**OKLAHOMA CITY**

# 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 parking expense benefit for City Employees	\$86,520	-
2.	Decreases Medical Services Program FY15 due to contract savings	(\$459,958)	-

Police and Fire Capital Equipment Fund		Amount	Positions
1.	Decreased funding is necessary to complete remaining projects in FY15	(\$700,000)	-

Capital Improvement Projects Fund		Amount	Positions
1.	Increases funding for the CIP Contingency in FY 2015	\$869,606	-

Medical Services Program		Amount	Positions
1.	Decreases Medical Services Program FY15 due to contract savings	(\$459,958)	-

Special Purpose Fund		Amount	Positions
1.	Increase available contingency in the Special Purpose Fund	\$750,000	-

## EXPENDITURES

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$50,673,392	\$55,581,411	\$57,025,323	2.60%
Hotel/Motel Tax Special Revenue Fund	18,250,265	21,432,478	23,344,708	8.92%
MAPS Operations Fund	1,756,363	3,577,295	3,900,984	9.05%
Grants Management Fund	40,494 *	0	0	N/A
Police & Fire Capital Equipment Sales Tax Fund	0	2,506,100	1,806,100	-27.93%
OKC Improv & Spec Svcs Assess Dist	1,263,463	1,986,820	2,415,149	21.56%
Arbitrage Reserve Fund	0	0	0	N/A
Debt Service Fund	71,799,263	94,900,562	89,446,993	-5.75%
City/Schools Capital Proj. Use Tax Fund	0	0	0	N/A
Capital Improvement Projects Fund	319,459	2,240,070	3,109,676	38.82%
MAPS 3 Use Tax Fund	0	0	0	N/A
Medical Service Program	7,188,020	7,325,311	6,865,353	-6.28%
Special Purpose Fund	0	250,000	1,007,501	303.00%
<b>Department Total</b>	<b><u>\$151,290,719</u></b>	<b><u>\$189,800,047</u></b>	<b><u>\$188,921,787</u></b>	<b><u>-0.46%</u></b>

\* For Budget Purposes small grants for City Clerk and Finance were included in this figure

# 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

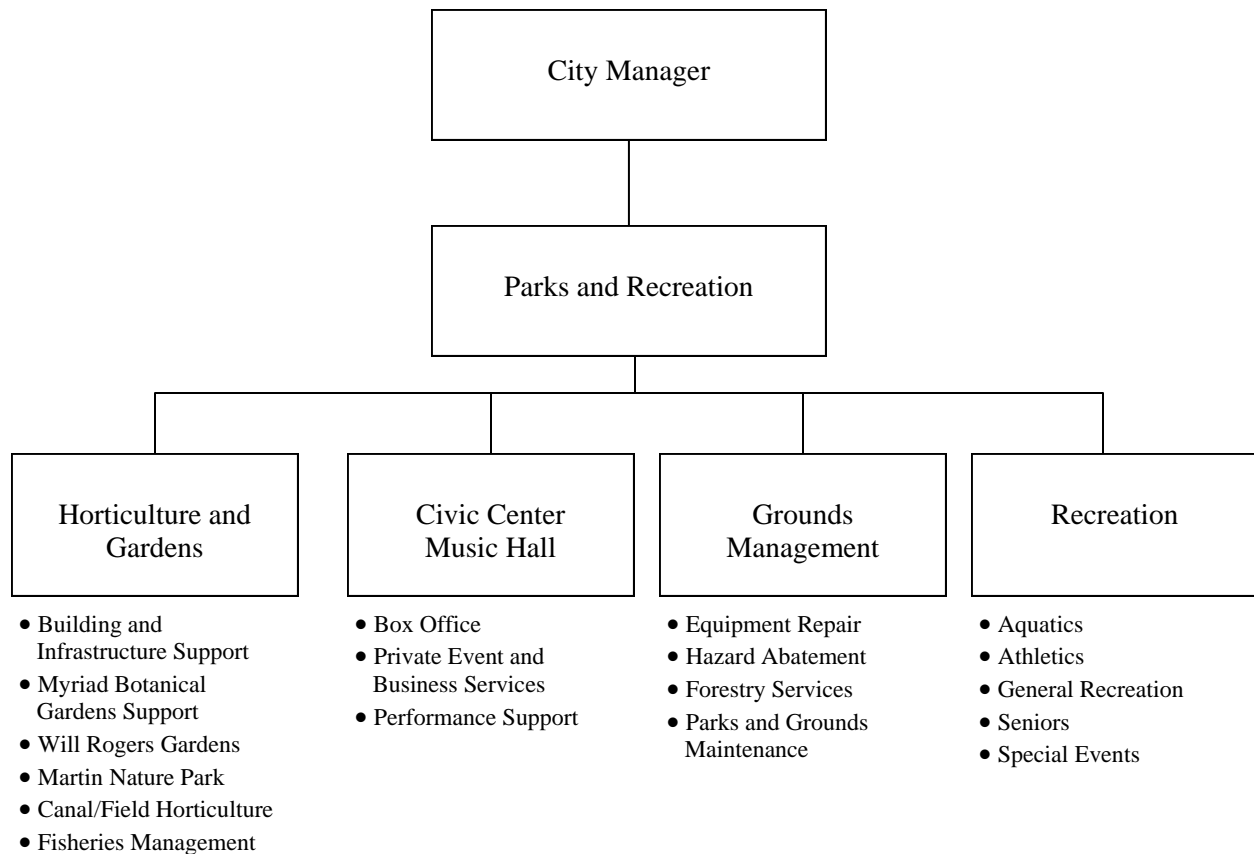
No direct services are provided to citizens and no staff positions are assigned to this department.



# Parks and Recreation

**WENDEL WHISENHUNT, DIRECTOR**

wendel.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

## ISSUE 1

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.

### 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.

### Strategic Result

By 2017, Parks and Recreation Department will develop new facilities and programs and adapt existing resources as evidenced by 65% or more of citizens reporting they are satisfied with the quality of parks and recreation programs and facilities.

% of citizens satisfied with Parks and Recreation Department			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
55%	59%	64%	64%

## ISSUE 2

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.

### 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 or modified due to lack of participation, 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.

### Strategic Result

By 2017, Parks and Recreation Department will maximize the overall use of parks and participation in park programs as evidenced by 80% or more of citizens reporting they have visited an OKC park or participated in an OKC park program

% of citizens visiting a park and/or participating in a park program			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
75%	75%	75%	75%

### Issue 3

The labor- and energy-intensive service delivery model and associated increase in costs 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.

#### Strategy

The Department will reduce the labor-intensive services delivery model by providing facilities and services that are cost effective (e.g. 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.). The Department will request additional full-time staff in order to eliminate over reliance on part-time labor where applicable.

#### Strategic Result

By 2017, citizens observing parkland and public spaces will experience an attractive leisure environment as evidenced by reducing dissatisfaction with maintenance of City parks to 8% or less.

% of citizens dissatisfied with maintenance of city parks			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
10%	8%	8%	8%

## ISSUE 4

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.

### Strategies

- Increase maintenance efficiency through effective use of resources
- 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

### Strategic Results

By 2017, 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:

Parks and facilities to 8%			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
10%	8%	8%	8%

Walking and Biking Trails to 15%			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
21%	22%	16%	16%

Streetscapes to 13%			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
17%	15%	12%	12%

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel costs due to merit increases and employee health insurance.	(\$3,743)	-
2. Adds two full-time positions, part-time wages, and supplies funding for Woodson Soccer Complex operations	\$351,568	2.00
3. Adds funding for Stewart Golf Course Subsidy	\$60,000	-
4. Adds funding to upgrade to ADA compliant portable toilets in City parks	\$107,440	-
5. Adds full-time Marketing Coordinator position	\$66,520	1.00
6. Adds two full-time Lifeguard positions	\$87,232	2.00
7. Adds two full-time Theatre Technician positions	\$104,474	2.00
8. Adds funding for Civic Center "Phantom of the Opera" event labor and supplies	\$30,250	-
9. Adds funding for Civic Center concession supplies	\$23,000	-
10. Adds private events coordinator position for Civic Center	\$23,600	1.00
11. Adds full-time Nursery Worker for tree care and maintenance	\$46,583	1.00
12. Adds funding for Civic Center software hosting and support	\$16,000	-

MAPS Operations Fund	Amount	Positions
1. Changes in personnel costs due to merit increases and employee health insurance.	(\$21,361)	-

## EXPENDITURES

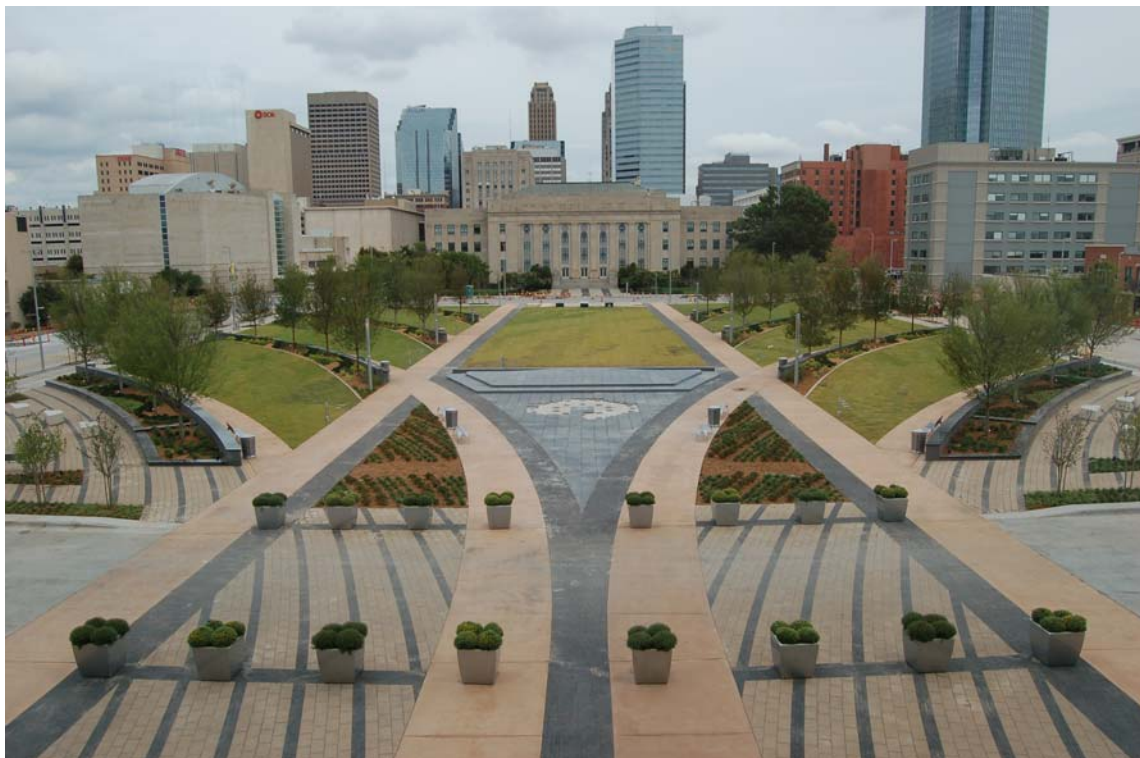
Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$4,036,907	\$4,053,659	\$3,935,392	-2.92%
Horticulture & Gardens	4,726,094	5,555,980	5,604,077	0.87%
Civic Center Music Hall	2,594,851	3,092,476	3,237,561	4.69%
Grounds Management	7,303,254	8,669,133	8,848,456	2.07%
Recreation	5,022,838	5,198,791	5,420,562	4.27%
<b>Total Operating Expenditures</b>	<b><u>\$23,683,943</u></b>	<b><u>\$26,570,039</u></b>	<b><u>\$27,046,048</u></b>	<b><u>1.79%</u></b>
Capital Expenditures	\$181,332	\$499,026	\$670,902	34.44%
Other Non-Operating Expenditures	1,087,091	5,022,826	5,056,925	0.68%
<b>Department Total</b>	<b><u>\$24,952,366</u></b>	<b><u>\$32,091,891</u></b>	<b><u>\$32,773,875</u></b>	<b><u>2.13%</u></b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$22,848,403	\$25,245,673	\$26,003,022	3.00%
Capital Improvement Projects Fund	181,332	499,026	670,902	34.44%
Special Purpose Fund	1,087,091	5,022,826	5,056,925	0.68%
MAPS Operations Fund	835,540	1,324,366	1,043,026	-21.24%
<b>Department Total</b>	<b><u>\$24,952,366</u></b>	<b><u>\$32,091,891</u></b>	<b><u>\$32,773,875</u></b>	<b><u>2.13%</u></b>

# POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	19.67	20.67	19.02	-7.98%
Horticulture & Gardens	36.98	26.00	28.00	7.69%
Civic Center Music Hall	21.75	21.75	25.50	17.24%
Grounds Management	93.62	94.66	97.55	3.05%
Recreation	23.98	24.92	26.93	8.07%
<b>Department Total</b>	<b>196.00</b>	<b>188.00</b>	<b>197.00</b>	<b>4.79%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	186.85	178.85	187.85	5.03%
MAPS Operations Fund	9.15	9.15	9.15	0.00%
<b>Department Total</b>	<b>196.00</b>	<b>188.00</b>	<b>197.00</b>	<b>4.79%</b>



*Bicentennial Park*

# PARKS 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.

The Business Services Program 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of terminations submitted to Personnel Department by termination date	80%	79%	95%	95%
Result	% of full-time equivalent (FTE) employees without an on the job injury (OJI) in the current fiscal year	92%	77%	97%	97%
Output	Dollar amount of operating expenditures managed	23,683,943	22,199,940	26,570,039	27,046,048
Output	# of FTEs supported	178	173	188	197

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of key measures achieved	60%	60%	78%	78%
Result	% of performance evaluations completed by the review date	58%	72%	95%	95%

### Administration Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	10.11	\$2,756,232	11.11	\$2,771,850	8.66	\$2,613,287
Executive Leadership	9.56	1,280,674	9.56	1,281,809	10.36	1,322,105
<b>Line of Business Total</b>	<b>19.67</b>	<b>\$4,036,906</b>	<b>20.67</b>	<b>\$4,053,659</b>	<b>19.02</b>	<b>\$3,935,392</b>



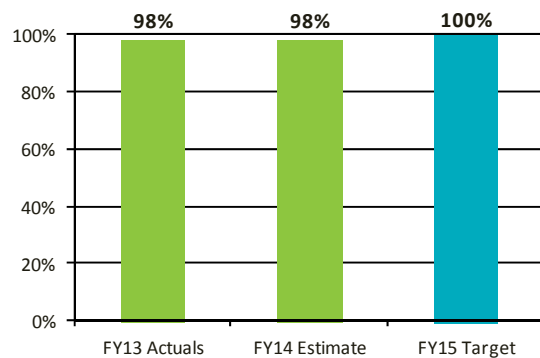
## HORTICULTURE AND GARDENS

The purpose of the Horticulture and 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.

### FOCUS ON PERFORMANCE - % OF CUSTOMERS SURVEYED THAT RATE NATURE PARK, TRAIL ACCESS, AND EDUCATIONAL OPPORTUNITIES AS FAVORABLE

#### Why is This Measure Important?

This is a survey of Martin Nature Center visitors about their satisfaction with the nature preserve, trail access and educational opportunities. Feedback received from surveys, can be very valuable in determining new programming needs, prioritizing improvements and understanding customer expectations.



#### What do these Measures Tell Us?

Consistently high satisfaction ratings indicate that the expectations of visitors to the Martin Nature Center are being met. Though ratings are high, the department continues to seek opportunities to improve the facilities and surrounding nature preserve.

The Myriad Botanical Gardens Support Program provides support to the Myriad Gardens Foundation so they can provide an excellent urban park environment for the enjoyment of citizens and visitors.

		FY 12-13	FY 13-14		FY 14-15
<b>Myriad Botanical Gardens Support</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of Myriad Garden expenses supported by the General Fund*	N/A	N/A	N/A	50%

\*New measure, data will be reported in FY15.

The Will Rogers Gardens Program provides landscaped areas and educational services to citizens, amateur and professional horticulturists, students and tourists so they can experience decorative landscapes, trees, and specialty gardens, and attend gardening classes.

		FY 12-13	FY 13-14		FY 14-15
<b>Will Rogers Gardens</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of Will Rogers Gardens' class participants surveyed who were satisfied with Will Rogers Gardens education programs	100%	100%	100%	100%
Result	% of Will Rogers Gardens rental survey respondents who rate their rental experience as favorable	99%	99%	100%	100%
Output	# of Will Rogers Gardens class participants	1,206	971	700	700
Output	# of Will Rogers Gardens Exhibition Building rental hours	1,451	1,114	1,457	1,457

**The Martin Nature Park Program** provides a variety of nature experiences, educational, and recreational services to the citizens and visitors so they can enjoy a well maintained, educational, and accessible natural preserve.

Martin Nature Park		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	# of nature center visitors per operating day	251	214	230	230
Result	% of customers surveyed that rate nature park, trail access, and educational opportunities as favorable	98%	98%	100%	100%
Output	# of Martin Nature Park nature classes and tours conducted	201	189	150	150
Output	# of Martin Nature Park nature class and tour participants	4,488	6,791	7,829	7,829
Output	# of nature center visitors	62,949	85,948	87,753	87,753
Output	# of nature park visitors	N/A	92,739	95,582	95,582

**The Canal/Field Horticulture Program** provides landscaped areas to citizens and tourists so they can have decorative landscapes and trees, in parks and on medians.

Canal/Field Horticulture		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of citizens dissatisfied with the condition of landscaping or streetscaping in medians and along	N/A	15%	13%	13%
Output	# of square feet of beds maintained*	N/A	N/A	N/A	685,923

\*New measure, data will be reported in FY15.

**The Fisheries Management Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of sampled fishing waters with fair or better fishing based on established Oklahoma Department of Wildlife Conservation standards	67%	100%	95%	95%
Output	# of fish stocked	1,845,919	1,173,091	700,000	700,000
Output	# of classes held	15	24	12	12
Output	# of class attendees	1,142	2,142	1,000	1,000
Output	# of permits sold	10,405	22,282	15,000	15,000

**Horticulture and Gardens Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Botanical Operations Support*	8.84	424,453	0.00	0	0.00	0
Myriad Botanical Gardens Support	4.84	568,198	0.00	2,069,226	0.00	2,010,303
Events & Programming Support*	1.84	1,219,161	0.00	3,114	0.00	0
Will Rogers Gardens	3.86	410,339	3.75	492,086	3.75	467,419
Martin Nature Park	1.00	150,442	3.35	276,620	3.35	296,572
Canal/Field Horticulture	16.60	1,953,502	18.90	2,714,934	19.90	2,627,310
Fisheries Management**	0.00	0	0.00	0	1.00	202,473
<b>Line of Business Total</b>	<b>36.98</b>	<b>\$4,726,095</b>	<b>26.00</b>	<b>\$5,555,980</b>	<b>28.00</b>	<b>\$5,604,077</b>

\* The services provided by these programs are now handled by the Myriad Gardens Foundation

\*\*Fisheries Management moved to Horticulture & Gardens Line of Business in FY15

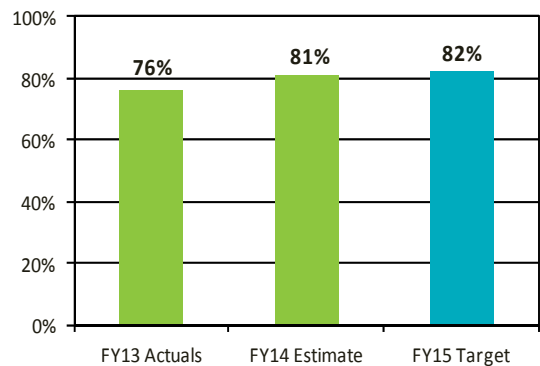
## GROUNDS MANAGEMENT

The purpose of the Grounds Management Line of Business is to provide landscape maintenance, forestry, 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.

### FOCUS ON PERFORMANCE -% OF IDENTIFIED TRAFFIC HAZARDS ABATED WITHIN 3 WORKING DAYS

**Why Is This Measure Important?**

Grounds Management’s Hazard Abatement program ensures City right-of-ways are free from hazards caused by tree limbs, shrubbery, noxious weeds and overgrown grass. City crews strive to clear these traffic hazards within three days from the time the hazard is confirmed. This measure is important because timely abatement of roadway hazards increases citizen safety, prevents damage to personal property, and reduces liability for the City.



**What Do These Numbers Tell Us?**

Grounds Management crews clear approximately 150 traffic hazards annually that are caused by overgrown vegetation. Through the first half of this year crews have cleared 81% of hazards within their 3 day goal. Although just short of the 82% target, the emphasis the program puts towards a quick turnaround time increases roadway safety for Oklahoma City motorists.

**The Equipment Repair Program** 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 12-13	FY 13-14		FY 14-15
<b>Equipment Repair</b>		Actual	Estimate	Target	Target
Result	% of equipment in service	98%	98%	96%	96%
Result	% of equipment repairs completed on time	94%	91%	91%	91%
Output	# of equipment repairs completed	1,137	1,903	800	800

**The Forestry Services Program** trims and removes trees so citizens can have safe and attractive parks and city properties.

		FY 12-13	FY 13-14		FY 14-15
<b>Forestry Services</b>		Actual	Estimate	Target	Target
Result	% of tree maintenance work orders completed	98%	98%	95%	95%
Output	# of tree maintenance work orders completed	316	349	300	300

**The Hazard Abatement Program** 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 of view obstructions at intersections and abatement of snow and ice from walkways.

Hazard Abatement		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of identified traffic hazards abated within 3 working days	76%	81%	82%	82%
Result	% of identified public nuisances abated within 30 days	100%	100%	100%	100%
Output	# of hazards abated	N/A	229	300	300
Output	# of hazard inspection reports	284	684	500	500
Output	# of public nuisances abated	N/A	168	100	100

**The Parks and Grounds Maintenance Program** provides mowing, litter removal, 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.

Parks and Grounds Maintenance		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of parks and public grounds mowed according to schedule	100%	100%	100%	100%
Result	% of citizens dissatisfied with maintenance of city parks	10%	8%	8%	8%
Result	% of dissatisfied citizens with maintenance of walking and biking trails	21%	22%	16%	16%
Output	# of acres maintained	4,590	4,590	4,590	4,590

**Grounds Management Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Equipment Repair	6.85	\$642,549	6.92	\$665,931	7.28	\$686,902
Hazard Abatement	2.28	197,847	2.50	214,858	2.30	199,622
Forestry Services	8.64	615,068	8.76	747,907	7.60	655,326
Parks and Grounds Maintenance	75.85	5,847,790	76.48	7,040,437	80.37	7,306,606
<b>Line of Business Total</b>	<b>93.62</b>	<b>\$7,303,254</b>	<b>94.66</b>	<b>\$8,669,133</b>	<b>97.55</b>	<b>\$8,848,456</b>

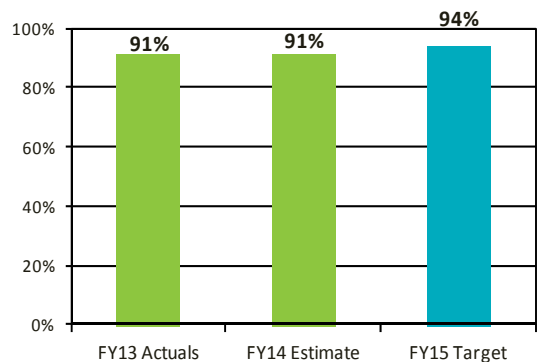
## CIVIC CENTER MUSIC HALL

The purpose of the Civic Center Music Hall Line of Business is to provide ticket sales, performances, and private event facility rental services to patrons, customers, and guests so they can have convenient access to a variety of performances and facilities for private use.

### FOCUS ON PERFORMANCE - % OF PATRONS SATISFIED WITH CIVIC CENTER FACILITIES AND SERVICES

**Why is This Measure Important?**

Measuring citizen’s satisfaction with Civic Center facilities and amenities ensures the City is meeting the demand of citizens for cultural and entertainment choices in state-of-the-art, well appointed surroundings. High citizen satisfaction indicates the City is meeting or exceeding the expectations of facility patrons. Additionally, survey data is used for long range planning of facility upgrades and to identify areas of improvement in service, coordination, and amenities. Civic Center staff conducts regular surveys of customers and reports satisfaction ratings quarterly.



**What Do These Numbers Tell Us?**

For the first half of the year, citizen satisfaction ratings for Civic Center facilities have remained high, keeping pace with last year’s 91% satisfaction. Performances which recently included Wicked, Harry Connick, Jr., and Oklahoma’s State of Creativity Forum have met patron demand and the facility itself continues to receive upgrades and new amenities.

**The Box Office Program** provides tickets and performance information to patrons and citizens of Oklahoma City so they can receive timely and convenient ticket transactions.

Box Office		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of customers surveyed who are satisfied with box office services	92%	92%	94%	94%
Result	% of box office expenses supported by box office	122%	184%	129%	129%
Result	% of tickets sold by the web	18%	2%	14%	14%
Result	% of special offer emails that result in ticket sales*	N/A	N/A	N/A	1%
Output	# of Facebook likes*	N/A	N/A	N/A	6,400
Output	# of tickets sold by all locations	302,246	321,284	337,671	337,671
Output	# of informational calls completed	12,619	14,018	14,016	14,016
Output	# of event postings to social media sites*	N/A	N/A	N/A	228

\*New measure, data will be reported in FY15.

**The Private Event and Business Services Program** provides space and equipment to individuals and private organizations so they can have facilities to meet business and private needs.

		FY 12-13	FY 13-14		FY 14-15
<b>Private Event and Business Services</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of customers surveyed who are satisfied with the	90%	81%	94%	94%
Result	% of private event expenses supported by private event revenues	218%	165%	129%	129%
Result	Utilization rate of rented facilities	81%	126%	88%	88%
Output	# of event days rented	156	242	168	168
Output	Private Event Revenue	\$176,500	\$183,510	\$168,176	\$168,176

**The Performance Support Program** provides facilities, equipment, and staff support services to performing arts patrons so they can experience quality, diverse, and revenue-supported performances.

		FY 12-13	FY 13-14		FY 14-15
<b>Performance Support</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 services.	91%	91%	94%	94%
Result	% of performance expenses supported by performance revenues	69%	84%	63%	63%
Result	Utilization rate of performance facilities	N/A	N/A	78%	78%
Output	# of event days scheduled	1,038	1,075	976	976
Output	# of patrons attending performances	342,759	345,522	355,246	355,246

**Civic Center Music Hall Positions and Budget**

<b>Program</b>	FY 12-13		FY 13-14		FY 14-15	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Box Office	2.80	\$289,704	2.80	\$349,874	3.00	\$320,696
Private Event & Business Services	0.70	93,724	0.70	130,239	1.70	203,365
Performance Support	18.25	2,211,424	18.25	2,612,363	20.80	2,713,500
<b>Line of Business Total</b>	<b>21.75</b>	<b>\$2,594,852</b>	<b>21.75</b>	<b>\$3,092,476</b>	<b>25.50</b>	<b>\$3,237,561</b>



*Civic Center Music Hall*

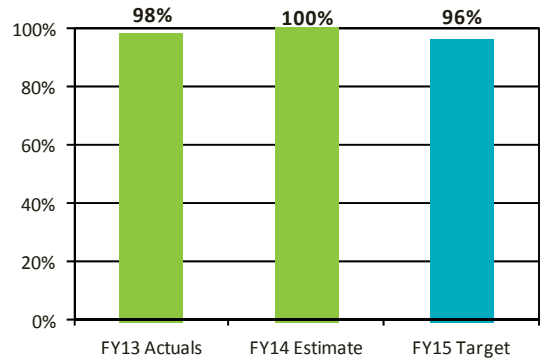
## RECREATION

The purpose of the Recreation Program 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 .

### FOCUS ON PERFORMANCE -% OF SENIOR PARTICIPANTS WHO RATE THE OVERALL QUALITY OF CLASSES AND EVENTS AS GOOD

**Why is This Measure Important?**

Senior citizen programs are operated at Woodson and Will Rogers Park and offer a variety of activities. It is important to ask seniors to rate the quality of classes offered so Parks and Recreation staff can identify programs that are working well and those where improvement is needed. 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 continues to maintain high satisfaction ratings with survey respondents indicating the classes and programs they have attended in FY14 were good. The seniors program, which is estimated to serve over 35,000 seniors this fiscal year, has maintained this high rating for the last several years due in part to the responsiveness of staff, enhanced customer service, and a variety of classes.

**The Aquatics Program** provides leisure and educational aquatic services to citizens and visitors so they can participate in aquatic classes and enjoy safe and cost-effective aquatic facilities.

		FY 12-13	FY 13-14		FY 14-15
Aquatics		Actual	Estimate	Target	Target
Result	# of accidents per 1,000 aquatic facility visits	0.2	0.1	0.1	0.1
Result	% of aquatic class participants completing classes	96%	98%	96%	96%
Result	# of swim participations per operating day	1,716	1,289	1,576	1,576
Result	% of Citizen Survey respondents satisfied or very satisfied with City aquatic facilities and programs	45%	48%	60%	60%
Result	# of sprayground participations per operating day	4,539	3,397	3,157	3,157
Output	# of visits to family aquatic centers	112,684	108,197	115,000	115,000
Output	# of visits to swimming pools	61,911	32,894	34,500	34,500
Output	# of visits to spraygrounds	467,140	405,591	322,000	322,000



**The Athletics Program** provides athletic services to youth and adults so they can participate in well-organized athletic activities and youth can develop basic athletic skills.

Athletics		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of youth completing sports leagues	100%	98%	99%	99%
Result	% of league participants surveyed who rate the organization of the sports activity as favorable	99%	100%	96%	96%
Result	% of Citizen survey respondents satisfied or very satisfied with athletic programs	41%	44%	86%	86%
Output	# of adult league participations	7,015	5,528	8,000	8,000
Output	# of youth league participations	5,012	5,991	11,500	11,500

**The General Recreation Program** provides 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.

General Recreation		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	# of Recreation Center participations per operating day	848	734	800	800
Result	% of class/activity participants surveyed rating the overall quality of classes/activities as "good" or better	93%	96%	95%	95%
Result	% of classes offered at no charge	90%	5%	4%	4%
Result	% of Citizen Survey respondents satisfied or very satisfied with City recreation centers	40%	43%	65%	65%
Output	# of cumulative visits	388,164	581,085	280,000	280,000
Output	# of structured class participants	130,559	188,859	85,000	85,000
Output	# of structured classes offered	2,069	2,996	1,930	1,930

**The Seniors Program** provides classes and events to senior citizens so they can have opportunities to socialize, learn, and recreate with their peers.

Seniors		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	# of senior center participations per operating day	160	167	202	202
Result	% of senior participants surveyed who rate the overall quality of classes and events as favorable	98%	100%	96%	96%
Output	# of senior visits	36,913	56,444	50,000	50,000
Output	# of senior classes and events	672	1,000	997	997

**The Special Events Program** 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 events.

Special Events		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of permitted event organizers surveyed who are satisfied with facilities and services	84%	97%	94%	94%
Output	# of permits issued	2,475	2,426	2,400	2,400

**Recreation Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Aquatics	2.24	\$1,101,584	2.24	\$893,896	4.24	\$994,719
Athletics	3.37	765,879	3.37	790,606	4.37	989,699
Fisheries Management*	1.10	146,119	1.10	160,132	0.00	0
General Recreation	11.28	2,483,922	12.28	2,719,261	12.38	2,819,092
Seniors	2.47	204,143	2.47	263,658	2.47	256,907
Special Events	3.52	321,191	3.46	371,238	3.47	360,145
<b>Line of Business Total</b>	<b>23.98</b>	<b>\$5,022,838</b>	<b>24.92</b>	<b>\$5,198,791</b>	<b>26.93</b>	<b>\$5,420,562</b>

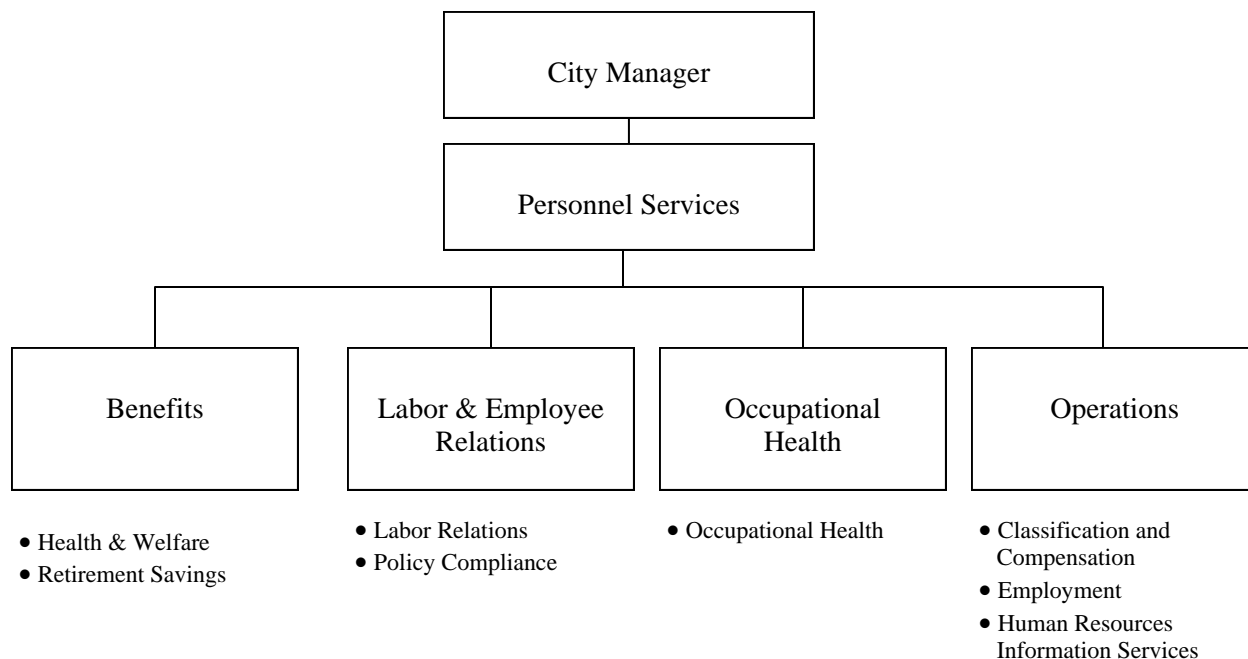
\*Fisheries Management moved to Horticulture & Gardens Line of Business in FY15



# Personnel

**DIANNA BERRY, DIRECTOR**

dianna.berry@okc.gov



## DEPARTMENT MISSION

**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

## ISSUE 1

The increasing challenge to recruit, develop, and retain a skilled and diverse workforce, coupled with changing job complexity and evolving job requirements, if not addressed, will result in:

- A reduction in the quality and speed of City service
- Increased exposure to litigation
- Loss of critical operational knowledge
- Increased turnover
- Increased time and cost for on-the-job training
- Decreased citizen confidence
- Decreased government efficiency

### Strategies

- Continue to attend local job fairs to attract under-represented candidates to City employment.
- Establish relationships with universities to assist where there is difficulty in recruiting candidates in certain disciplines.
- Continue to meet with Department Directors to disseminate departmental demographics and discuss strategies to address any issues.
- Utilize social media for recruitment.
- Plan and conduct systematic review of the classification descriptions to ensure job descriptions accurately describe the responsibilities and duties of the position.
- Recommend that departments provide new employees with a copy of the performance evaluation form upon first reporting to the job site and discussing the responsibilities performance expectations, to better ensure success and retention.
- Increase test development efforts to ensure candidates' skill sets match job requirements.
- Ensure vacancy postings accurately describe responsibilities and duties of job.

### Strategic Results

By 2016, 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 80% of the diversity of each of 7 ethnic categories of the available workforce

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
45%	42%	57%	57%

At least 90% of new full-time, non-uniformed City employees will continue City employment for at least 24 months beyond date of hire

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
70%	96%	70%	70%

## ISSUE 2

The continuing 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 or provide requested information
- Decreased customer satisfaction
- Increased potential for confidential HR information security breaches
- Employees who lack necessary skills to use required technology

### Strategies

- Conduct informational sessions for using online self-service for annual benefits enrollment.
- Limit onsite open enrollment to years when substantial changes are made to the benefits plan.
- Conduct bi-weekly performance reviews of the functionality of the Peoplesoft self-service module to ensure the system is working as designed.
- Continue providing information to City employees and external applicants on the use of the online application system.
- Monitor usage of field application terminals to determine accessibility for field employees as well as external applicants.

### Strategic Results

By 2016, internal customers will be satisfied with the availability 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			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
27%	24%	32%	N/A

At least 90% 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 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
77%	82%	85%	80%

At least 85% of employees who use the online application system to apply for jobs will report that they are satisfied with the system			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	75%	75%	N/A

100% of employment applications will be submitted online			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
85%	98%	100%	100%

### ISSUE 3

The increasing costs of providing comprehensive health and welfare benefits, if not addressed, will result in:

- Reduced funding for other city services
- Employees and retirees unable to afford employer-sponsored benefits
- Reduced employee and retiree benefits

### Strategies

- Implement a comprehensive employee wellness program
- Establish an on-site employee and retiree health clinic
- Expand the available options of reduced-cost fitness facilities or establish a City-owned fitness facility.
- Require that plan participants diagnosed with one of the top 10 preventable medical conditions participate in disease management programs.
- Continue to identify and implement cost-saving health plan changes.

### Strategic Results

By 2016, the City's average health and welfare program costs per active employee plan member will be at or below the peer cities' average

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	100%	100%	100%

By 2019, self funded health plan participants diagnosed with one or more of the top 10 preventable medical conditions will be at or below 47% of health plan participants

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
51%	49%	51%	N/A

By 2019, health plan indemnity claims cost to the City will be at or below \$23.4 million\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	N/A	\$17.5 million

By 2019, 90% of health plan participants surveyed will be satisfied with wellness-related services offered\*\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	90%	90%

\* New measure, data will be reported in FY 15.

\*\*A new survey is being developed to be conducted in the Fall of 2014.

## ISSUE 4

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 department-directed and/or regulatory medical exams
- Increased risk to employee health and safety
- Decreased customer satisfaction

### Strategies

- Work in coordination with OCFD and Labor Relations to enforce the NFPA standards by making the exam mandatory for uniformed employees.
- Periodically contact all City departments to determine if any new medical or regulatory needs have been identified.
- Work with Risk Management to address any medical-related safety issues identified.
- Spend the necessary time with each patient to discuss issues identified during examination or while reviewing the patients' medical history, and provide recommendations where necessary or appropriate.

### Strategic Results

By 2016, 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			
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FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	77%	85%	N/A

100% of occupational health and regulatory medical needs identified annually by City Departments will result in a schedule of evaluations			
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FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
100%	100%	100%	100%

100% of City Departments will report that the quality and timeliness of services provided by the Occupational Health Clinic are satisfactory			
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FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
43%	39%	100%	N/A

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	(\$13,263)	-



## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$475,291	\$517,598	\$538,445	4.03%
Benefits	423,779	434,587	430,452	-0.95%
Labor and Employee Relations	541,585	552,202	514,448	-6.84%
Occupational Health	428,195	410,129	443,764	8.20%
Operations	830,763	940,906	958,486	1.87%
<b>Total Operating Expenditures</b>	<b>\$2,699,613</b>	<b>\$2,855,422</b>	<b>\$2,885,595</b>	<b>1.06%</b>
<b>Department Total</b>	<b>\$2,699,613</b>	<b>\$2,855,422</b>	<b>\$2,885,595</b>	<b>1.06%</b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$2,699,613	\$2,855,422	\$2,885,595	1.06%
<b>Total All Funding Sources</b>	<b>\$2,699,613</b>	<b>\$2,855,422</b>	<b>\$2,885,595</b>	<b>1.06%</b>

# POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	2.40	2.40	2.40	0.00%
Benefits	5.35	5.35	5.35	0.00%
Labor and Employee Relations	4.90	4.90	4.90	0.00%
Occupational Health	1.90	1.90	1.90	0.00%
Operations	10.45	11.45	11.45	0.00%
<b>Department Total</b>	<b>25.00</b>	<b>26.00</b>	<b>26.00</b>	<b>0.00%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	25.00	26.00	26.00	0.00%
<b>Department Total</b>	<b>25.00</b>	<b>26.00</b>	<b>26.00</b>	<b>0.00%</b>

# PERSONNEL 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.

The Business Services Program 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 12-13	FY 13-14		FY 14-15
		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 terminations submitted to Personnel Department by termination date	0%	100%	95%	95%
Output	Dollar amount of operating expenditures managed	2,699,613	2,639,514	2,855,422	2,885,595
Output	# of FTE's supported	25	25	26	26

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of key measures achieved	50%	75%	75%	75%
Result	% of performance evaluations completed by the review date	88%	90%	95%	95%

### Administration Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	1.60	\$317,892	1.60	\$347,025	1.60	\$368,000
Executive Leadership	0.80	157,399	0.80	170,573	0.80	170,445
<b>Line of Business Total</b>	<b>2.40</b>	<b>\$475,292</b>	<b>2.40</b>	<b>\$517,598</b>	<b>2.40</b>	<b>\$538,445</b>

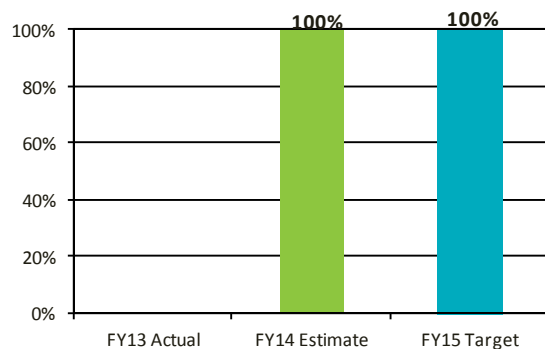
## BENEFITS

The purpose of the Benefits Line of Business is to provide health and welfare-related services and retirement savings plan services to active and retired City employees so they can have a cost effective health and welfare benefit and plan for a more secure financial future beyond employment.

### FOCUS ON PERFORMANCE - % OF ANNUAL HEALTH AND WELFARE PROGRAM COSTS PER ACTIVE EMPLOYEE PLAN MEMBER AT OR BELOW THE PEER CITIES' 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 peer city average. The data helps assess 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 Measures Tell Us?**

As of December 31, 2013, the City's annual cost per plan member was \$12,044. For the year, these costs are estimated to finish even with the peer city average (Tulsa, Ft. Worth, Austin, El Paso, Wichita, Nashville, Tucson, and Omaha). Prescription benefit changes are expected to provide some cost-savings in the near term, however national healthcare reform could impact these numbers moving forward.

The Health and Welfare Benefits Program provides insurance and benefit related services to employees and retirees so they can have access to cost-effective and comprehensive medical services.

Health and Welfare Benefits		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of active employees participating in the medical plans rating benefits as satisfactory*	79%	N/A	86%	86%
Result	% of annual health and welfare program costs per active employee plan member at or below the peer cities' average	N/A	100%	100%	100%
Result	% of employees surveyed that rate the self-service, online enrollment as satisfactory*	83%	N/A	90%	90%
Output	# of employees who use online, self-service enrollment for annual benefit elections	442	478	442 **	475
Output	# of active City and Trust employees enrolled in a medical insurance plan	3,208	3,242	3,217	3,217

\*A new survey is being developed to be conducted in the Fall of 2014.

\*\*Target adjusted from prior reports

**The Retirement Savings Program** provides retirement planning and investment education services to active and retired City employees so they can plan for their financial future beyond employment.

Retirement Savings		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of employees who report that they received the information they needed to plan for post-employment needs most or all the time*	82%	N/A	80%	80%
Result	% of eligible employees participating in the 457 Deferred Compensation Plan	58%	59%	60%	60%
Output	# of savings plan/investment education sessions provided	8	11	5	5
Output	# of employees participating in the 457 Deferred Compensation Plan.	2,616	2,681	2,615	2,615

\*A new survey is being developed to be conducted in the Fall of 2014.

### **Benefits Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Health and Welfare Benefits	5.30	\$416,905	5.30	\$427,580	5.30	\$423,320
Retirement Savings	0.05	6,874	0.05	7,007	0.05	7,132
<b>Line of Business Total</b>	<b>5.35</b>	<b>\$423,779</b>	<b>5.35</b>	<b>\$434,587</b>	<b>5.35</b>	<b>\$430,452</b>

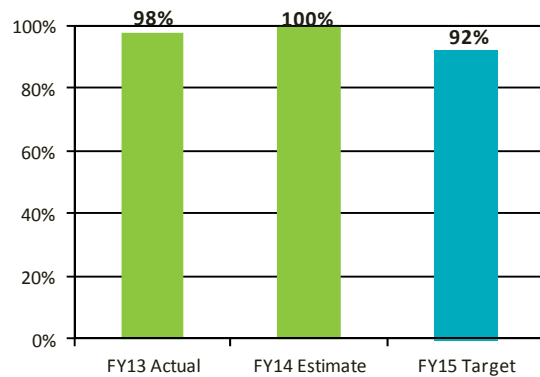
## LABOR AND EMPLOYEE RELATIONS

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.

### FOCUS ON PERFORMANCE - % OF GRIEVANCES RESOLVED WITHOUT ARBITRATION

**Why is This Measure Important?**

This performance measure indicates the Personnel Department staff’s ability to resolve disputes between the City and members of the City’s labor groups internally, without the need to use an external arbitrator. This measure reflects how well the parties to the collective bargaining agreements work together to resolve disputes, thereby, avoiding costly arbitration proceedings. Internal resolution of workplace disputes also fosters a more harmonious work environment. The department uses this data to determine the effectiveness of the internal grievance resolution process.



**What Do These Numbers Tell Us?**

Through the first half of FY14, grievances resolved without arbitration improved slightly over the previous year. The year-end estimate is based on the year to date trend, where the City and its employees have worked together to resolve all 15 grievances internally. In addition to an increase in percentage of grievances resolved without arbitration, the total number of grievances filed was down in the first half of the year compared to last.

The Labor Relations Program provides union contract administration and negotiation services to City departments so they can maintain positive employee relations.

Labor Relations		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of grievances resolved without arbitration	98%	100%	91%	92%
Output	# of predetermination meetings attended	181	186	186	184
Output	# of total grievances resolved	49	41	46	49
Output	# of grievances resolved with arbitration	1	1	4	4
Output	# of grievances resolved without arbitration	48	33	42	45

**The Policy Compliance Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of all personnel-related policy violation complaints that are substantiated	27%	28%	31%	14%
Result	% of investigation reports provided within 90 days of initiating the investigation	64%	33%	62%	57%
Result	# of substantiated policy violation complaints per 1,000 employees	0.00	0.76	0.20	0.66
Output	# of policy compliance investigation reports provided	23	10	29	21

**Labor and Employee Relations Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Labor Relations	3.35	\$358,298	3.35	\$353,410	3.35	\$337,751
Policy Compliance	1.55	183,287	1.55	198,792	1.55	176,697
<b>Line of Business Total</b>	<b>4.90</b>	<b>\$541,585</b>	<b>4.90</b>	<b>\$552,202</b>	<b>4.90</b>	<b>\$514,448</b>



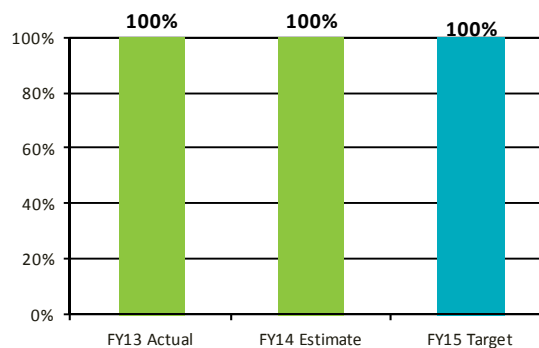
## OCCUPATIONAL HEALTH

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.

### FOCUS ON PERFORMANCE -% 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 meeting its goal of providing all physical exams within two days. In the coming year, demand is expected to continue to increase as physical exam requirements are implemented in the Police Department, in addition to new employee exams throughout the City.

**The Occupational Health Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of occupational health and regulatory medical needs identified annually by City Departments that result in a schedule of evaluations	100%	100%	100%	100%
Result	% of employment candidate (non-uniform) referrals who are examined within 2 business days of the exam request date	100%	100%	100%	100%
Output	# of physical examinations provided	4,367	4,619	3,500	4,500
Output	# of medical consultations provided	2,699	2,449	2,550	2,500



**Occupational Health Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Occupational Health	1.90	\$428,195	1.90	\$410,129	1.90	\$443,764
<b>Line of Business Total</b>	<b>1.90</b>	<b>\$428,195</b>	<b>1.90</b>	<b>\$410,129</b>	<b>1.90</b>	<b>\$443,764</b>

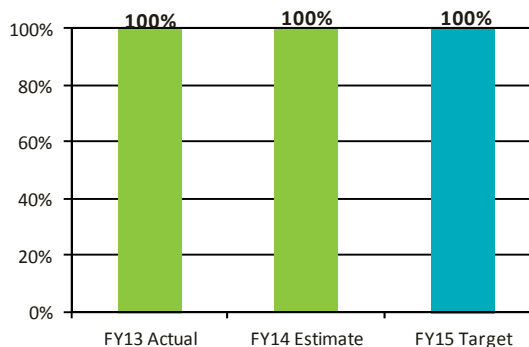
**OPERATIONS**

The purpose of the Operations Program 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.

**FOCUS ON PERFORMANCE -% OF EMPLOYMENT APPLICATIONS SUBMITTED ONLINE**

**Why is This Measure Important?**

Prior to the implementation of an online application system, the City received and manually entered annually an average of 7,600 paper applications into a local database. With the new online application system, NEOGOV, the department has been able to meet a long range goal of an online submission rate of 100%. The new system has been beneficial to both staff, as well as individuals seeking City employment.



**What Do These Numbers Tell Us?**

With a dramatic increase in the number of applications received, now averaging 17,000 annually, the City has been able to expand outreach for diversity in the applicant pool. The ease of application has increased exposure and supplemented the department’s recruitment efforts.

**The Classification and Compensation Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of classification and compensation reviews completed in 60 days or less from receipt of the completed job content questionnaire	89%	73%	93%	56%
Result	% of full time, non-uniformed City employees who continue City employment for at least 24 months beyond date of hire	70%	96%	70%	70%
Output	# of classification and compensation reviews completed	18	31	15	25
Output	# of job descriptions developed or updated	21	35	40	40

**The Employment Program** provides recruitment, assessment, placement, and consulting services to City departments so they can hire qualified employees in a timely manner.

Employment		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of final candidate referrals sent to hiring supervisors within 30 business days of the close of the vacancy advertisement	64%	66%	85%	85%
Result	% of newly hired employees (non-uniform) who remain employed with the City past their probationary period	84%	75%	85%	85%
Result	% of City Departments that reflect the gender/ethnic diversity of the available workforce within the community, based on current census data	N/A	18%	30%	30%
Result	% of City job categories that reflect the gender/ethnic diversity of the available workforce within the community, based on current census data	40%	38%	50%	50%
Result	% of employment applications submitted online	100%	100%	100%	100%
Result	% of prospective employees who have lived outside the State of Oklahoma and have an out-of-state background check conducted as one of the final steps in the employment process	85%	98%	100%	100%
Output	# of selection procedures conducted	371	404	240	300
Output	# of applications processed	16,790	16,071	17,000	17,000
Output	# of full-time, non-uniformed positions filled	438	450	400	400

**The Human Resources Information Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of job record updates completed within 7 business days of receipt	88%	93%	82%	72%
Result	% of customers surveyed that are satisfied with the accuracy of personnel related information provided	74%	81%	80%	80%
Result	% of customers surveyed that are satisfied with the timeliness of personnel related information provided	70%	77%	75%	75%
Result	% of employees who use online, self-service to update personal information that rate the online service as satisfactory	77%	82%	85%	80%
Output	# of job record updates completed	16,545	16,946	15,000	17,000

### **Operations Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Position	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Classification and Compensation	1.60	\$162,212	2.60	\$230,502	2.60	\$229,145
Employment	5.55	400,573	5.55	441,144	5.55	455,188
HR Information Services	3.30	267,977	3.30	269,260	3.30	274,153
<b>Line of Business Total</b>	<b>10.45</b>	<b>\$830,762</b>	<b>11.45</b>	<b>\$940,906</b>	<b>11.45</b>	<b>\$958,486</b>



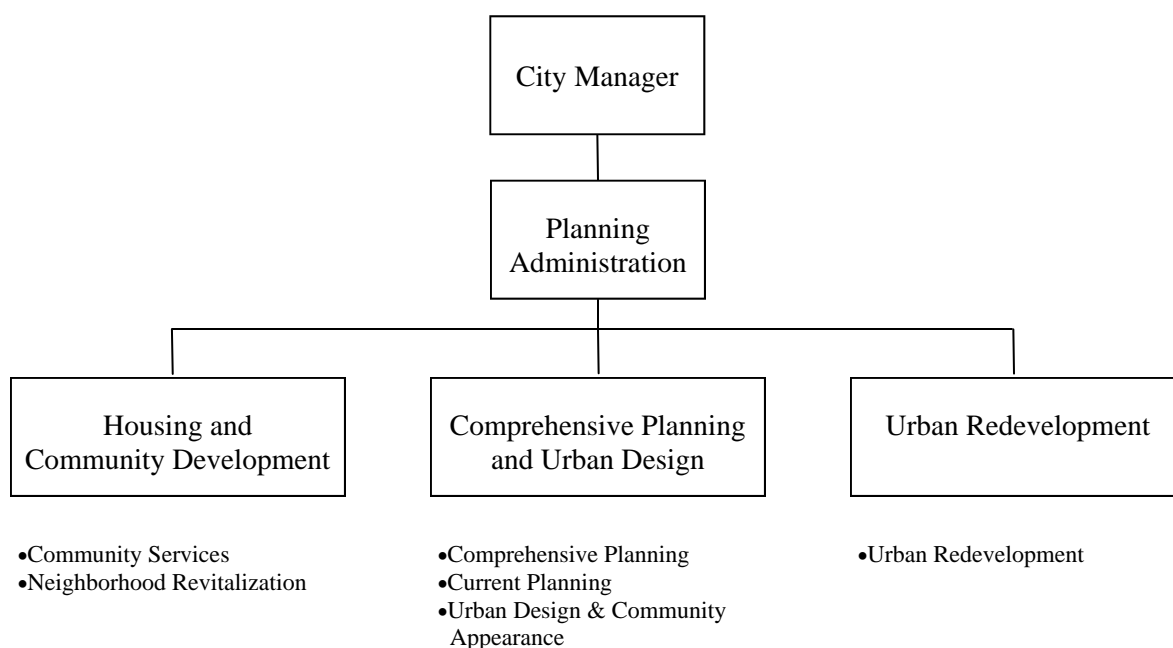


The City of  
**OKLAHOMA CITY**

# Planning

**AUBREY HAMONTREE, DIRECTOR**

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## DEPARTMENT MISSION

**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 A VIBRANT SUSTAINABLE CITY.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

Poverty, homelessness, lack of quality affordable housing, decreasing community involvement in neighborhood schools, and declining community vitality, if not adequately addressed, will result in:

- Increased crime and decreased perception of public safety
- Continued decline in public health
- Reduced ability to meet demand for public services
- Decreased property values and neighborhood decline
- Reduced ability to attract economic development
- Reduced ability to be able to improve education outcomes
- Increased cost burden for low and moderate income households

### Strategies

- Stabilize at-risk neighborhoods through the Strong Neighborhood Initiative.
- Implement the Neighborhood Stabilization Program to purchase and rehabilitate foreclosed single-family vacant bank-owned properties for the benefit of low/moderate/medium income families.
- 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.
- Provide permanent supportive housing for homeless families and individuals.

### Strategic Results

Annually, through 2018, the Planning Department will address poverty, homelessness, community vitality and lack of quality affordable housing for low and moderate income persons as evidenced by:

70% of community development resources will be concentrated in target revitalization areas for economic development, housing activities and public facilities for low and moderate income populations\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	N/A	80%

65% of citizens surveyed will be satisfied with each attribute of their neighborhood (safety, appearance, property maintenance, sense of community, amenities, and overall quality)\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	N/A	75%

85% of homeless in permanent supportive housing will remain housed for more than six months\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	N/A	78%

\*New measure, data will be reported in FY15.

## ISSUE 2

The last few decades of development focused on the outer perimeter of the City has left our inner loop vulnerable and in decline; failure to revitalize these areas will result in:

- A lack of quality central city neighborhoods driving population to outlying areas
- Higher costs to the City to provide services for residents and businesses
- The inability to generate optimal tax revenue to pay for essential City services
- Continued migration of households to outlying areas with better public education
- Continued deterioration of aging commercial districts and neighborhoods
- Inadequate number of quality, affordable residential products
- Underutilization of existing properties and infrastructure
- Inadequate system of public spaces
- Reduced connectivity and compatibility of new development
- Lost opportunities for economic development

### Strategies

Urban redevelopment will focus on implementation of the numerous plans and studies developed over the last several years: Core to Shore, Downtown Strategic Initiative, Bricktown Parking, Bricktown Strategic Plan, Downtown Housing Study 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 neighborhood revitalization efforts in the Strong Neighborhoods Initiative to reverse decline early and leverage private investment and support.
- Target downtown planning and implementation projects to deliver maximum economic and community benefits.
- 100% of participating Commercial District Revitalization Program districts will have a completed Capital Improvements Plan to be considered for inclusion in the next General Obligation Bond Authorization.

### Strategic Results

The Planning Department will influence revitalization and redevelopment within the urbanized areas of the city as evidenced by:

By the end of FY 2020, 100% of participating Commercial District Revitalization Program districts will maintain or increase sales tax revenue*			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	N/A	N/A	100%

**Strategic Results (continued)**

Annually through 2017, the Planning Department will influence increased business and residential activity in the downtown area, as evidenced by a rate of growth of property values in the downtown Business Improvement District area at least 6% higher than the previous year\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	N/A	6%

\*New measure, data will be reported in FY15.

**ISSUE 3**

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
- Lower level of City services
- Diminished neighborhood stability and durability
- Exacerbation of public health issues
- Continued stress on capacity of public schools to improve educational outcomes
- Reduced functionality of the multi-modal transportation system and capacity to support it
- Reduction in quality, accessibility, and availability of natural resources (air, water, natural areas)
- Less sustainable built environment
- Increased number of vacant, abandoned and dilapidated buildings and properties
- Diminished options for access to community services and employment opportunities
- Increased infrastructure 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
- Increased economic and social disparity
- Diminished ability to meet community demand for quality of life services and amenities

**Strategies**

- New Comprehensive Plan.
- Complete studies and surveys funded through HUD Sustainable Communities Grant.
- Initiate and complete Phase 3: Policy Development of the public input process.
- Coordinate with City departments in the development of policies and implementation framework.



- Gather data and complete an analysis on real costs of City infrastructure and services to serve as a basis for development of an impact fee structure.
- Establish a full-time Urban Forester position to:
- Develop and manage an Urban Forestry Management and Reforestation Plan;
- Utilize grants, leverage community resources, and form public/private partnerships to assist with tree planting, care, and maintenance;
- Provide internal assistance in coordinating any type of emergency service that impacts trees in the event of an ice storm, tornado, wildfires, or any other natural disaster.
- Develop policies and strategies to increase mixed market housing development.
- Promote inner-city development and redevelopment through the use of incentives, design review consultations and coordination with other City agencies and the development community.
- Implement top ten priority recommendations of the Green Infrastructure Task Force.
- Modify codes, regulations and policies to further sustainable growth.
- Establish a program to put vacant and abandoned buildings back into productive use.

**Strategic Results**

By 2018, 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:

100% of departments will commit to implement assigned comprehensive plan action items*			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	N/A	N/A	N/A

20% of development/redevelopment will be in the inner-loop annually			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
19%	16%	20%	20%

100% of the top ten Green Infrastructure Task Force recommendations implemented			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
29%	29%	50%	50%

100% of rezoning applications approved by Council will be consistent with the Comprehensive Plan			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
89%	85%	100%	100%

Improved Wellness Score (as measured & updated every 3 years jointly by the Oklahoma City-County Health Dept and the City of Oklahoma City) in the 20% of zip codes with the lowest scores.			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	100%	100%	100%

\*New measure, data will be reported in FY15.

## ISSUE 4

Inadequate coordination between all City departments and agencies in the development and implementation of the City’s projects, plans, policies and goals, if not addressed, will result in:

- Inefficient use of City resources
- Inefficient and unsustainable growth
- Poor execution of City policies, plans and Council priorities
- Increased project costs, delays and diminished citizen confidence

### Strategies

- 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.
- Establishing a methodology to ensure participation in the development and implementation of adopted plans.

### Strategic Results

By 2017 the Planning Department will help facilitate better participation and support from other City departments, school system and other agencies by:

100% of affected departments will participate in planning initiatives where cross-departmental issues have been identified*			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	N/A	100%	100%

100% of City departments develop an interdepartmental coordination process for City projects, plans, programs and policies*			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	N/A	N/A	N/A

\*New measure, data will be reported in FY15.

## MAJOR BUDGET CHANGES

General Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$26,626	-
2.	Adds a Senior Planner to the Comprehensive and Urban Design Division	\$77,836	1.00
3.	Adds funding for the Neighborhood Alliance to add a Neighborhood Capacity Builder	\$60,000	-
4.	Various line item reductions	(\$25,577)	-



## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$819,066	\$961,360	\$824,771	-14.21%
Community Development	586,861	558,734	582,059	4.17%
Comprehensive Planning & Urban Design	1,096,670	1,377,753	1,244,449	-9.68%
Urban Redevelopment	669,515	937,184	928,596	-0.92%
<b>Total Operating Expenditures</b>	<b>\$3,172,112</b>	<b>\$3,835,031</b>	<b>\$3,579,875</b>	<b>-6.65%</b>
<b>Non-Operating Grants Expenditures</b>				
Administration	\$0	\$4,173,816	\$15,668	-99.62%
Community Development	18,682,650	18,500,550	20,735,344	12.08%
Comprehensive Planning & Urban Design	739,443	354,202	77,005	-78.26%
Urban Redevelopment	610,891	2,711,425	1,198,300	-55.81%
<b>Total Grant Expenditures</b>	<b>\$20,032,984</b>	<b>\$25,739,993</b>	<b>\$22,026,317</b>	<b>-14.43%</b>
<b>Capital Expenditures</b>				
Administration	\$0	\$0	\$5,467	N/A
<b>Total Capital Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,467</b>	<b>N/A</b>
<b>Non-Operating Special Purpose Expenditures</b>				
Mayor's Round Table	\$50,533	\$25,341	\$69,833	175.57%
Arts & Cultural Affairs	\$0	\$0	\$704,073	N/A
Other	\$45,020	\$82,404	\$609	-99.26%
<b>Total Special Purpose Expenditures</b>	<b>\$95,553</b>	<b>\$107,745</b>	<b>\$774,515</b>	<b>618.84%</b>
<b>Department Total</b>	<b>\$23,300,649</b>	<b>\$29,682,769</b>	<b>\$26,386,174</b>	<b>-11.11%</b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$3,172,112	\$3,835,031	\$3,579,875	-6.65%
Grants Management Fund	20,032,984	25,739,993	22,026,317	-14.43%
Capital Improvement Fund	0	0	5,467	N/A
Special Purpose Fund	95,553	107,745	774,515	618.84%
<b>Total All Funds</b>	<b>\$23,300,649</b>	<b>\$29,682,769</b>	<b>\$26,386,174</b>	<b>-11.11%</b>

# POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	11.35	10.35	10.35	0.00%
Community Development	12.65	13.65	15.65	14.65%
Comprehensive Planning & Urban Design	11.00	14.00	14.00	0.00%
Urban Redevelopment	8.00	9.00	9.00	0.00%
<b>Department Total</b>	<b>43.00</b>	<b>47.00</b>	<b>49.00</b>	<b>4.26%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	27.46	26.50	27.50	3.77%
Grants Management Fund	19.54	20.50	21.50	4.88%
<b>Department Total</b>	<b>47.00</b>	<b>47.00</b>	<b>49.00</b>	<b>4.26%</b>



# PLANNING 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.

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

		FY 12-13	FY 13-14	FY 14-15
<b>Business Services</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% of terminations submitted to Personnel Department by termination date	91%	100%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	99%	100%	100%
Output	Dollar amount of operating expenditures managed	\$3,172,112	\$4,018,600	\$3,835,031
Output	# of FTE's supported	39	43	47

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

		FY 12-13	FY 13-14	FY 14-15
<b>Executive Leadership</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% of key measures achieved	44%	44%	78%
Result	% of performance evaluations completed by the review date	28%	37%	95%

**The Grant Financial Management Program** 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.

		FY 12-13	FY 13-14	FY 14-15
<b>Grant and Financial Management</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% of grant awards that are in compliance with the terms of their agreement	100%	97%	100%
Output	\$ of grants disbursed	\$18,534,083	\$23,066,473	\$14,400,000

**The Arts and Cultural Affairs Program** provides liaison services for public art initiatives, advances arts and cultural awareness and coordination in the community, and administers the City’s 1% for Arts program for departments, citizens and artists so that they can generate direct economic benefit, enhanced quality of life, improved health and educational enrichment.

		FY 12-13	FY 13-14	FY 14-15
<b>Arts and Cultural Affairs *</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% of public art projects reviewed by the Art Commission that result in final installation	N/A	N/A	75%
Result	% change in financial support to arts agencies (as evidenced by Allied Arts Campaign)	N/A	N/A	2%
Result	% change in public art investment (as evidenced by permits annually)	N/A	N/A	2%
Output	# of projects installed	N/A	N/A	3
Output	# of proposals processed for Arts Commission Review	N/A	N/A	20

\*New program, measures will be reported in FY15.

**Administration Positions and Budget**

<b>Program</b>	FY 12-13		FY 13-14		FY 14-15	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Business Services	8.54	\$396,267	1.50	\$416,208	1.50	\$467,544
Executive Leadership	1.46	418,928	2.00	246,068	2.00	362,694
Grant & Financial Management	1.35	0	6.85	4,173,816	6.85	15,668
<b>Line of Business Total</b>	<b>11.35</b>	<b>\$815,195</b>	<b>10.35</b>	<b>\$4,836,092</b>	<b>10.35</b>	<b>\$845,906</b>

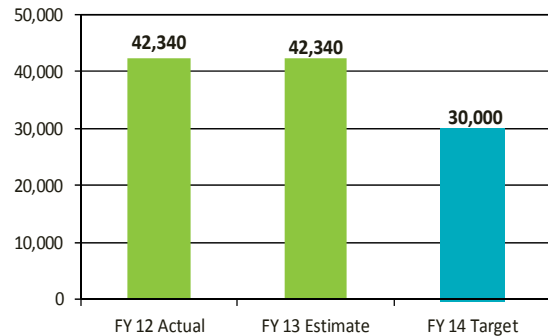
## COMMUNITY DEVELOPMENT

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.

### FOCUS ON PERFORMANCE - \$ INCREASE IN MARKET VALUE OF ASSISTED HOUSING UNITS

**Why is This Measure Important?**

Providing affordable housing is a key function of Community Development. Measuring the increase in market value of assisted housing units illustrates the investment and service provided to improve our community.



**What do these Measures Tell Us?**

The division has completed 71 housing units through first half of the year and estimates that the increase in value will be consistent with last year’s performance. In addition to providing improvements to existing house, the division has also provided down payment assistance to 40 families and individuals so far this year.

**The Community Services Program** provides stable housing, employment opportunities, and supportive services to homeless and low or moderate income persons so they can increase their income and obtain or remain in permanent housing.

		FY 12-13		FY 13-14		FY 14-15	
<b>Community Services</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>		
Result	% of persons served through the Community Services program who are of low or moderate income	63%	59%	51%	51%		
Result	% of homeless served who obtained permanent housing within two years of entering the Continuum of Care Program	91%	91%	85%	85%		
Output	# of low/moderate income persons served	1,362	1,481	1,400	1,400		
Output	\$ allocated to community service activities	\$87,764	\$3,213,173	\$750,597	\$750,597		



**The Neighborhood Revitalization Program** provides needed resources to distressed areas to enable current or prospective residents to live in stable, attractive and well maintained neighborhoods.

		FY 12-13	FY 13-14	FY 14-15
<b>Neighborhood Revitalization</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% increase in occupied housing units in Strong Neighborhoods Initiative Areas*	N/A	N/A	2%
Result	\$ increase in market value of properties assisted	\$42,340	\$42,340	\$30,000
Result	% of qualified housing assistance applications commencing work	48%	53%	75%
Result	\$ value of non-City investment per \$ value of City investment**	N/A	N/A	\$4
Output	# of households assisted in Strong Neighborhood Initiative Areas	N/A	150	100
Output	# of down payment assistances provided	88	133	120
Output	# of housing units completed	371	381	220

\*Data is current unavailable for this measure.

\*\*New measure, data will be reported in FY15.

**Community Development Positions and Budget**

<b>Program</b>	<b>FY 12-13</b>		<b>FY 13-14</b>		<b>FY 14-15</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Community Services	2.30	\$5,530,600	3.30	\$6,779,860	3.30	\$14,231,682
Housing Program	0.00	130,000	11.35	12,279,424	11.35	7,085,721
Neighborhood Revitalization	10.35	13,560,347	0.00	0	0.00	0
<b>Line of Business Total</b>	<b>12.65</b>	<b>\$19,220,947</b>	<b>14.65</b>	<b>\$19,059,284</b>	<b>14.65</b>	<b>\$21,317,403</b>

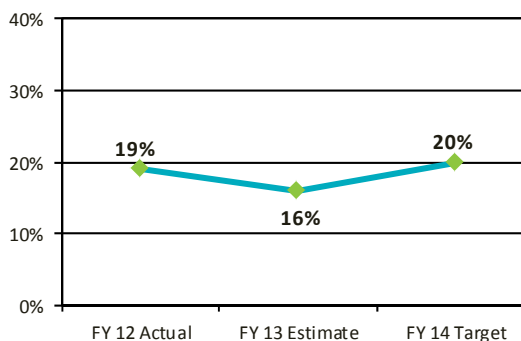
## COMPREHENSIVE PLANNING AND URBAN DESIGN

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.

### FOCUS ON PERFORMANCE - % 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 is an indicator of whether the City is experiencing sustainable and efficient growth patterns, both of which are overriding objectives in the City’s Comprehensive Planning program. The Planning department calculates the percent of new development and redevelopment that occurs in the inner-loop by analyzing new, redeveloped, or expansion square footage citywide.



**What Do These Numbers Tell Us?**

In the first half of FY14, although the percentage of development within the inner loop declined, the actual amount of development in the inner look increased by 11%. As MAPS projects focusing on the inner city are implemented, and with increased interest and development potential in the Core to Shore area, downtown, and Bricktown, the amount of development in the inner loop is expected to increase at a faster rate in the coming years.

**The Comprehensive Planning Program** provides 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.

		FY 12-13	FY 13-14		FY 14-15
Comprehensive Planning		Actual	Estimate	Target	Target
Result	% of new development and redevelopment that occurs in the inner-loop	19%	16%	20%	20%
Result	% of Benchmarks achieved within deadline on the development of PlanOKC	67%	63%	100%	100%
Output	# of square feet of development city wide	23,115,784	26,778,067	20,000,000	20,000,000
Output	# of PlanOKC Benchmarks completed	7	12	10	10

**The Current Planning Program** recommends policies and regulations and provides reviews and studies to the City Council and Planning Commission so they can make informed decisions regarding growth and development that implements the Comprehensive Plan.

		FY 12-13	FY 13-14	FY 14-15
<b>Current Planning</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% of Planning Commission decisions on Comprehensive Plan amendments that agree with staff recommendations	75%	N/A*	100%
Result	% of rezoning applications approved by City Council that are consistent with the comprehensive plan	89%	85%	100%
Output	# of rezoning applications reviewed by staff	N/A	115	100

\*No amendments considered this year.

**The Urban Design and Community Appearance Program** 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.

		FY 12-13	FY 13-14	FY 14-15
<b>Urban Design and Community Appearance</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>
Result	% of citizens surveyed who say they are satisfied or very satisfied with the appearance of the community	65%	65%	65%
Result	% of applications submitted for design review that are approved	146%	80%	84%
Result	% of change in property values within all design districts*	N/A	N/A	N/A
Output	# of applications reviewed in design districts*	N/A	N/A	N/A
Output	# of applications reviewed	824	711	380

\*New measures, data will be reported in FY15.

**Comprehensive Planning and Urban Design Positions and Budget**

<b>Program</b>	<b>FY 12-13</b>		<b>FY 13-14</b>		<b>FY 14-15</b>	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Comprehensive Planning	6.00	\$1,323,030	8.00	\$1,011,878	8.00	\$792,814
Current Planning	1.10	124,951	2.10	359,830	2.10	174,333
Transportation Planning	0.00	0	0.00	0	0.00	0
Urb Dsgn & Community Appear	3.90	437,153	3.90	360,247	3.90	354,307
<b>Line of Business Total</b>	<b>11.00</b>	<b>\$1,885,134</b>	<b>14.00</b>	<b>\$1,731,955</b>	<b>14.00</b>	<b>\$1,321,454</b>

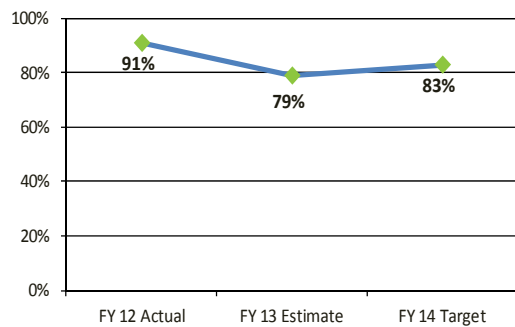
## URBAN REDEVELOPMENT

The purpose of the Urban Redevelopment Line of Business is to develop and implement initiatives and services for policy makers, property owners and stakeholders so they can create a healthy, sustainable and vibrant urban environment.

### FOCUS ON PERFORMANCE -% OF URBAN REDEVELOPMENT INITIATIVES IMPLEMENTED

**Why Is This Measure Important?**

The need for revitalization and the speed at which downtown and near-downtown development is occurring, demands a quick, efficient and competent turn-around for technical assistance from the Urban Redevelopment program staff..



**What Do These Numbers Tell Us?**

Given the complicated nature of some of the requested service and initiatives, division staff work hard and apply creativity to accomplish results. A high percentage of implemented initiatives indicates a quick and efficient delivery of services. Higher performance also suggests that the division’s work effort is successfully being prioritized on viable projects..

The Urban Redevelopment Program develops and implements initiatives and services to policy makers, property owners and stakeholders so they can create a healthy, sustainable and vibrant urban environment.

		FY 12-13		FY 13-14		FY 14-15	
<b>Urban Redevelopment</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>		
Result	% of urban redevelopment initiatives implemented	91%	79%	83%	83%		
Result	% increase in property values downtown	8%	6%	6%	6%		
Output	# of urban redevelopment initiatives delivered	62	60	110	110		

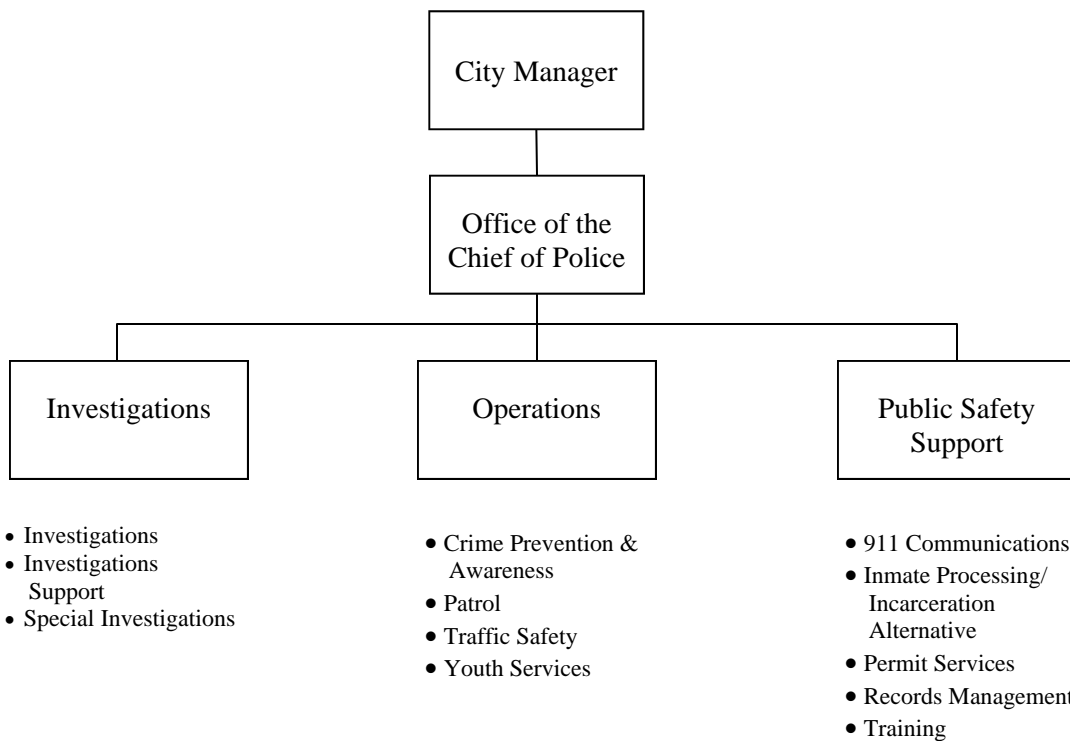
**Urban Redevelopment Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Urban Redevelopment	8.00	1,280,345	9.00	3,648,609	9.00	2,126,896
<b>Line of Business Total</b>	<b>8.00</b>	<b>\$1,280,345</b>	<b>9.00</b>	<b>\$3,648,609</b>	<b>9.00</b>	<b>\$2,126,896</b>

# Police

**WILLIAM CITY, 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

## ISSUE 1

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

### Strategies

- Continue the use of overtime programs to address high crime areas
- Increase traffic enforcement citywide
- Increase personnel in investigations, operations and community based programs

### Strategic Results

By 2018, 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*			
	<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
	44%	58%	55%	55%
	55% or more of citizens citywide report they feel safe*			
	<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
	53%	58%	55%	55%
	72% or more of citizens will be satisfied with quality of police services citywide*			
	<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
	68%	70%	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			
	<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
	71%	72%	90%	90%
	Violent crime clearance rate will be equal to or above the national average of 46.8%**			
	<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
	66%	67%	67%	67%
	Property crime clearance rate will be equal to or above the national average of 19.0%**			
	<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
	27%	27%	26%	26%

\*Target based on the 2005 Citizen's Survey Results. Measure includes the categories of safe and very safe or satisfied and very satisfied.

\*\*Based on 2012 statistics from the latest available FBI Uniform Crime Reporting data.

## ISSUE 2

A continued trend of violent crime, if not adequately addressed, will result in:

- Increased assaults and homicides
- Increased gang violence
- Increased demand on public services
- Decreased feeling of public safety

### Strategies

- Increase police presence and enforcement in strategic areas using overtime initiatives
- Continue efforts to reduce crime through community based programs and social outreach opportunities
- Continue recruitment, hiring, and training of new officers to fill vacancies

### Strategic Results

By 2015, the Police Department will address the rise in violent crime and gang violence by:



5% reduction in the number of aggravated assaults citywide			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	13%	5%	5%

25% reduction in the number of drive-by shootings			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	56%	25%	25%

20% reduction in the number of gang-related deadly weapon assaults*			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	N/A	N/A	20%

\*New measure, data will be reported in FY15.

### ISSUE 3

The increased use of advanced technology in the commission and investigation of crimes, if not adequately addressed, will result in:

- Increased time and resource requirements for investigations
- Unsolved crimes
- Increased crime
- Decreased citizen satisfaction with police services

#### Strategies

- Increase the number of digital media examinations by 100% (computers, smart phones, tablets, cameras, etc.)
- Analyze 100% of all DNA cases submitted

#### Strategic Results

The Police Department will successfully adapt to the challenges posed by the growing availability of advanced technology, as evidenced by the following:

By 2017, increase the number of digital and other electronic media device forensic examinations by 100% (over FY 11 totals) to 428 annually

<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
114	325	325	350

By 2015, 100% of all DNA cases submitted for property and person crimes will be analyzed within 90 days\*

<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	N/A	N/A	N/A

\*100% of DNA cases submitted involving person crimes are currently being analyzed. Due to increased staffing, a significant increase in DNA cases involving all crimes is expected. New method of reporting ,data will be reported in FY15.



## ISSUE 4

A continuing trend of metal theft, if not adequately addressed, will result in:

- Increased perception of crime
- Increased demand for City services
- Decreased feeling of public safety

### Strategies

- Continue use of the Metal Theft Unit to improve tracking and investigations of metal theft crimes
- Proactively increase the quantity of metal theft investigations presented for prosecution
- Increase coordination with metal recyclers to improve compliance with applicable laws

### Strategic Result

By 2017, increase the number of metal theft investigations presented for prosecution by 64% to 160 cases.

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
103	101	120	130



## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$1,643,103	-
2. Adds 1 Lieutenant and 20 Police Officers	\$1,491,114	21.00
3. Moves partial funding for two Crime Analysts from the Grants Management Fund to the General Fund	\$95,730	1.14
4. Moves funding for the Police Martial Arts Program from the Grants Management Fund to the General Fund	\$75,761	1.00
5. Adds one Computer Forensic Examiner	\$63,435	1.00
6. Adds one Latent Print Examiner	\$57,025	1.00
7. Adds funding for additional helicopter supplies	\$150,000	-
8. Removes one Database Technician and increases funding for contractual services	\$0	(1.00)

Police Sales Tax Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$53,995	-
2. Adds 1 Lieutenant and 4 Civilian Investigative Specialists	\$438,085	5.00
3. Moves funding from the Asset Forfeiture Fund for body armor	\$108,675	-
4. Adds additional funding for recruit background testing and equipment	\$722,600	-
5. Adds funding for Police Capital improvements	\$1,775,000	-

Emergency Management Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	(\$122,663)	-
2. Changes the Assistant 911 Director position from a uniformed Lieutenant position to a civilian position	\$0	-

Grants Management Fund	Amount	Positions
1. Moves partial funding for two Crime Analysts from the Grants Management Fund to the General Fund	(\$95,730)	(1.14)
2. Moves funding for the Police Martial Arts Program from the Grants Management Fund to the General Fund	(\$75,761)	(1.00)
3. Adds one Victim Services Coordinator	\$70,588	1.00

## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$18,258,403	\$21,730,679	\$22,322,704	2.72%
Emergency Management	160	0	0	N/A
Investigations	32,712,960	32,497,170	33,713,669	3.74%
Operations	89,737,051	95,529,427	98,221,173	2.82%
Public Safety Support	23,338,961	24,580,337	24,486,202	-0.38%
<b>Total Operating Expenditures</b>	<b>\$164,047,535</b>	<b>\$174,337,613</b>	<b>\$178,743,748</b>	<b>2.53%</b>
<b>Non-Operating Expenditures</b>				
Administration	\$262,804	\$293,247	\$366,674	25.04%
Investigations	1,239,809	2,412,345	3,007,555	24.67%
Operations	688,876	3,429,260	3,359,307	-2.04%
Public Safety Support	64,402	73,200	178,885	144.38%
Capital Expenditures	5,440,934	29,846,364	33,669,807	12.81%
Other Non-Operating	3,693,733	7,000	352,196	4931.37%
<b>Total Non-Operating Expenditures</b>	<b>\$11,390,558</b>	<b>\$36,061,416</b>	<b>\$40,934,424</b>	<b>13.51%</b>
<b>Total Department</b>	<b>\$175,438,092</b>	<b>\$210,399,029</b>	<b>\$219,678,172</b>	<b>4.41%</b>
Less Transfers to City Funds	(12,387,733)	(\$12,562,949)	(\$12,459,900)	-0.82%
<b>Total All Funds</b>	<b>\$163,050,358</b>	<b>\$197,836,080</b>	<b>\$207,218,272</b>	<b>4.74%</b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$120,089,395	\$126,703,638	\$130,116,498	2.69%
Emergency Management Fund	8,048,093	8,398,087	8,077,417	-3.82%
MAPS 3 Use Tax	1,187,539	17,561,001	23,075,601	31.40%
Police Sales Tax Fund	37,316,973	44,525,644	47,759,963	7.26%
Court Administration & Training Fund	157,122	411,504	360,400	-12.42%
Asset Forfeiture Fund	2,255,890	3,060,259	3,255,000	6.36%
Police & Fire Cap Equip Sales Tax Fund	0	95,375	1,275,529	1237.38%
Grants Management Fund	3,693,734	3,147,793	3,981,459	26.48%
Capital Improvements Projects Fund	0	272,525	237,631	-12.80%
City and Schools Capital Use Tax Fund	2,689,345	6,216,203	1,510,516	-75.70%
Special Purpose Fund	0	7,000	28,158	302.26%
<b>Total All Funding Sources</b>	<b>\$175,438,091</b>	<b>\$210,399,029</b>	<b>\$219,678,172</b>	<b>4.41%</b>
Less Interfund Transfers	(\$12,387,733)	(\$12,562,949)	(\$12,459,900)	-0.82%
<b>Grand Total All Funds</b>	<b>\$163,050,358</b>	<b>\$197,836,080</b>	<b>\$207,218,272</b>	<b>4.74%</b>

# POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	78.70	79.70	79.60	-0.13%
Investigations	283.50	284.50	292.50	2.81%
Operations	792.95	830.95	850.95	2.41%
Public Safety Support	193.85	193.85	193.95	0.05%
<b>Total Department</b>	<b><u>1,349.00</u></b>	<b><u>1,389.00</u></b>	<b><u>1,417.00</u></b>	<b><u>2.02%</u></b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	1013.00	1061.00	1085.14	2.28%
Emergency Management Fund	82.00	82.00	82.00	0.00%
Police Sales Tax Fund	250.00	243.00	248.00	2.06%
Grants Management Fund	4.00	3.00	1.86	-38.00%
<b>Total All Funding Sources</b>	<b><u>1,349.00</u></b>	<b><u>1,389.00</u></b>	<b><u>1,417.00</u></b>	<b><u>2.02%</u></b>

# POLICE 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.**

**The Business Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	95%	91%	100%	100%
Output	# of FTEs supported	1,283	1,313	1,389	1,417
Output	Dollar amount of operating expenditures (actual) managed	\$164,047,535	\$167,847,844	\$174,337,613	\$178,743,748

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of key measures achieved	47%	88%	75%	75%

**The Emergency Management Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of Federal and State required all-hazard emergency or disaster plans reviewed and updated	100%	100%	100%	100%
Output	# of functional or hazard specific plans or checklists developed or reviewed and updated during the fiscal year	5	2	2	2
Output	# of responder training courses coordinated and disaster/emergency exercises conducted, planned or assisted	17	37	20	20
Output	# of responses to significant events, emergencies or disasters	29	17	12	12

**The Human Resources Program** provides employee support services to departmental personnel so they can receive timely and accurate performance assessment, compensation, and benefits.

Human Resources		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of performance evaluations completed by the review date	74%	74%	95%	95%
Result	% of applications received from minority applicants as a result of recruiting efforts	87%	88%	80%	80%
Result	% of terminations submitted to Personnel Department by termination date	33%	66%	95%	95%
Output	# of hours spent at recruitment events and job/career fairs	126	125	200	200
Output	# of minority recruits hired as a result of recruiting efforts	22	N/A*	24	24

\*Data reported at year-end.

**The Professional Standards Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of admin investigations completed within six months	68%	79%	67%	67%
Output	# of criminal investigations	9	6	6	6
Output	# of administrative investigations	37	31	30	30

**The Public Information Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of citizen/media requests for information responded to within the specified time frame of one hour	100%	89%	100%	100%
Output	# of written news releases produced through the PIO	236	174	290	290
Output	# of media requests responded to	7,736	6,626	8,000	8,000

### Administration Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	23.40	\$11,167,540	24.40	\$13,012,175	24.40	\$13,424,295
Emergency Management	3.35	459,229	3.35	390,173	3.35	391,079
Executive Leadership	19.85	3,603,342	19.85	5,206,971	19.75	5,437,645
Human Resources	14.00	1,363,588	14.00	1,391,640	14.00	1,316,550
Professional Standards	9.90	1,018,463	9.90	1,138,513	9.90	1,218,637
Public Information	8.20	909,205	8.20	884,454	8.20	901,172
<b>Line of Business Total</b>	<b>78.70</b>	<b>\$18,521,366</b>	<b>79.70</b>	<b>\$22,023,926</b>	<b>79.60</b>	<b>\$22,689,378</b>



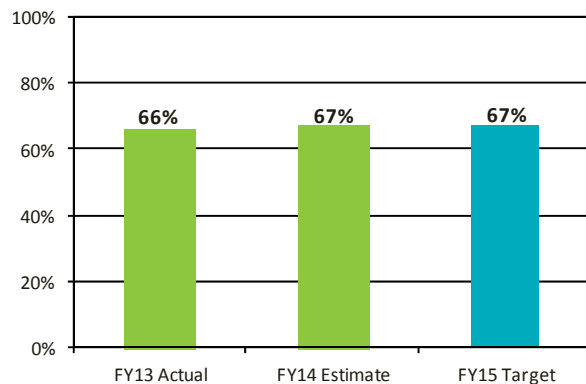
## INVESTIGATIONS

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.

### FOCUS ON PERFORMANCE - % OF PERSONS CRIMES CLEARED BY ARREST, PROSECUTION, OR OTHER MEANS

**Why is This Measure Important?**

Person crimes consist of domestic violence, homicide, robbery, sex crimes, assault, child abuse, and kidnapping. This measure evaluates the level of service provided to victims of these crimes by the Police Department and demonstrates the Police Department’s ability to eradicate criminals from the community. The data shows how often person crimes cases are cleared by arrest, prosecution, or other means which includes cases where the victim refuses to prosecute or the District Attorney declines to prosecute.



**What do these Measures Tell Us?**

The clearance rate for person crimes through December is 67%. In addition to improved performance, through the first half of the year, the total number of person crimes investigated has declined by 10%.

**The Investigations Program** provides investigative services to crime victims and prosecutors so they can achieve successful prosecution of criminal offenders.

Investigations		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of persons crimes cleared by arrest, prosecution, or other means	66%	67%	67%	67%
Result	% of property crimes cleared by arrest, prosecution, or other means	27%	27%	26%	26%
Result	# of metal thefts per 100,000 population	299	202	284	284
Output	# of investigations conducted (all investigations including Municipal Court charges as well as State Court charges)	31,928	31,538	32,000	32,000
Output	# of cases filed based on DNA profile where suspect is not identified by name	118	100	80	80
Output	# of metal theft investigations presented for prosecution	103	101	120	130



**The Investigations Support Program** provides investigative and technical support services to investigators so they can receive accurate and timely information to resolve criminal investigations.

Investigations Support		FY 12-13	FY 13-14		FY 14-15
		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	51%	51%	100%	100%
Output	# of digital media forensic examinations completed	114	325	325	350
Output	# of firearms entered into the National Integrated Ballistic Information Network	351	1,380	840	840
Output	# of crime lab tests conducted	44,991	47,854	55,000	55,000

**The Special Investigations Program** provides investigative services to investigators and prosecutors so they can achieve successful prosecution of criminal offenders.

Special Investigations		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	# of Special Projects' illicit drug cases presented for prosecution per 100,000 residents	447	464	575	575
Result	# of drive-by shootings per 100,000 residents	35	9	19	19
Result	% of graffiti crimes cleared by arrest, prosecution, or other means*	N/A	N/A	N/A	50%
Output	# of graffiti crimes cleared by arrest, prosecution, or other means*	N/A	N/A	N/A	50
Result	# of gang-related deadly weapon assaults per 100,000 residents*	N/A	N/A	N/A	N/A
Output	# of graffiti investigations conducted by Special Investigations	149	130	100	100
Output	# of investigations conducted by Special Investigations	4,661	2,198	5,903	5,903

\* New measure, data will be reported in FY15.

### **Investigations Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Investigations	144.45	\$16,861,317	143.45	\$16,827,561	142.45	\$17,145,449
Investigations Support	67.55	6,966,560	66.55	7,142,604	74.55	7,851,092
Special Investigations	71.50	10,124,892	74.50	10,939,350	75.50	11,724,683
<b>Line of Business Total</b>	<b>283.50</b>	<b>\$33,952,769</b>	<b>284.50</b>	<b>\$34,909,515</b>	<b>292.50</b>	<b>\$36,721,224</b>

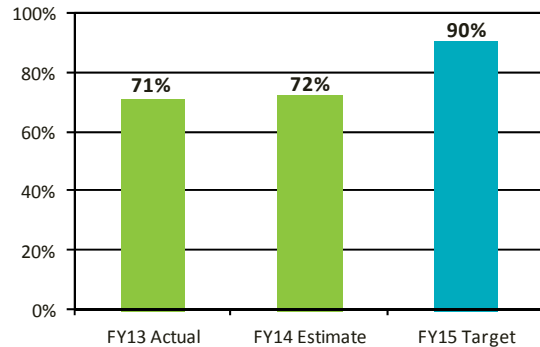
## OPERATIONS

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.

### FOCUS ON PERFORMANCE - % 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?**

One of the most important services provided by the Oklahoma City Police Department is responding to calls for service from the community. In order to utilize resources in the most efficient manner, calls for service are categorized into one of six priorities. 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. Evaluating response times and maintaining high levels of service in responding to Priority 1 calls directly impacts 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 the historical response rate for Priority 1 calls but one that represents the ultimate goal in providing the best possible response for citizens. Through the first half of the fiscal year, the Police Department has responded to 72% of the 8,1390 total Priority 1 calls received within 9 minutes and 30 seconds. This level of response has been achieved despite responding to over 181,000 total calls through the first half of the year. 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 negatively impact Priority 1 response rates without additional resources or personnel.

**The Crime Prevention and Awareness Program** provides training, education and nuisance abatement services to the community so they can be informed and involved in crime prevention.

Crime Prevention and Awareness		FY 12-13		FY 13-14		FY 14-15
		Actual	Estimate	Target	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	8,357	7,139	8,000	8,000	
Output	# of criminal nuisance abatement cases	185	166	202	202	

**The Patrol Program** 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.

Patrol		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
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	71%	72%	90%	90%
Result	% of officers that achieve the minimum performance standards per hour for their patrol shift and division	85%	90%	85%	85%
Result	% of citizens citywide reporting they feel safe	53%	58%	55%	55%
Result	% of life threatening calls (Priority 1) responded to within 7 minutes from dispatch to arrival	68%	70%	90%	90%
Result	% of citizens reporting they are satisfied with the quality of police services citywide	68%	70%	72%	72%
Result	% of citizens reporting they feel safe living or visiting downtown	44%	58%	55%	55%
Result	% decrease in aggravated assaults	N/A	13%	5%	5%
Output	# of calls for service answered	364,156	369,682	360,000	360,000
Output	# of self-initiated contacts provided	74,925	83,303	70,000	70,000
Output	# of hours of time on call provided	277,473	278,932	275,000	275,000
Output	# of specialized unit responses provided	104	116	100	100
Output	# of helicopter hours flown	1,337	1,446	1,600	1,600
Output	# of special event security hours provided	17,361	23,461	22,500	22,500

**The Traffic Safety Program** provides education, investigation, and enforcement services to the motoring and pedestrian public so they can safely travel throughout the community.

Traffic Safety		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of citizens that are satisfied with traffic enforcement	56%	57%	58%	58%
Result	# of traffic contacts per 1,000 residents of Oklahoma City metro area	180	189	167	167
Result	# of traffic fatalities per 1,000 residents of Oklahoma City metro area	0.13	0.09	0.00	0.00
Result	# of traffic collisions per 1,000 residents of Oklahoma City metro area	25	26	25	25
Output	# of traffic contacts made	106,351	113,179	100,000	100,000
Output	# of traffic collision investigations completed	14,987	15,685	15,000	15,000

**The Youth Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	# of crimes committed in schools per 1,000 students per month	5.00	60.00	5.00	5.00
Result	% decrease in truancy rate of youths served by truancy officers	N/A	39%	40%	40%
Output	# of youths served in educational programs	7,679	9,268	8,000	8,000
Output	# of youths served by School Resource Officers	10,928	10,565	10,613	10,613
Output	# of youths processed through Community Intervention services	1,354	1,468	1,800	1,800
Output	# of youths served by truancy officers	N/A	5,500	5,000	5,000

### Operations Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Crime Prevention and Awareness	10.20	\$1,344,811	10.20	\$1,269,101	10.20	\$1,260,347
Patrol	639.90	72,149,373	675.80	79,486,047	693.80	81,328,994
Specialized Operations	0.00	76,566	0.00	11,981	0.00	0
Traffic Safety	107.00	12,054,224	111.10	12,406,387	113.10	12,523,600
Weed & Seed	0.00	(8,601)	0.00	0	0.00	0
Youth Services	35.85	4,809,553	33.85	5,785,171	33.85	6,467,539
<b>Line of Business Total</b>	<b>792.95</b>	<b>\$90,425,926</b>	<b>830.95</b>	<b>\$98,958,687</b>	<b>850.95</b>	<b>\$101,580,480</b>



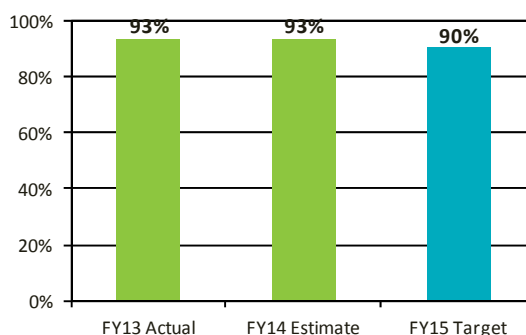
## PUBLIC SAFETY SUPPORT

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.

### FOCUS ON PERFORMANCE -% OF 911 CALLS ANSWERED WITHIN 10 SECONDS

#### Why Is This Measure Important?

A critical component in responding to calls for service is how quickly a Police Department employee answers the telephone in the 911 Center. Since the Police Department cannot predict which calls from citizens are emergencies and which are not, the 911 Communications program has established a goal to answer 90% of all 911 calls in 10 seconds or less. Ensuring a high percentage of 911 calls are answered within this time frame contributes 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 which is the point at which citizens actually begin receiving emergency assistance.



#### What Do These Numbers Tell Us?

Through the first six months of FY14, 93% of the 338,919 calls to 911 were answered within 10 seconds. The ability of the 911 Communications Program to continue to achieve or improve targeted performance will be impacted by adequate staffing, training, and equipment.

**The 911 Communications Program** 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.

911 Communications		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of life threatening (Priority 1) calls dispatched within 2 minutes 30 seconds	83%	85%	90%	90%
Result	% of 911 calls answered within 10 seconds	93%	93%	90%	90%
Output	# of emergency calls serviced, both 911 and seven digits calls	966,007	975,676	1,000,000	1,000,000

**The Inmate Processing/Incarceration Alternative Program** provides arrestee intake, detention, alternative sentencing, and release services to criminal justice agencies so they can have accurate management of inmate processing.

Inmate Processing/Incarceration Alternative		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of arrestees who are accurately identified at the time of intake	98%	98%	100%	100%
Output	# of arrestees processed	26,037	27,456	25,000	25,000
Output	# of inmate days utilized	60,674	55,382	61,685	61,685
Output	# of Detox admissions provided	6,203	6,352	6,000	6,000

**The Permit Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of total alarm responses that are false alarms	96%	99%	93%	93%
Result	% of alarm responses with alarm permits	40%	40%	45%	45%
Output	# of all permits processed	43,234	69,879	45,000	45,000

**The Records Management Program** 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.

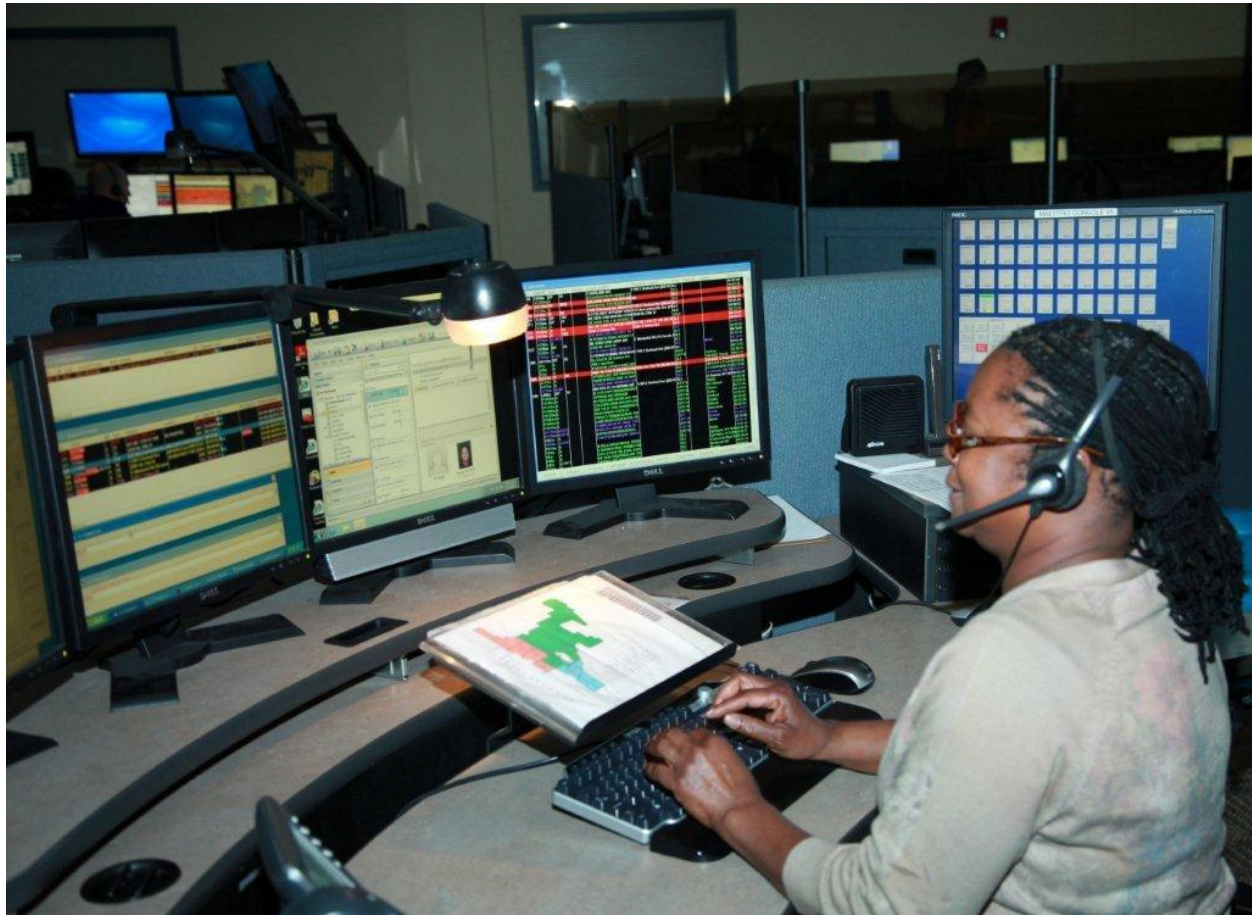
Records Management Services		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of priority reports entered within 24 hours	99%	99%	100%	100%
Result	% of non-priority reports entered within 7 days	101%	99%	100%	100%
Output	# of non-priority reports entered within 7 days	40,856	47,221	37,500	37,500
Output	# of priority reports entered within 24 hours	123,172	128,817	130,000	130,000

**The Training Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of officers who rate advanced training as high or very high in supporting the knowledge and skills needed to provide public safety services	64%	71%	75%	75%
Output	# of training hours provided to officers	1,911	2,296	2,000	2,000
Output	# of recruits that graduate from the Police Training Academy	38	56	90	90

### Public Safety Support Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
911 Communications	83.45	\$11,665,417	83.45	\$11,988,485	83.55	\$11,445,432
Court Liaison	0.00	2,178	0.00	0	0.00	0
Incarceration Alternatives	0.00	2,156	0.00	0	0.00	0
Inmate Processing / Incarceration Alternative	14.45	3,990,930	14.45	4,219,089	14.45	4,545,671
Permit Services	6.15	550,964	6.15	615,375	6.15	565,328
Records Management	77.95	5,317,057	77.95	5,946,150	77.95	5,962,733
Training	11.85	1,874,663	11.85	1,884,438	11.85	2,145,923
<b>Line of Business Total</b>	<b>193.85</b>	<b>\$23,403,363</b>	<b>193.85</b>	<b>\$24,653,537</b>	<b>193.95</b>	<b>\$24,665,087</b>





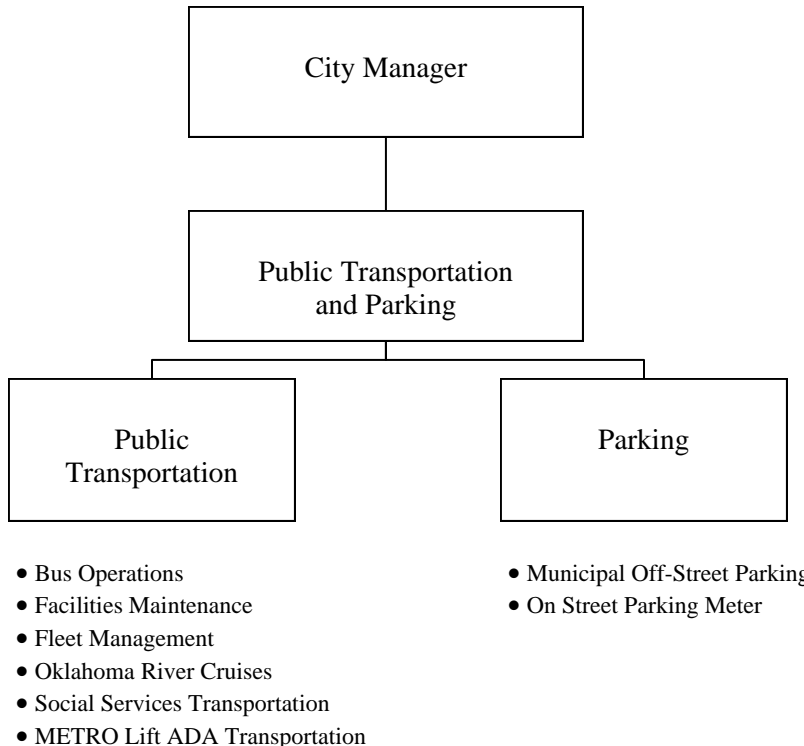
The City of  
**OKLAHOMA CITY**



# Public Transportation and Parking

**JASON FERBRACHE, DIRECTOR**

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## DEPARTMENT MISSION

**THE MISSION OF THE PUBLIC TRANSPORTATION AND PARKING DEPARTMENT IS TO PROVIDE DEPENDABLE MULTI-MODAL PUBLIC TRANSPORTATION AND DOWNTOWN OKLAHOMA CITY PARKING SERVICES TO THE CITIZENS AND VISITORS OF THE GREATER OKLAHOMA CITY METROPOLITAN AREA SO THEY CAN EXPERIENCE FRIENDLY, CONVENIENT, SAFE AND AFFORDABLE TRANSIT AND PARKING SERVICES.**

# ISSUES, STRATEGIES AND RESULTS

## ISSUE 1

The need to replace buses and modernize and upgrade business systems, equipment, and technology, coupled with the increasing cost of those improvements, if not adequately addressed, will result in:

- Loss of revenue
- Decreased customer satisfaction
- Decreased customer safety
- Lost efficiencies
- Increased operating and maintenance costs
- Non-compliance with local, state, and federal requirements

### Strategies

- Seek funding alternatives for replacement buses to ensure buses are replaced at the end of their useful economic life
- Expand skill set of supervisors to leverage new technology to monitor the on time status of each bus so contingency drivers and equipment can be used to improve on time performance
- Train bus operators to better utilize the capabilities of the Automatic Vehicle Location (AVL) system to maintain schedules
- Complete equipment and facility preventative maintenance work on schedule
- Replace outdated parking meters
- Continue annual capital improvement projects to parking, bus and ferry facilities

### Strategic Results

By 2017, Public Transportation and Parking customers will benefit from more reliable service as evidenced by:

At least 80% of the time public transportation vehicles will be on schedule			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	92%	92%	92%

No more than 1% of metered parking hours will be lost to meter malfunction			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
0%	0%	0%	0%

## ISSUE 2

Increasing difficulty to recruit, develop and retain a skilled and well trained workforce, due to a very competitive compensation environment and other factors, if not adequately addressed, will jeopardize the ability to provide safe and customer-friendly services.

### Strategies

- Continue required quarterly safety and security training classes for operations and maintenance staff
- Initiate targeted safety and security campaigns
- Monitor safety and security training of contract operators
- Install access control system and upgrade emergency alarms
- Continue retention team meetings to evaluate and meet with new bus operators at 45, 65 and 80 day increments and expand retention team concept to the other operational areas

### Strategic Results

By 2017, Public Transportation and Parking customers will benefit from a skilled workforce that provides safe service as evidenced by:

Accidents will be at or below 1.8 per 100,000 miles			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
3.06	2.07	2.89	2.00

By 2017, Public Transportation and Parking Department will retain a well trained workforce as evidenced by:

Annual turnover rate of employees will be less than 10%			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
N/A	13%	15%	11%

### ISSUE 3

Increasing demand for multi-modal services, inadequate coordination between public and private entities, and unreliable funding sources if not addressed, will result in:

- An increased gap between the modes of transportation services provided and those demanded by a diverse and growing public transportation customer base
- A reduction of public transportation services and diminished ability for citizens to get to work, keep medical appointments, go shopping, attend school or daycare, participate in recreational activities and access other basic services.
- Missed opportunities for effective partnerships and economic development

#### Strategies

- Demonstrate use of available resources through an annual report to citizens and riders that conveys accomplishments and challenges using transit system metrics and goals.
- Maximize ridership through additional system enhancements
- Seek funding alternatives for timely replacement of buses that have reached the end of their economic, useful life

#### Strategic Results

By 2017, 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 21			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
18.0	18.3	19.0	19.5

Operating expenses will be at or below \$7.50 per passenger			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
8.00	9.29	7.00	7.00

## ISSUE 4

Increased community expectations such as later evening and weekend public transit services, environmental stewardship, convenient parking facilities, demand for new/modern amenities and services, along with a persistent lack of awareness of public transportation and parking services, if not adequately addressed, will result in:

- Missed opportunities for customer growth
- Declining community support and confidence
- Decreased customer satisfaction

### Strategies

- Improve customer satisfaction with the continued implementation of rider amenities such as wi-fi on buses, real time arrival information, and a mobile trip planner
- Improve and increase customer service training
- Maintain clean and safe parking, bus and ferry vehicles and facilities
- Conduct surveys of rider, non-rider and parking customers
- Partner with community organizations and teach how-to-ride classes
- Develop and implement ongoing service awareness campaigns

### Strategic Results

By 2017, Public Transportation and Parking customers will experience increased customer satisfaction as shown by:

At least 80% of public transportation customers surveyed will state they are satisfied with services

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
75%	75%	75%	78%

At least 90% of off-street parking services customers surveyed will state that they are satisfied with services

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	80%	88%	88%

## MAJOR BUDGET CHANGES

General Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$1,147,963	-
2. Reduces funding for the parking lot lease for OKC Thunder games	(\$185,118)	-

Parking Cash Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	(\$14,825)	-

Transit Cash Fund	Amount	Positions
1. Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$38,200	-
2. Adds Division Head for Streetcar Program	\$100,000	1.00

Central Oklahoma Transportation and Parking Authority (COTPA)	Amount	Positions
1. Adds a Metro Lift Driver and Scheduler	\$113,123	2.00
2. Adds a Utility Maintenance worker to Transit Center	\$52,112	1.00
3. Adds a Union Steward	\$55,123	1.00
4. Reduces funding for Parking Debt Service and Adds to Capital Reserve	\$1,171,216	-
5. Reduces line items for target budget cuts	(\$129,096)	-



## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$1,402,026	\$1,630,122	\$1,631,041	0.06%
Public Transportation	13,340,169	14,400,415	15,649,870	8.68%
Parking	391,969	500,370	401,778	-19.70%
<b>Total Operating Expenditures</b>	<b>\$15,134,164</b>	<b>\$16,530,907</b>	<b>\$17,682,689</b>	<b>6.97%</b>
Capital Expenditures	\$160,555	\$0	\$0	N/A
<b>Department Total</b>	<b>\$15,294,719</b>	<b>\$16,530,907</b>	<b>\$17,682,689</b>	<b>6.97%</b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$13,895,514	\$15,217,925	\$16,377,092	7.62%
Public Transp. Cash Fund	1,591,336	1,971,347	2,066,717	4.84%
Parking Cash Fund	409,917	498,207	486,252	-2.40%
Cap. Improvement Projects Fund	160,555	0	0	N/A
<b>Subtotal</b>	<b>\$16,057,322</b>	<b>\$17,687,479</b>	<b>\$18,930,061</b>	<b>7.03%</b>
<i>Less</i> Interfund Transfers	(\$762,603)	(\$1,156,572)	(\$1,247,372)	7.85%
<b>Department Total</b>	<b>\$15,294,719</b>	<b>\$16,530,907</b>	<b>\$17,682,689</b>	<b>6.97%</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 budget for FY13-14 budget was \$33.1 million and the proposed FY14-15 budget is \$35.5 million.

# POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	16.30	18.20	18.20	0.00%
Public Transportation	5.90	5.00	6.00	20.00%
Parking	3.80	3.80	3.80	0.00%
<b>Department Total</b>	<b>26.00</b>	<b>27.00</b>	<b>28.00</b>	<b>3.70%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Public Transportation Cash Fund	21.75	22.75	23.75	4.40%
Parking Cash Fund	4.25	4.25	4.25	0.00%
<b>Department Total</b>	<b>26.00</b>	<b>27.00</b>	<b>28.00</b>	<b>3.70%</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 235, which includes 207 positions budgeted in COTPA and 28 positions budgeted in City funds.





# PUBLIC TRANSPORTATION AND PARKING 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.**

**The Business Services Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of terminations submitted to Personnel Department by termination date	100%	100%	95%	95%
Output	Dollar amount of operating expenditures managed	\$26,249,089	\$33,448,012	\$33,184,648	\$33,184,648
Output	# of FTE's supported	214	220	222	222

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of key measures achieved	69%	47%	75%	75%
Result	% of performance evaluations completed by the review date	5%	17%	95%	95%

**The Public Information and Customer Relations Program** provides communication, engages and educates existing and potential customers so they can better understand, access, and use Public Transportation and Parking services.

Public Information & Customer Relations		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of customer calls answered in 30 seconds	60%	60%	95%	95%
Result	% of customers who are satisfied with the availability of information about Public Transportation and Parking services and programs	85%	85%	85%	85%
Result	% of customer inquiries, requiring staff research and review, responded to within 5 business days	N/A	100%	95%	95%
Output	# of customer inquiries, requiring staff research and review, responded to	N/A	62	95	95
Output	# of customer calls answered	234,235	223,060	210,000	210,000

**The Safety and Risk Management Program** provides risk assessments, training and reporting services to the department so it can have a safe workforce and control costs.

Safety and Risk Management Program		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of FTE Employees without an on-the-job injury (OJI) in the current fiscal year	99%	100%	87%	87%
Result	Total OJI cost per injured worker closed claim	14,971	13,853	14,286	14,000
Result	# of security incidents per 100,000 passengers	N/A	0.04	0.25	0.04
Output	# of safety training sessions conducted	129	252	120	250
Output	# of employees trained	825	1,053	1,200	1,200
Output	# of employees injured on the job	36	50	28	40

### **Administration Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	5.20	\$436,376	5.20	\$473,088	4.20	\$406,861
Executive Leadership	3.10	501,160	4.00	622,101	5.00	673,258
Public Information & Customer Relations	8.00	464,069	9.00	534,465	9.00	550,922
Safety and Risk Management	0.00	421	0.00	468	0.00	0
<b>Line of Business Total</b>	<b>16.30</b>	<b>\$1,402,026</b>	<b>18.20</b>	<b>\$1,630,122</b>	<b>18.20</b>	<b>\$1,631,041</b>

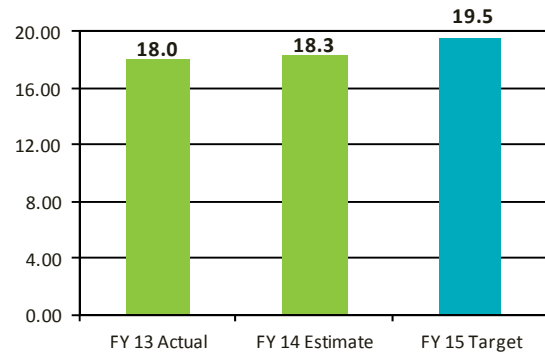
## PUBLIC TRANSPORTATION

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.

### FOCUS ON PERFORMANCE - # OF BUS PASSENGERS PER SERVICE HOUR

#### Why is This Measure Important?

Tracking the number of passengers per service hour helps to determine if resources dedicated to the Bus Operations program are being efficiently allocated to meet transit demand. The intent is to maintain or increase the number of riders per bus service hour. 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 Measures Tell Us?

In FY13 the frequency of several routes was increased which adds to the total number of hours buses are providing service. In the current year, passengers per service hour has remained consistent with the previous year's level. The Public Transportation and Parking department continues to work to increase public awareness and ridership by broadening the audience and offering ridership incentives via public/private partnerships.

**The Bus Operations Program** provides bus transportation to citizens and visitors in the greater Oklahoma City metropolitan area so they can travel in a convenient, affordable, safe, customer-friendly environment.

Bus Operations		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of on-time bus arrivals	88%	93%	92%	92%
Result	# of vehicle accidents per 100,000 miles	3.06	2.07	2.89	2.00
Result	# of customer injury claims per 100,000 service miles	1.00	1.00	2.00	1.00
Result	% of public transportation customers surveyed rating services as satisfactory	75%	75%	75%	78%
Result	# passengers per service hour	17.99	18.27	19.00	19.50
Result	# of passengers per operating day	N/A	8,514	10,000	10,000
Output	# of service hours provided	156,309	157,895	155,000	155,000
Output	# of passenger trips provided	2,812,122	2,901,474	2,945,000	2,676,469

**The Facilities Management Program** 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 Maintenance		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of total facility service requests that are unscheduled	96%	97%	96%	96%
Output	# of unscheduled facility service requests completed	296	396	351	400
Output	# of preventative maintenance (scheduled) inspections completed	11	10	15	15

**The Fleet Management Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	# of miles driven between road calls	15,139	18,739	13,500	15,500
Output	# of vehicle preventive maintenance procedures completed	1,549	1,489	1,200	1,500
Output	# of vehicle repair work orders completed	7,265	6,945	6,240	7,000

**The Oklahoma River Cruises Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	# of passengers per ferry service hour	7	8.00	10.00	9.00
Result	% of scheduled service hours lost	N/A	11%	5%	5%
Result	% of customers rating service as satisfactory	100%	100%	100%	100%
Output	# of passengers transported	6,768	12,311	8,925	8,925
Output	# of service hours provided	N/A	795	800	800

**The METRO Lift ADA Transportation Program** provides federally mandated service for ADA eligible individuals who because of disability are unable to use regular fixed route service so they can have safe, reliable, and customer friendly access to employment, health care, nutritional programs, recreation, and other services.

METRO Lift ADA Transportation		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of METRO lift service requests that are fulfilled	97%	98%	95%	98%
Result	% of METRO Lift trips with on time arrival	92%	91%	92%	92%
Result	# of METRO Lift transportation accidents per 1,000 service miles	0.03	0.01	0.19	0.03
Result	% of METRO Lift calls answered in 30 seconds*	N/A	N/A	N/A	80%
Output	# of METRO Lift trips provided	42,663	45,310	40,000	40,000
Output	# of METRO Lift calls answered	N/A	32,600	33,000	33,000

\* New measure, data will be reported in FY 15.

**The Social Services Transportation Program** provides a variety of contracted, reservation-based transportation options to qualified residents with limited options of the greater OKC metro area so they can have access to essential services.

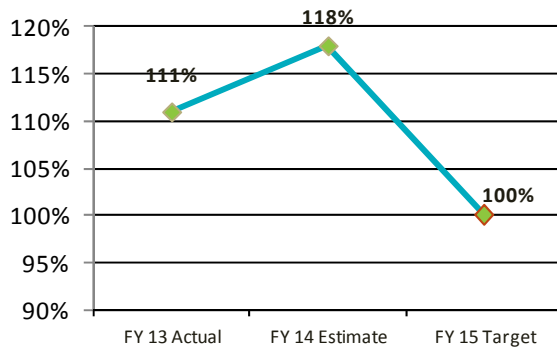
Social Services Transportation		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of social services requests that are satisfied	100%	100%	100%	100%
Result	% of customers rating services as satisfactory	95%	95%	95%	95%
Output	# of social services trips provided	69,504	72,147	70,000	73,000

### **Public Transportation Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Bus Operations	2.20	\$12,553,698	2.00	\$13,583,293	3.00	\$14,829,270
Facilities Management	1.00	54,554	1.00	82,392	1.00	84,241
Fleet Management	0.65	0	0.00	0	0.00	0
METRO Lift ADA	1.05	61,918	1.00	64,730	1.00	64,291
Oklahoma River Cruises	1.00	670,000	1.00	670,000	1.00	672,068
Social Services	0.00	0	0.00	0	0.00	0
<b>Line of Business Total</b>	<b>5.90</b>	<b>\$13,340,170</b>	<b>5.00</b>	<b>\$14,400,415</b>	<b>6.00</b>	<b>\$15,649,870</b>

## 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.



### FOCUS ON PERFORMANCE - % OF MONTHLY VEHICLE PARKING SPACES OCCUPIED

**Why is This Measure Important?**

This measure tracks the current capacity of the publicly-owned parking garages to ensure the facilities are being fully utilized. Monitoring parking trends indicates whether or not more 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?**

The data in the chart indicates more parking space is needed. Occupancy rates have steadily increased with current year occupancy rates reflecting a demand that again exceeds available spaces. This increased demand has prompted construction of a new parking garage in the Arts District, expected to be complete in 2014.

The Municipal Off-Street Parking Program 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Municipal Off Street Parking</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of parking customers surveyed who report they are satisfied with services	N/A	80%	88%	88%
Result	% of monthly vehicle spaces occupied	111%	118%	112%	100%
Result	# of reported security incidents per month	3	1	1	1
Output	# of off-street parking maintenance work orders completed	272	527	350	550
Output	# of parking customers served	461,567	692,453	600,000	700,000

**The On-Street Parking Meter Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	# of faulty meter complaints per 1,000 metered parking spaces	0.00	0.00	0.00	0.00
Result	% of meter hours lost to malfunction	0.00%	0.00%	0.00%	0.00%
Output	# of parking meter hours provided	247,224	259,095	135,300	260,000
Output	# of parking meter repairs provided	40	56	160	60

### **Parking Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Municipal Off-Street Parking	1.00	\$129,086	1.00	\$185,118	1.00	\$92,752
On Street Parking Meter	2.80	262,883	2.80	315,252	2.80	309,026
<b>Line of Business Total</b>	<b>3.80</b>	<b>\$391,969</b>	<b>3.80</b>	<b>\$500,370</b>	<b>3.80</b>	<b>\$401,778</b>





The City of  
**OKLAHOMA CITY**



# Public Works

**ERIC J. WENGER, P.E., DIRECTOR**

eric.wenger@okc.gov



## DEPARTMENT MISSION

**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

## ISSUE 1

Increasing citizen expectations for quality streets coupled with limited resources to provide new street construction and maintenance will result in decreased satisfaction in the condition of city streets.

### Strategy

Continue to provide efficient management that combines routine maintenance, rural road resurfacing, micro resurfacing, overlay resurfacing, and new construction (widening) to improve overall condition of city streets. Maintain a minimum of two active utility cut repair contracts in order to meet repair completion targets.

### Strategic Results

By June 2017 the Public Works Department will improve the timeliness of infrastructure repairs, as follows:

Complete 80% of pothole repairs within 3 working days of request			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
79%	77%	80%	80%

Complete 80% of requested drainage repairs within 30 days			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
75%	83%	90%	90%



By June 2017, citizen satisfaction with the condition of City streets will surpass 50% based on the results of the citizen survey

<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
38%	35%	50%	50%



## ISSUE 2

The continuing priority to expedite bond project construction will require resources to be focused on the bond program.

### Strategy

Ensure consistent delivery and construction of all listed projects. Manage future Bond Sales to maximize the number of projects delivered for construction in each projected bond year. Limit construction cost increases through improved plan reviews, successful management of change orders and amendments, and expediting final acceptance of completed projects.

### Strategic Result

By June 2017, 50% of all listed 2007 bond issue projects will be completed or under construction

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
25%	35%	31%	44%

## ISSUE 3

Increasing requests for information and a lack of a centralized, coordinated response will result in a decreased citizen satisfaction and reduced staff efficiency.

### Strategy

Implement a centralized database to track citizen inquires. Proactive use of social media for distribution of information. Update and improve website for community outreach.

### Strategic Results

By June 2017, citizen inquiries to Public Works issues will receive:

Initial response within 2 days 95% of the time*			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	N/A	95%

Final response within 30 days 95% of the time*			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	N/A	95%

\*New measure, data will be reported in FY15.

## ISSUE 4

Increasing emphasis on the river as a recreational, entertainment and sporting venue without ongoing proactive maintenance of all river systems will result in cancelled events.

### Strategy

Maintain scheduled preventative maintenance on the locks and dams, and maintain the sedimentation basin. Continue the three year program to upgrade SCADA system including stilling wells and communication system. Maintain the preventive maintenance program to regularly rebuild and repair the hydraulic cylinders.

### Strategic Result

By June 2017, less than 5% of scheduled days of operation and events on the Oklahoma River will be cancelled due to adverse, non-weather related river conditions

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
4%	0%	0%	0%

## ISSUE 5

Increasing demands to comply with ADA requirements without continued training and resources will result in limited mobility for citizens and increased exposure to potential liabilities.

### Strategy

Complete employee and contractor certification as required for administration, design and construction of ADA improvements. Pursue contractor pre-qualification requirement for ADA training. Prioritize all locations included in the listing of non-compliant locations. Correct non-compliant locations when encountered in existing programmed work.

### Strategic Result

By June 2017, The Public Works Department will improve the City's compliance with the Americans with Disabilities Act (ADA), as evidenced by:

Complete 75% of locations identified in the 2008 Downtown Accessibility Review			
FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	42%	30%	50%

## MAJOR BUDGET CHANGES

General Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$86,655	-
2.	Deletes a vacant Construction Project Coordinator position in the Engineering line of business	(\$93,415)	(1.00)
3.	Deletes a vacant Engineering Aide I position in the Administration line of business	(\$60,940)	(1.00)
4.	Deletes a vacant Field Operations Supervisor position in the Streets, Traffic and Drainage Maintenance line of business	(\$61,890)	(0.58)
5.	Adds a Senior Project Manager position to the Engineering line of business	\$77,836	1.00
6.	Adds funding for street repair and maintenance materials	\$500,000	0.00
7.	Adds funding for Chargebacks	\$394,458	0.00
8.	Adds a Civil Engineer I position to the Engineering line of business	\$74,683	1.00

Stormwater Drainage Utility Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance and other benefits	\$48,341	-
2.	Deletes a vacant Field Operations Supervisor position in the Streets, Traffic and Drainage Maintenance line of business	(\$33,145)	(0.42)
3.	Adds an Environmental Unit Specialist to the Stormwater Quality line of business	\$61,065	1.00
4.	Adds two Crew Worker II positions to the Oklahoma River Corridor line of business	\$84,478	2.00
5.	Adds funding for maintenance of the Oklahoma River dam system	\$150,000	-



## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$6,571,302	\$8,283,207	\$8,419,224	1.64%
Engineering	13,550,692	5,477,639	5,528,976	0.94%
Field Services	4,084,366	4,085,373	4,150,588	1.60%
Oklahoma River	931,302	1,826,665	1,777,409	-2.70%
Storm Water Quality	2,845,239	3,241,236	3,291,705	1.56%
Streets, Traffic & Drainage Maint.	25,178,973	30,236,374	22,088,523	-26.95%
Traffic Management	1,578,556	1,516,354	1,494,835	-1.42%
<b>Total Operating Expenditures</b>	<b>\$54,740,430</b>	<b>\$54,666,848</b>	<b>\$46,751,260</b>	<b>-14.48%</b>
Capital Expenditures	\$11,744,360	\$26,359,578	\$34,394,871	30.48%
Other Non-Operating Expenditures	5,115,842	7,020,065	2,507,320	-64.28%
<b>Department Total</b>	<b>\$71,600,632</b>	<b>\$88,046,491</b>	<b>\$83,653,451</b>	<b>-4.99%</b>
Less Interfund Transfers	(\$12,935,946)	(\$8,000,000)	(\$500,000)	-93.75%
<b>Total All Funds</b>	<b>\$58,664,686</b>	<b>\$80,046,491</b>	<b>\$83,153,451</b>	<b>3.88%</b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	\$41,372,169	\$38,816,552	\$30,860,039	-20.50%
Street & Alley Fund	1,103,565	1,635,535	1,026,347	-37.25%
Storm Water Drainage Utility Fund	15,439,202	19,619,464	19,694,476	0.38%
Grants Management Fund	4,678,014	4,793,124	119,700	-97.50%
Capital Improvement Projects Fund	8,569,853	20,954,875	29,565,269	41.09%
Special Purpose Fund	437,828	2,226,941	2,387,620	7.22%
<b>Total All Funding Sources</b>	<b>\$71,600,631</b>	<b>\$88,046,491</b>	<b>\$83,653,451</b>	<b>-4.99%</b>
Less Interfund Transfers	(\$12,935,946)	(\$8,000,000)	-\$500,000	-93.75%
<b>Grand Total All Funds</b>	<b>\$58,664,686</b>	<b>\$80,046,491</b>	<b>\$83,153,451</b>	<b>3.88%</b>

## POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	19.20	23.20	22.20	-4.31%
Engineering	55.80	54.80	56.80	3.65%
Field Services	50.00	49.00	50.00	2.04%
Oklahoma River Corridor	5.00	5.00	7.00	40.00%
Storm Water Quality	27.00	27.00	28.00	3.70%
Streets, Traffic & Drainage Maint.	223.00	222.00	221.00	-0.45%
Traffic Management	13.00	14.00	15.00	7.14%
<b>Department Total</b>	<b>393.00</b>	<b>395.00</b>	<b>400.00</b>	<b>1.27%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
General Fund	286.35	287.70	290.05	0.82%
Storm Water Drainage Utility Fund	106.65	107.30	109.95	2.47%
<b>Total All Funding Sources</b>	<b>393.00</b>	<b>395.00</b>	<b>400.00</b>	<b>1.27%</b>

## PUBLIC WORKS 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.

The Business Services Program 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of terminations submitted to Personnel Department by termination date	78%	82%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	94%	98%	98%
Result	% of underutilized vehicles (excluding heavy equipment) in the Public Works Fleet	20%	N/A	20%	20%
Output	# of FTE's supported	379	382	395	400
Output	Dollar amount of operating expenditures (actual) managed	\$54,740,430	\$45,552,686	\$54,666,848	\$46,751,260

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

Executive Leadership		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of key measures achieved	47%	45%	75%	75%
Result	% of performance evaluations completed by the review date	65%	53%	95%	95%

### Administration Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	18.00	\$6,332,282	22.00	\$8,002,054	22.00	\$8,137,148
Executive Leadership	1.20	239,021	1.20	281,153	1.20	282,076
<b>Line of Business Total</b>	<b>19.20</b>	<b>\$6,571,303</b>	<b>23.20</b>	<b>\$8,283,207</b>	<b>23.20</b>	<b>\$8,419,224</b>



## ENGINEERING

The purpose of the Engineering Line of Business is to provide project management, 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.

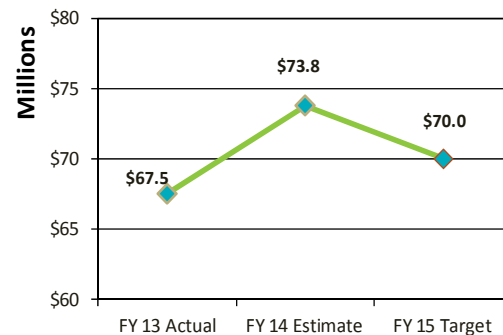
### FOCUS ON PERFORMANCE - \$ VALUE OF G.O. BOND CAPITAL PROJECTS AWARDED

#### 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 shows citizens the annual progress being made toward completing the \$760 million in G.O. bond projects they approved.

#### What do these Measures Tell Us?

For the first half of the fiscal year, \$46 million in G.O. Bond projects have been awarded which indicates the Engineering program is currently on track with the goal to award \$70 million in projects for the year. Due to on-going utility relocation work, several street widening projects have been rescheduled to be awarded in the second half of the fiscal year. Once these projects and others are awarded, the department expects to meet the target of \$70 million. This data shows annual progress being made towards completion of the \$760 million in G.O. bond projects that were approved.



**The Engineering Project Management Program** provides capital project construction oversight services to the public so they can have improved public facilities completed on time and within program budget.

Project Management		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of construction contracts not exceeding 7% in cost increases following award of contract	44%	57%	75%	75%
Result	% of construction contracts awarded on time	103%	98%	100%	100%
Result	% of projects achieving final acceptance within 90 calendar days of final inspection/substantial completion	47%	32%	75%	75%
Result	% of construction projects completed on time	44%	30%	75%	75%
Output	# of street lane miles constructed*	N/A	N/A	N/A	\$21
Output	Dollar value of non-bond Capital Improvement Projects (CIP) awarded	\$15,617,689	\$24,866,065	\$50,497,554	\$50,497,554
Output	Dollar value of G.O. Bond projects awarded	\$67,521,033	\$73,791,360	\$70,025,000	\$70,025,000

\* New measure. Data will be reported beginning in FY15.

**The Engineering Support Program** provides contract, right-of-way, and property management services to City staff so they can have the information and resources they need to complete the project design within established budgets and timelines.

Engineering Support		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of A/E contracts approved within five months from advertising the project	50%	55%	85%	85%
Result	% of right-of-way parcels delivered within established timelines for each project	44%	93%	60%	60%
Output	# of right-of-way parcels acquired	177	180	150	150
Output	# of A/E contracts approved	125	166	125	125
Output	# of contractor pre-qualifications approved*	N/A	N/A	N/A	192

\* New measure. Data will be reported beginning in FY15.

**The Engineering Technical Review and Regulation Program** 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.

Engineering Technical Review & Regulation		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of customers that receive four (4) week initial document review response including drainage, paving and ADA compliance	49%	51%	80%	80%
Output	# of infrastructure plans reviewed	370	397	400	400
Output	# of work orders issued for Private Development*	N/A	N/A	N/A	425

\* New measure. Data will be reported beginning in FY15.

### **Engineering Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Project Management	22.70	\$10,215,321	24.20	\$2,474,585	26.20	\$2,583,266
Engineering Support	11.70	989,828	9.20	862,139	9.20	836,410
Technical Review and Regulation	21.40	\$2,345,543	21.40	\$2,140,915	21.40	\$2,109,300
<b>Line of Business Total</b>	<b>55.80</b>	<b>\$13,550,692</b>	<b>54.80</b>	<b>\$5,477,639</b>	<b>56.80</b>	<b>\$5,528,976</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.

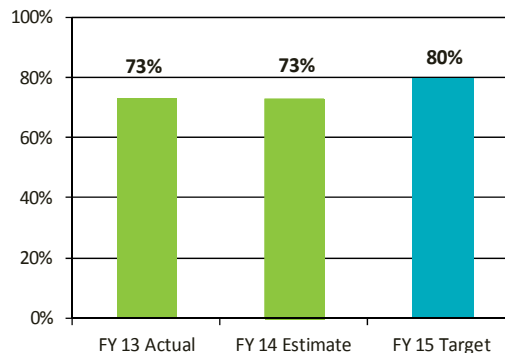
### FOCUS ON PERFORMANCE - % OF PERMANENT UTILITY CUT REPAIRS COMPLETED WITHIN 30 CALENDAR DAYS OF RECEIPT FROM LINE MAINTENANCE

#### 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?

The drought that persisted through 2013 caused a record number of water line breaks. The extra line breaks led to higher than expected numbers of utility cut repairs, which significantly reduced the amount of cut repairs that could be addressed within 30 days. The Public Works department responded to this trend in the fall of 2012 by hiring an additional contractor to perform these needed repairs. As a result of this allocation of additional resources and working more closely with existing contractors, turnaround time for utility cut repairs has drastically improved to where 75% of the repairs are now made within the 30 day time frame.



**The Construction Inspection and Construction Quality Control Program** 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 12-13	FY 13-14		FY 14-15
<b>Construction Inspection and Quality Control</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of soil modifications inspected	80%	88%	80%	80%
Result	% of plan reviews returned to Engineering within one week	68%	96%	75%	75%
Result	Average PCI rating for City Streets	63	64	70	70
Result	% of permanent utility cut repairs completed within 30 calendar days of receipt from Line Maintenance	73%	73%	80%	80%
Result	% of Concrete and Asphalt Placements Inspected	71%	71%	68%	68%
Output	# of square miles of residential street rated	215	131	197	130
Output	# of inspection reports completed	36,247	33,170	35,000	35,000
Output	# of utility cut repairs completed	867	789	800	800

**The Survey Program** 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 12-13	FY 13-14		FY 14-15
<b>Survey</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% surveys completed within 15 days of request	90%	98%	100%	85%
Output	# of surveys completed	93	91	120	120

### **Field Services Positions and Budget**

<b>Program</b>	FY 12-13		FY 13-14		FY 14-15	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Construction Inspection and Construction Quality Control	45.90	\$3,822,969	44.90	\$3,781,716	44.90	\$3,788,025
Survey	4.10	261,398	4.10	303,657	5.10	362,563
<b>Line of Business Total</b>	<b>50.00</b>	<b>\$4,084,367</b>	<b>49.00</b>	<b>\$4,085,373</b>	<b>50.00</b>	<b>\$4,150,588</b>

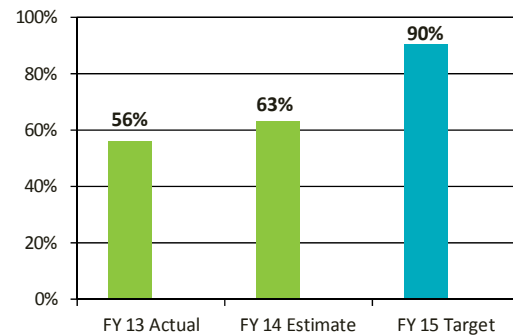
## OKLAHOMA RIVER CORRIDOR

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.

### FOCUS ON PERFORMANCE -% 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. The City includes satisfaction with the river venue as part of the annual Citizen Survey.



#### What Do These Numbers Tell Us?

The data reported for FY14 is based on the latest Citizen Survey which was completed in the summer of 2013. At that time, the satisfaction rate was at 63%, up 7% from the previous year. As development continues along the river, including the white water rafting facility that is part of MAPS 3, the department expects satisfaction to increase in future years eventually reaching the 90% goal.

**The Oklahoma River Corridor Program** 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Oklahoma River Corridor</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of time that the river lakes are at planned full impoundment	52%	88%	88%	88%
Result	% of citizens that are satisfied with the Oklahoma River venue	56%	63%	90%	90%
Output	# of days the river lakes are at full impoundment	191	322	320	320
Output	# of tons of debris removed from the Oklahoma River	240	358	175	175

#### Oklahoma River Corridor Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Oklahoma River Corridor	5.00	\$931,302	5.00	\$1,826,665	6.00	\$1,777,409
<b>Line of Business Total</b>	<b>5.00</b>	<b>\$931,302</b>	<b>5.00</b>	<b>\$1,826,665</b>	<b>6.00</b>	<b>\$1,777,409</b>

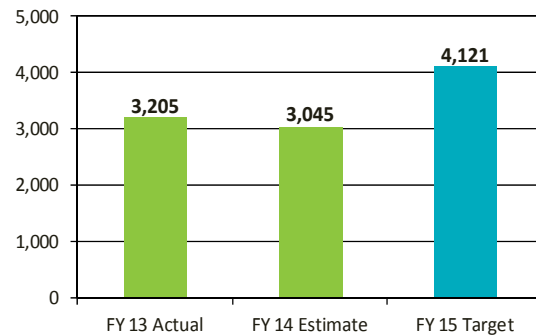
## STORM WATER QUALITY

The purpose of the Storm Water Quality Line of Business is to provide inspections, enforcement, water quality assessments, public outreach, household hazardous waste services, and emergency response for citizens, businesses, and government agencies so they can comply with the Clean Water Act and enjoy a safe and clean environment.

### FOCUS ON PERFORMANCE - # OF POUNDS OF HOUSEHOLD HAZARDOUS WASTE COLLECTED PER 1,000 HOUSEHOLDS

#### Why Is This Measure Important?

The Household Hazardous Waste Facility provides an environmentally safe means for citizens to dispose of hazardous waste. This measure represents the volume of waste materials brought to the Household Hazardous Waste Facility annually that otherwise might have ended up in landfills. 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 well over 500,000 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 Environmental Water Quality Program provides environmental water quality health assessments and technical assistance services to citizens, businesses, and government agencies so they can realize a reduction of pollution in community waterways and comply with the Clean Water Act

		FY 12-13	FY 13-14		FY 14-15
Environmental Water Quality		Actual	Estimate	Target	Target
Result	% stormwater pollution tests where pollution is not detected	65%	92%	94%	93%
Output	# of dry weather sites monitored	354	60	143	188

**The Stormwater Quality Public Outreach Program** provides public education and training services to increase environmental awareness through workshops, school programs, and public events so the public is informed about the City's stormwater quality program.

		FY 12-13	FY 13-14		FY 14-15
<b>Stormwater Public Outreach</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of schools contacted that will participate in the stormwater quality program*	N/A	N/A	N/A	44%
Output	# of schools participating*	N/A	N/A	N/A	25
Output	# of public outreach contacts	5,501,542	1,598,243	2,500,000	5,000,000

\* New measure. Data will be reported beginning in FY15.

**The Household Hazardous Waste Collection Program** provides awareness, reuse, recycling, and disposal services to the residents of Oklahoma City and participating municipalities so they can reduce their household hazardous waste and dispose of it in an environmentally safe manner.

		FY 12-13	FY 13-14		FY 14-15
<b>Household Hazardous Waste Collection</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	Pounds of household hazardous waste collected per 1,000 households	3,205	3,045	2,695	4,121
Result	% of households that are aware of OKC household hazardous waste collection services	59%	59%	65%	65%
Output	# of pounds of household hazardous waste collected via special collections	125,157	221,418	125,197	141,799
Output	# of pounds of household hazardous waste collected	469,928	950,448	495,363	620,560

**The Storm Water Permitting Program** provides training, inspections, and enforcement to developers, contractors, facility owner/operators, and the public so they can prevent pollution of community waterways.

		FY 12-13	FY 13-14		FY 14-15
<b>Storm Water Permitting</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of construction inspections in compliance with stormwater pollution prevention plan requirements	96%	97%	97%	97%
Result	% of industrial inspections in compliance with stormwater pollution prevention plan	98%	98%	98%	98%
Output	# of industrial inspections conducted	935	1,325	1,000	1,000
Output	# of construction enforcement actions issued	195	256	200	200
Output	# of industrial enforcement actions issued	24	32	25	25
Output	# of constructions inspections conducted	5,748	7,868	6,000	6,000

### Storm Water Quality Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Environmental Water Quality	5.25	\$691,868	5.10	\$778,033	6.10	\$844,846
Household Hazardous Waste Collection	7.10	867,211	7.10	1,063,979	7.10	952,448
*Public Outreach	0.00	0.00	0.00	0.00	1.00	130,433
Storm Water Permitting	14.65	1,286,159	14.80	1,399,224	13.80	1,363,978
<b>Line of Business Total</b>	<b>27.00</b>	<b>\$2,845,238</b>	<b>27.00</b>	<b>\$3,241,236</b>	<b>28.00</b>	<b>\$3,291,705</b>

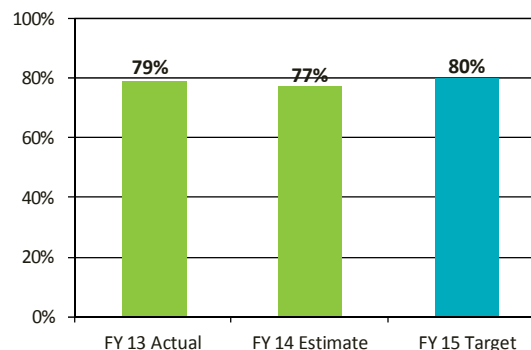
## STREETS, TRAFFIC AND DRAINAGE MAINTENANCE

The purpose of the Streets, Traffic, and Drainage Maintenance Line of Business is to provide infrastructure installation, repair and maintenance, graffiti removal and emergency response services to citizens and the traveling public so they can have transportation and drainage systems that meet their expectations.

### FOCUS ON PERFORMANCE - % OF POTHOLE REPAIRS COMPLETED WITHIN 3 WORKING DAYS OF REQUEST

#### Why Is This Measure Important?

This performance measure shows how well the City responds when a citizen reports a pothole needing repair. Setting performance goals for these types of repairs reflects the City's commitment to providing timely responses to citizen requests and also addresses findings in the most recent Citizen Survey which indicated low citizen satisfaction with the maintenance of city streets.



#### What Do These Numbers Tell Us?

Performance levels have remained constant compared to last year. For the first six months of the year, street crews repaired 1,683 potholes reported by citizens. The Department continues the practice of focusing crews' efforts on complaint-generated repairs first and using personnel from other programs to supplement existing staff as needed, in order to improve responsiveness.

The Drainage Program provides new construction and infrastructure maintenance and installation so they can have reliable stormwater runoff control.

Drainage		FY 12-13		FY 13-14		FY 14-15
		Actual	Estimate	Target	Target	
Result	% of requested drainage repairs completed within 30 days	75%	83%	90%	90%	
Output	# of drainage repairs completed	1,555	2,101	2,000	2,000	



**The Graffiti Removal Program** removes graffiti from property so the public can experience a clean and safe environment.

Graffiti Removal		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of graffiti work orders completed within 10 days	96%	97%	90%	90%
Output	# of square feet of graffiti abated	269,564	216,497	450,000	450,000
Output	# of graffiti work orders completed	1,380	1,054	2,700	2,700

**The Streets Program** provides roadway repair, reconstruction, and debris removal services to the public so they can travel safely and comfortably throughout the City.

Streets		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of pothole repairs completed within 3 days of request	79%	77%	80%	80%
Result	% of citizens satisfied with the condition of streets	38%	35%	50%	50%
Output	# of potholes repaired	83,478	76,093	80,000	80,000
Output	# lane miles micro resurfaced	61	85	100	80
Output	# of lane miles chip sealed	28	48	40	40

**The Traffic Operations Program** provides traffic control installation and maintenance services to the traveling public so they can travel safely and efficiently throughout the City.

Traffic Operations		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of priority traffic signal calls responded to within 30 minutes	70%	75%	80%	80%
Output	% of traffic work orders completed within a week*	N/A	N/A	N/A	80%
Output	# of traffic signal installation and repairs completed	7,502	7,640	5,500	5,500
Output	# of traffic sign installation and repairs completed	3,955	4,089	3,200	3,200

\* New measure, data will be reported in FY15.

**Street, Traffic and Drainage Maintenance Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Drainage	62.45	\$6,118,694	62.10	\$6,520,020	61.75	\$6,632,717
Graffiti Removal	2.30	247,715	2.30	272,999	2.30	268,015
Streets	111.50	15,007,638	111.00	19,205,748	110.50	11,044,121
Traffic Operations	46.75	3,804,926	46.60	4,237,607	46.45	4,143,670
<b>Line of Business Total</b>	<b>223.00</b>	<b>\$25,178,973</b>	<b>222.00</b>	<b>\$30,236,374</b>	<b>221.00</b>	<b>\$22,088,523</b>

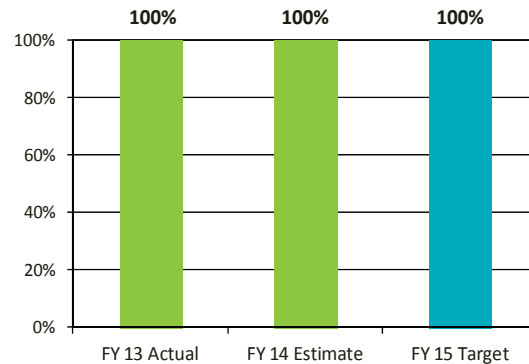
**TRAFFIC MANAGEMENT**

The purpose of the Traffic Management line of business is to support the Traffic and Transportation Commission, produce meaningful traffic data, and provide traffic engineering services to the public, City staff, and other agencies, so all roadway users can travel safely and efficiently.

**FOCUS ON PERFORMANCE - % 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?**

Traffic Management has completed all traffic studies within 30 days, helping to address 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.

**The Traffic and Transportation Program** provides City staff support to the Traffic and Transportation Commission so they can act on requests for traffic safety and infrastructure improvements; process and issue work zone permits, inspect work zones for compliance, and enforce permit requirements, so the public may safely use the right of way.

Traffic and Transportation Services		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% Traffic Commissioners stating they have the information necessary to make educated decisions.	100%	100%	100%	100%
Result	% of work zone permits issued within one week of request	100%	8%	129%	129%
Output	# of work zone compliance inspections*	N/A	N/A	N/A	3,600
Output	# of recommendations submitted to the Traffic Commission	116	135	144	144
Output	# of work zone permit requests processed	2,162	1,950	2,200	2,200

\* New measure. Data will be reported beginning in FY15.



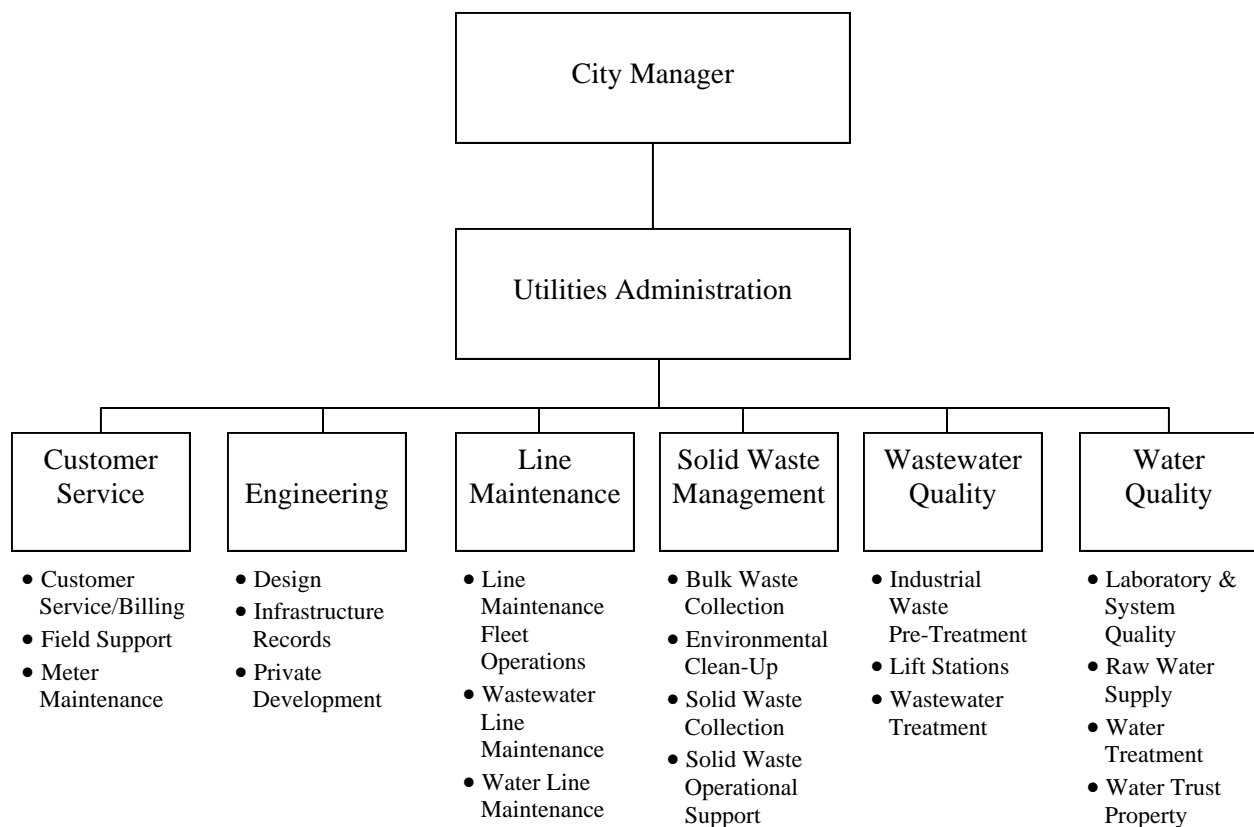


The City of  
**OKLAHOMA CITY**

# Utilities

**MARSHA SLAUGHTER, P.E., DIRECTOR**

marsha.slaughter@okc.gov



## DEPARTMENT MISSION

**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

## ISSUE 1

The increasing age of the infrastructure and other capital assets, if not addressed by adequate infrastructure investment, will result in higher service disruption.

### Strategy

Continue facility improvement and equipment replacement based on age and maintenance issues.

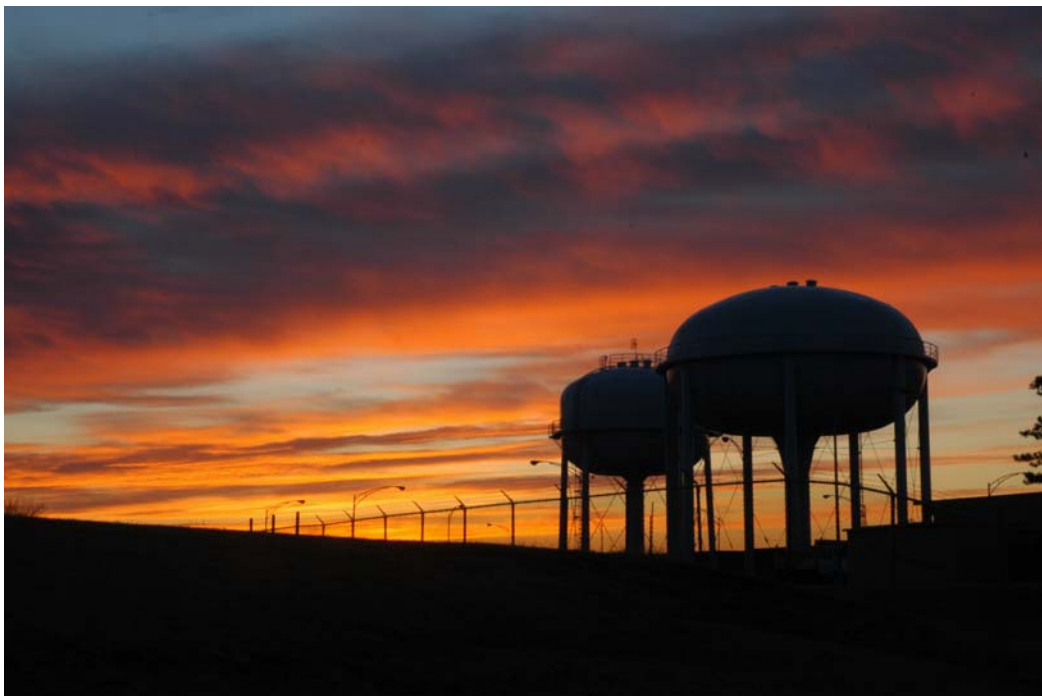
### Strategic Results

By 2017, utility service reliability will be maintained as indicated by:

75% of water main breaks will be repaired within 72 hours			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
70%	73%	70%	70%

90% of wastewater backup calls will be responded to within 2 hours			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
91%	91%	90%	90%

95% of solid waste routes completed by 5:00 p.m.			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
93%	80%	95%	95%



## ISSUE 2

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 age and maintenance issues.

### Strategic Results

By 2015, Utilities will maintain or improve customer satisfaction as indicated by:

89% of customers surveyed are satisfied with solid waste management services			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
88%	87%	89%	89%

86% of customers surveyed are satisfied with water services			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
84%	83%	86%	N/A

81% of customers surveyed are satisfied with wastewater services			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
80%	79%	81%	N/A

### ISSUE 3

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.

#### Strategy

Continue to monitor trends in customer concerns and system performance and adjust business practices accordingly.

#### Strategic Results

By 2015, Utilities will maintain or improve customer satisfaction as indicated by:

89% of customers surveyed are satisfied with solid waste management services			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
88%	87%	89%	89%

86% of customers surveyed are satisfied with water services			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
84%	83%	86%	N/A

81% of customers surveyed are satisfied with wastewater services			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
80%	79%	81%	N/A

### ISSUE 4

The increasing number of retirements and difficulty in recruiting and retaining qualified employees, if not addressed, will impair the Utilities Department's ability to maintain and improve service reliability.

#### Strategy

Continue to pursue training strategies to broaden employee's workplace skills.



## Strategic Results

Ensure a safe and qualified workforce for delivering customer service as indicated by:

8% or less injury rate, by 2015			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
11%	10%	10%	N/A

By the end of FY 2018, the Utilities Department will have implemented a workforce succession plan to achieve career progression and meet job training requirements.

<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
40%	50%	50%	60%

## ISSUE 5

The increasing need to modernize and upgrade systems, equipment, and technology, coupled with an increasing cost of those improvements, is impairing the ability to maintain and improve customer service, efficiency, safety, regulatory monitoring and compliance, and operational performance.

### Strategy

Continue implementation of automation tools and monitor regulatory trends to prepare for future requirements.

## Strategic Results

Utilities will maintain federal and state regulatory compliance as evidenced by:

99% compliance rate of all wastewater treatment plants			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
100%	99%	100%	100%

99% compliance rate of all water treatment plants			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
100%	100%	100%	100%

## ISSUE 6

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.

### Strategy

Continue to update the Utilities Financial Plan and Cost-of-Service analysis to maintain the Utilities Department’s strong financial position.

### Strategic Results

Protect the customers' investment in the utility by maintaining strong financial management as demonstrated by:

OCWUT will maintain bond ratings of AAA from Standard and Poor’s and Aa1 from Moody’s Investor’s Service			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
AAA / Aa1	AAA / Aa1	AAA / Aa1	AAA / Aa1

OCEAT will maintain its bond rating of AAA from Standard and Poor’s			
<b>FY 12-13 Actual</b>	<b>FY 13-14 Estimate</b>	<b>FY 13-14 Target</b>	<b>FY 14-15 Target</b>
AAA	AAA	AAA*	AAA

\*Updated from prior reports.

## ISSUE 7

The increasing depletion and reduced availability of natural resources and commodities, if not addressed, will result in the inability to meet service expectations of our customers.

### Strategy

Continue to pursue feasible alternative operational and procurement strategies that minimize the use of limited natural resources and commodities as opportunities arise.

### Strategic Results

Utilities will maintain and improve its environmental stewardship as evidenced by:

During FY 2015, begin implementation of 30 year solid waste flow and disposal plan\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	N/A	N/A

\*New measure, data will be reported in FY15

By FY2015, Develop an American Water Works Association compliant water conservation plan\*

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	N/A	N/A	100%

\*New measure, data will be reported in FY15

By FY2015, Open xeriscape demonstration garden

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
N/A	100%	100%	100%

By FY2015, an average daily volume of 8 million gallons of treated wastewater will be sold for reuse

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
7	6	6	6

By 2020, 100% of qualified utility vehicles converted to CNG or hybrid fuel units where determined beneficial

FY 12-13 Actual	FY 13-14 Estimate	FY 13-14 Target	FY 14-15 Target
48%	48%	27%	27%

## MAJOR BUDGET CHANGES

Water Utilities Fund		Amount	Positions
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	(\$22,366)	-
2.	Add a split-funded Revenue Auditor in the Finance Program for all Utilities-related revenue management	\$37,341	0.50
3.	Add a split-funded Environmental Unit Supervisor to the new Water Conservation Program to supervise enforcement of water use restrictions	\$33,043	0.50
4.	Add two split-funded Water Service Representatives to the Field Support program under Customer Service for service notifications and installations	\$52,938	1.10
5.	Add one split-funded Meter Reader to the Maintenance Program in Customer Service to meet workload demand	\$21,807	0.50
6.	Add one split-funded Unit Operations Leader to Customer Service for workforce management and reduce overage line item	\$4,777	0.50
7.	Add one split-funded Accounts Auditor to Customer Service as a primary contact for account research and reconciliation	\$8,882	(0.05)
8.	Make an overage Engineering Assistant I into permanent position to meet workload demand	\$35,717	0.50
9.	Make an overage Management Specialist into a permanent position to manage the Water Conservation Program	\$41,059	0.50
10.	Make an overage Inventory Technician into a permanent position	\$30,579	0.50
11.	Make an overage Electronic Technician II into permanent position to meet workload demand	\$71,058	1.00
12.	Increases funding for chemicals due to higher demand and costs in water treatment	\$650,000	-
13.	Decrease funding for electricity by managing consumption to utilize rate concessions	(\$1,500,000)	-
14.	Changes in internal service chargeback cost for Print Shop, Information Technology and Risk Management	\$252,011	-

<b>Wastewater Utilities Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	(\$95,803)	-
2.	Add a split-funded Revenue Auditor in the Finance Program for all Utilities-related revenue management	\$37,342	0.50
3.	Add a split-funded Environmental Unit Supervisor to the new Water Conservation Program to supervise enforcement of water use restrictions	\$33,043	0.50
4.	Add two split-funded Water Service Representatives to the Field Support program under Customer Service for service notifications and installations	\$43,312	0.90
5.	Add one split-funded Meter Reader to the Maintenance Program in Customer Service to meet workload demand	\$21,809	0.50
6.	Add one split-funded Unit Operations Leader to Customer Service for workforce management and reduce overage line item	\$9,683	0.50
7.	Add one split-funded Accounts Auditor to Customer Service as a primary contact for account research and reconciliation	\$8,882	0.05
8.	Make an overage Engineering Assistant I into permanent position to meet workload demand	\$35,717	0.50
9.	Make an overage Management Specialist into a permanent position to manage the Water Conservation Program	\$41,059	0.50
10.	Make an overage Inventory Technician into a permanent position	\$30,579	0.50
11.	Adds funding for a third party contractor to provide closed circuit television (CCTV) inspections of wastewater mains	\$300,000	-
12.	Changes in internal service chargeback cost for Print Shop, Information Technology and Risk Management	\$329,922	-
<b>Solid Waste Fund</b>		<b>Amount</b>	<b>Positions</b>
1.	Changes in personnel related costs such as salaries, merit, retirement, health insurance, and other benefits	\$70,813	-

## EXPENDITURES

Summary of Expenditures by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
<b>Operating Expenditures</b>				
Administration	\$17,731,840	\$21,180,095	\$21,740,417	2.65%
Customer Service	11,664,788	12,966,426	13,166,007	1.54%
Engineering	2,263,994	2,638,466	2,695,298	2.15%
Line Maintenance	18,995,768	19,759,775	19,910,438	0.76%
Solid Waste	8,459,233	9,878,135	9,955,943	0.79%
Wastewater Quality	2,485,090	2,739,988	2,765,075	0.92%
Water Quality	29,331,884	28,876,351	27,507,386	-4.74%
<b>Department Total</b>	<b><u>\$90,932,597</u></b>	<b><u>\$98,039,236</u></b>	<b><u>\$97,740,564</u></b>	<b><u>-0.30%</u></b>

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Wastewater Cash Fund	\$25,030,421	\$27,443,958	\$28,242,841	2.91%
Water Cash Fund	55,785,657	58,776,695	57,727,548	-1.78%
Solid Waste Mgmt Cash Fund	10,116,519	11,818,583	11,770,175	-0.41%
<b>Total All Funding Sources</b>	<b><u>\$90,932,597</u></b>	<b><u>\$98,039,236</u></b>	<b><u>\$97,740,564</u></b>	<b><u>-0.30%</u></b>

## POSITIONS

Summary of Positions by Purpose	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Administration	39.00	40.00	43.00	7.50%
Customer Service	168.00	169.00	174.00	2.96%
Engineering	25.00	27.00	28.00	3.70%
Line Maintenance	242.00	244.00	244.00	0.00%
Solid Waste	111.00	111.00	111.00	0.00%
Wastewater Quality	25.50	25.50	25.50	0.00%
Water Quality	134.50	135.50	136.50	0.74%
<b>Department Total</b>	<b>745.00</b>	<b>752.00</b>	<b>762.00</b>	<b>1.33%</b>

Summary of Positions by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Wastewater Cash Fund	267.90	270.85	275.30	1.64%
Water Cash Fund	366.10	370.15	375.70	1.50%
Solid Waste Cash Fund	111.00	111.00	111.00	0.00%
<b>Total All Funding Sources</b>	<b>745.00</b>	<b>752.00</b>	<b>762.00</b>	<b>1.33%</b>



## UTILITIES 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.

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

		FY 12-13	FY 13-14		FY 14-15
<b>Business Services</b>		Actual	Estimate	Target	Target
Result	% of terminations submitted to Personnel Department by termination date	39%	86%	95%	95%
Result	% of full-time equivalent employees without an on the job injury (OJI) in the current fiscal year	96%	92%	95%	95%
Output	# of FTE's supported	711	713	752	762
Output	Dollar amount of operating expenditures managed	\$90,932,597	\$91,306,948	\$98,039,236	\$97,740,564

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

		FY 12-13	FY 13-14		FY 14-15
<b>Executive Leadership</b>		Actual	Estimate	Target	Target
Result	% of key measures achieved	91%	74%	75%	75%
Result	% of performance evaluations completed by the review date	55%	54%	95%	95%

### Administration Positions and Budget

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Business Services	35.40	\$17,326,233	36.40	\$20,779,143	40.40	\$21,383,161
Executive Leadership	3.60	405,608	3.60	400,952	2.60	357,256
<b>Line of Business Total</b>	<b>39.00</b>	<b>\$17,731,840</b>	<b>40.00</b>	<b>\$21,180,095</b>	<b>43.00</b>	<b>\$21,740,417</b>



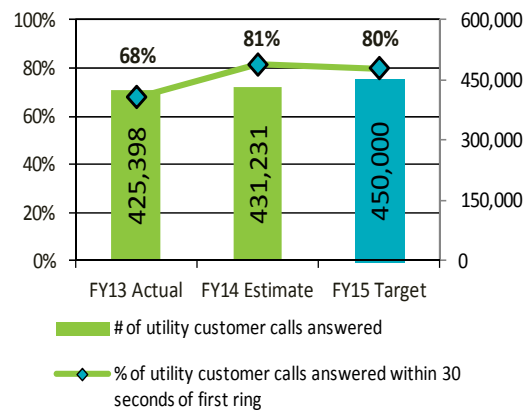
## CUSTOMER SERVICE

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.

### FOCUS ON PERFORMANCE - % OF UTILITY CALLS ANSWERED WITHIN 30 SECONDS OF FIRST RING

#### 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. Answering customer calls quickly contributes to increased customer satisfaction with the Utilities Department. When a call is handled in a professional and timely manner, it can lead to a positive perception of the City as a whole. In March 2013, the Customer Service Division implemented new technologies to better utilize the call center workforce and improve efficiency.



#### What Do These Numbers Tell Us?

Of the 212,586 calls answered through the first six months of the fiscal year, the Customer Service representatives answered 81% within 30 seconds. This data is an improvement from the previous year’s level of achievement, attributable to call center improvements. The Utilities Department expects to maintain this consistent level of service for the remainder of the year.

The Customer Service/Billing Program provides account billing and customer issue resolution services to Utility customers so they can receive correct account information, accurate billing, and prompt issue resolution.

		FY 12-13	FY 13-14		FY 14-15
<b>Customer Service/Billing</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of utility customer calls answered within 30 seconds of first ring	68%	81%	80%	80%
Result	% of utility calls resolved on first contact	93%	67%	94%	94%
Output	# of utility bills issued	2,575,136	2,563,764	2,400,000	2,400,000
Output	# of utility customer calls answered	425,398	431,231	450,000	450,000

**The Field Support Program** 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.

Field Support		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of water emergencies prioritized or resolved within one hour from notification by dispatch	96%	97%	95%	95%
Output	# of new water service construction inspections completed	3,502	4,279	3,300	3,300
Output	# of water service notifications completed	193,809	184,648	146,800	146,800

**The Meter Maintenance Program** 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.

Meter Maintenance		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of scheduled, aging meters replaced	99%	97%	100%	100%
Result	% of meter readings that are accurate	100%	100%	99%	99%
Output	# of meter replacements completed	11,483	12,470	13,200	13,200
Output	# of meter readings completed	2,500,331	2,543,385	2,328,884	2,328,884

### **Customer Service Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Customer Service/Billing	67.18	\$4,931,030	67.18	\$5,836,113	68.18	\$5,846,215
Field Support	38.91	2,934,133	39.91	2,967,793	41.91	3,056,538
Meter Maintenance	61.91	3,799,625	61.91	4,162,520	63.91	4,263,254
<b>Line of Business Total</b>	<b>168.00</b>	<b>\$11,664,788</b>	<b>169.00</b>	<b>\$12,966,426</b>	<b>174.00</b>	<b>\$13,166,007</b>

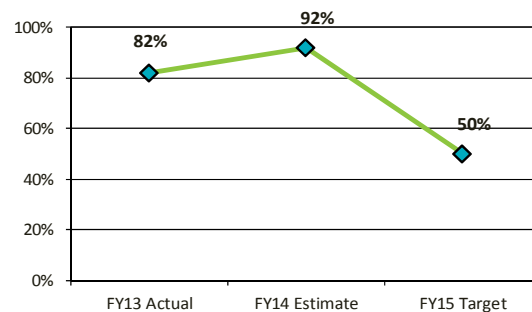
## ENGINEERING

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.

### FOCUS ON PERFORMANCE - % OF 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?**

For FY14, the percentage of water and wastewater infrastructure projects that have been completed on time is 92%, representing an improvement from the previous year. Demand as measured by construction projects completed has decreased with 17 construction projects completed through the first six months of this year compared to 24 projects in the first half of last year.

**The Design Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of GO Bond project documents reviewed within 7 working days	95%	89%	86%	86%
Result	% of projects completing construction within the contract time	82%	92%	50%	50%
Output	# of GO Bond project documents reviewed	77	81	84	84
Output	# of construction projects completed	53	44	24	24
Output	\$ awarded for engineering and construction projects	\$79,132,041	\$38,114,121	\$68,580,000	\$68,580,000

**The Infrastructure Records Program** 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.

		FY 12-13	FY 13-14		FY 14-15
Infrastructure Records		Actual	Estimate	Target	Target
Result	% of water and sewer main locate requests completed within 30 minutes	98%	96%	85%	85%
Output	# of water and sewer main locate requests completed	7,422	7,705	6,060	6,060

**The Private Development Program** 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.

		FY 12-13	FY 13-14		FY 14-15
Private Development		Actual	Estimate	Target	Target
Result	% of water and wastewater private development plans reviewed within two weeks of receipt	95%	106%	95%	95%
Output	# of water and wastewater private development plans reviewed	616	852	480	480

**Engineering Positions and Budget**

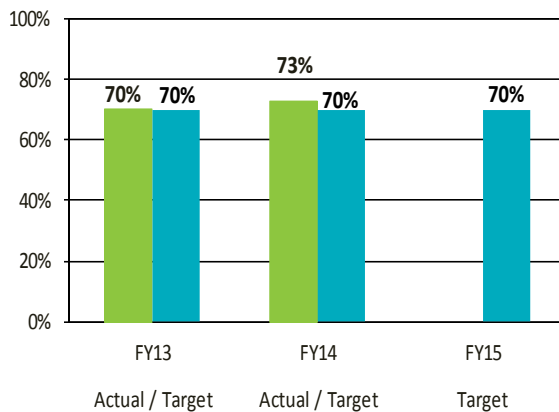
Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Design	15.22	\$1,334,312	16.22	\$1,660,194	16.22	\$1,633,850
Infrastructure Records	5.34	429,269	6.34	478,967	6.34	483,455
Private Development	4.44	500,414	4.44	499,305	5.44	577,993
<b>Line of Business Total</b>	<b>25.00</b>	<b>\$2,263,994</b>	<b>27.00</b>	<b>\$2,638,466</b>	<b>28.00</b>	<b>\$2,695,298</b>



## 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.

### FOCUS ON PERFORMANCE - % 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 all at once. Tracking how promptly these breaks are repaired allows the Utilities department to accurately determine how long it is taking crews to return water service to normal. Timely repair of water main breaks is important in maintaining citizen satisfaction with City services and building citizen confidence.

#### 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 met or exceeded its goal of repairing water main breaks in 72 hours with 73% of these line breaks being repaired within time standards this year. This 72 hour window includes allowing, in some cases, up to 48 hours to locate underground utilities before repairs can begin.

**The Line Maintenance Fleet Operations Program** provides vehicle and equipment maintenance services to departmental employees so they have safe and reliable vehicles and equipment.

		FY 12-13	FY 13-14		FY 14-15
Line Maintenance Fleet Operations		Actual	Estimate	Target	Target
Result	% of vehicles and equipment available for use	98%	98%	95%	95%
Result	% of qualified utility vehicles converted to CNG or hybrid fuel units	48%	48%	27%	27%
Result	% of underutilized fleet vehicles	19%	20%	15%	15%
Output	# of vehicle and equipment work orders completed	4,399	4,466	4,500	4,500
Output	# of vehicle and equipment preventative maintenance work orders completed	2,001	1,975	2,000	2,000

**The Wastewater Line Maintenance Program** provides sanitary sewer line construction and maintenance services to Utility customers so they can have uninterrupted sanitary sewer disposal.

Wastewater Line Maintenance		FY 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of sewer work orders completed in 72 hours	78%	33%	80%	80%
Result	% of wastewater backup calls responded to within 2 hours	91%	91%	90%	90%
Output	# of feet wastewater pipe cleaned of roots	252,560	264,769	1,000,000	1,000,000
Output	# of wastewater point repairs	365	358	800	800
Output	# of feet of wastewater pipe TV-inspected	196,429	154,629	150,000	150,000
Output	# of feet of wastewater pipe flushed or cleaned	4,275,924	4,815,590	3,000,000	3,000,000

**The Water Line Maintenance Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of water main breaks repaired within 72 hours	70%	73%	70%	70%
Result	% of water line maintenance work orders completed in 72 hours	69%	75%	70%	70%
Output	# of hydrant repairs made	380	483	500	500
Output	# of service line repairs made	2,144	2,162	5,000	5,000
Output	# of valve repairs made	188	189	190	190
Output	# of water main repairs made	1,157	859	1,500	1,500

### **Line Maintenance Positions and Budget**

Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Line Maintenance Fleet Operations	22.00	\$3,353,690	22.00	\$3,231,925	22.00	\$3,194,654
Wastewater Line Maintenance	121.00	8,162,935	122.00	8,535,751	122.00	8,771,601
Water Line Maintenance	99.00	7,479,144	100.00	7,992,099	100.00	7,944,183
<b>Line of Business Total</b>	<b>242.00</b>	<b>\$18,995,768</b>	<b>244.00</b>	<b>\$19,759,775</b>	<b>244.00</b>	<b>\$19,910,438</b>

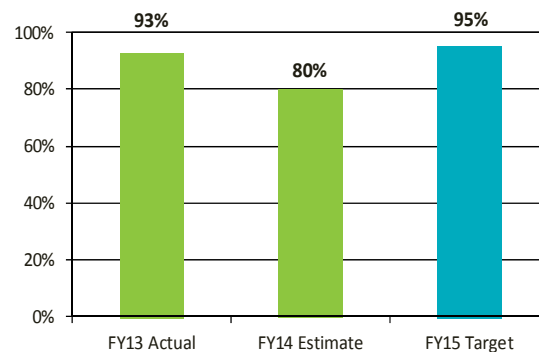
## SOLID WASTE

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.

### FOCUS ON PERFORMANCE - % OF SCHEDULED SOLID WASTE ROUTES COLLECTED BY 5:00 P.M.

#### Why is This Measure Important?

Most citizens expect their trash to be picked up by the time they arrive home in the evenings. This performance measure demonstrates the efficiency of refuse collection activity, specifically, the percentage of collection routes that are completed by 5:00 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 high service levels in this area can impact citizens' overall perception of City operations .



#### What Do These Numbers Tell Us?

It is time to re-balance solid waste collection routes in the faster-growing parts of the city. Re-routing City-provided solid waste collection in fall 2008 greatly improved the percentage of time weekly collection was completed by 5:00 p.m. Plans are underway to complete similar re-routing of the contractor-provided collection services, more than 60 percent of all accounts later this calendar year. Route completion time will improve with this re-balancing of work. Overall, 80% of solid waste routes were collected by 5:00 p.m., a decrease from previous years. According to the most recent citizen survey, customer satisfaction with residential trash collection services remains high at 87%.

**The Bulk Waste Collection Program** provides bulk solid waste removal services to City residents so they can have their bulk waste disposed of in a satisfactory manner.

		FY 12-13	FY 13-14		FY 14-15
<b>Bulk Waste Collection</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of customers reporting satisfactory bulk waste service	78%	73%	84%	84%
Output	# of bulk waste tons collected and disposed	41,563	44,945	40,500	40,500
Output	# of customer service request responses	2,837	2,785	2,500	2,500

**The Environmental Clean-Up Program** provides litter removal, illegal dumping removal, and environmental clean-up services to City residents and visitors so they can enjoy a clean, healthy environment.

		FY 12-13	FY 13-14		FY 14-15
<b>Environmental Clean-Up</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of litter collection routes completed monthly	74%	63%	85%	85%
Output	# of lane miles from which litter is collected	2,813	2,170	3,120	3,120
Output	# of tires removed and disposed	3,939	2,978	2,700	2,700
Output	# of tons of illegal dumping and litter removed	962	1,026	850	850

**The Solid Waste Collection Program** 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Solid Waste Collection</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of solid waste stream diverted through recycling	4%	0%	0%	0%
Result	% of scheduled solid waste routes collected by 5:00 pm	93%	80%	95%	95%
Result	% of solid waste collection carts and recycle bins delivered, repaired or replaced within 3 business days	94%	93%	90%	90%
Result	% of customers surveyed who are satisfied with solid waste services	88%	87%	89%	89%
Output	# of tons of solid waste collected	229,012	249,067	231,000	231,000

**The Solid Waste Operational Support Program** 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Solid Waste Operational Support</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of Cart/Bulk customer complaints resolved in 3 business days	94%	95%	85%	85%
Result	% of Field Quality Representative service orders complaint resolved in 5 business days	97%	98%	95%	95%
Result	% of Action Center customer complaints resolved in 2 weeks	99%	99%	90%	90%
Result	% of total Solid Waste customer complaints resolved by the prescribed deadline	95%	93%	85%	85%
Output	# of customer complaints resolved	11,534	13,679	10,000	10,000



### Solid Waste Positions and Budget

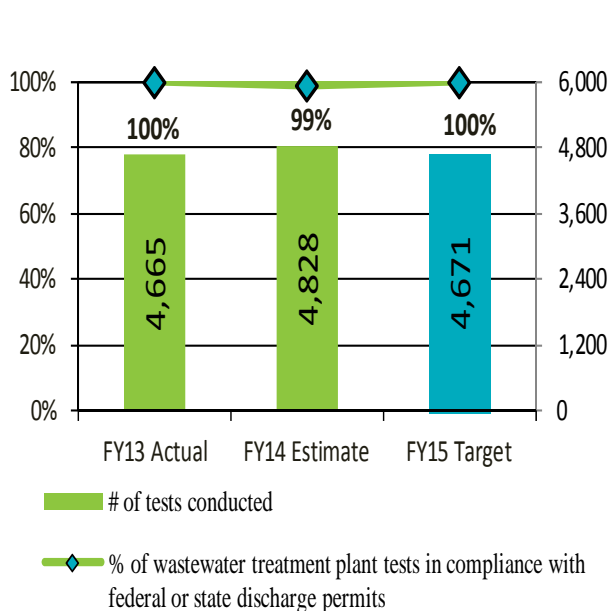
Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Bulk Waste Collection	32.00	\$1,852,345	32.00	\$2,013,911	32.00	\$2,020,694
Environmental Clean-Up	9.00	531,372	9.00	603,461	9.00	606,734
Solid Waste Collection	44.00	3,993,300	44.00	4,381,657	44.00	4,404,684
Solid Waste Operational Support	26.00	2,082,216	26.00	2,879,106	26.00	2,923,831
<b>Line of Business Total</b>	<b>111.00</b>	<b>\$8,459,233</b>	<b>111.00</b>	<b>\$9,878,135</b>	<b>111.00</b>	<b>\$9,955,943</b>



## 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.

### FOCUS ON PERFORMANCE - % 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 United States, Environmental Protection Agency (EPA).

**What do These Numbers Tell Us?**

Consistent with the prior year, performance data for FY14 indicates that over 99% of tests performed confirmed the City’s wastewater plants were in compliance with discharge permits. Over 4,828 laboratory tests have been conducted for the reporting period to ensure permit limits are met .

**The Wastewater Treatment Program** 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of wastewater treatment plant tests in compliance with federal or state discharge permits	100%	99%	100%	100%
Output	# of million gallons of treated wastewater sold for reuse	2,591	2,384	2,300	2,300
Output	# of million gallons of wastewater treated	22,520	25,485	24,000	24,000

**The Industrial Pre-Treatment Program** 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Industrial Pre-Treatment</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of days wastewater treatment system operated without environmental violations caused by industrial waste disposal	100%	100%	100%	100%
Output	# of discharge monitoring actions performed	2,349	2,886	2,600	2,600
Output	# of industrial waste discharge permits issued	73	54	60	60
Output	# of discharge notices of violations issued	66	49	50	50

**The Lift Station Program** 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Lift Station</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of lift station maintenance work orders completed on schedule	97%	88%	94%	94%
Result	% of days lift station facilities do not experience an overflow	99%	100%	99%	99%
Output	# of lift station citizen complaint events resolved (odor, noise, or appearance)	0	0	4	4
Output	# of lift station maintenance work orders completed	781	866	700	700

### **Wastewater Quality Positions and Budget**

<b>Program</b>	FY 12-13		FY 13-14		FY 14-15	
	<b>Adopted Positions</b>	<b>Actual Expenses</b>	<b>Adopted Positions</b>	<b>Adopted Budget</b>	<b>Proposed Positions</b>	<b>Proposed Budget</b>
Industrial Pre-treatment	7.00	\$705,661	7.00	\$797,901	7.00	\$789,722
Lift Station	14.50	1,267,741	14.50	1,446,792	14.50	1,415,689
Wastewater Treatment	4.00	511,688	4.00	495,295	4.00	559,664
<b>Line of Business Total</b>	<b>25.50</b>	<b>\$2,485,090</b>	<b>25.50</b>	<b>\$2,739,988</b>	<b>25.50</b>	<b>\$2,765,075</b>

## 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.

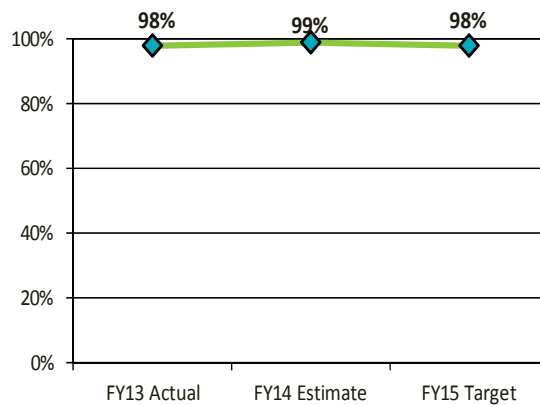
### FOCUS ON PERFORMANCE - % OF DAYS WITH UNINTERRUPTED RAW WATER SUPPLY FROM LAKE ATOKA

**Why is This Measure Important?**

This performance measure reports how many days per year the pipeline that transports raw water from Lake Atoka to Oklahoma City is functioning. 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 FY13, the water supply from Lake Atoka was uninterrupted 98% of the time. For the first half of FY14, there has been no interruption in the ability to transport water from Lake Atoka, suggesting repairs and maintenance made to the pipeline over the last three years have helped improve reliability.



The Raw Water Supply Program 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 12-13	FY 13-14		FY 14-15
		Actual	Estimate	Target	Target
Result	% of days with uninterrupted raw water supply from Lake Atoka	98%	99%	98%	98%
Output	# of acre feet of raw water diverted to Hefner, Overholser, and Draper lakes	155,206	135,602	124,000	124,000
Output	# of acre feet of raw water pumped from Lake Atoka	87,558	87,386	80,000	80,000

**The Laboratory and System Quality Program** 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Laboratory &amp; System Quality</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of water and wastewater samples analyzed and reported on time	87%	83%	90%	90%
Result	% of water quality concerns requiring field action responded to within 2 working days	100%	100%	100%	100%
Result	% of water quality concerns requiring field action responded to within 1 working day*	N/A	N/A	N/A	N/A
Output	# of water line flushings completed	5,751	5,283	6,865	6,865
Output	# of water and wastewater samples analyzed and reported	9,797	12,976	5,900	5,900

\*New measure, data will be reported in FY15.

**The Water Treatment Program** provides potable water services to Oklahoma City residents, businesses, industries, and other communities so they can receive a safe, continuous supply of water.

		FY 12-13	FY 13-14		FY 14-15
<b>Water Treatment</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of days without water use restrictions due to water treatment limitations at water treatment plants	99%	97%	100%	100%
Result	% of days that have adequate water treatment process capacity to meet the historical daily high water use for the current month*	N/A	N/A	N/A	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	182,089	207,784	172,176	172,176
Output	# of billion gallons of treated water pumped	39	36	35	35

\*New measure, data will be reported in FY15.

**The Water Trust Property Maintenance Program** 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.

		FY 12-13	FY 13-14		FY 14-15
<b>Water Trust Property Maintenance</b>		<b>Actual</b>	<b>Estimate</b>	<b>Target</b>	<b>Target</b>
Result	% of water trust maintenance requests by citizens responded to within 3 working days of receipt	94%	97%	97%	97%
Output	# of water trust property maintenance request responses provided	88	97	175	175
Output	# of water trust acres maintained	2,925	3,139	3,000	3,000

**Water Quality Positions and Budget**

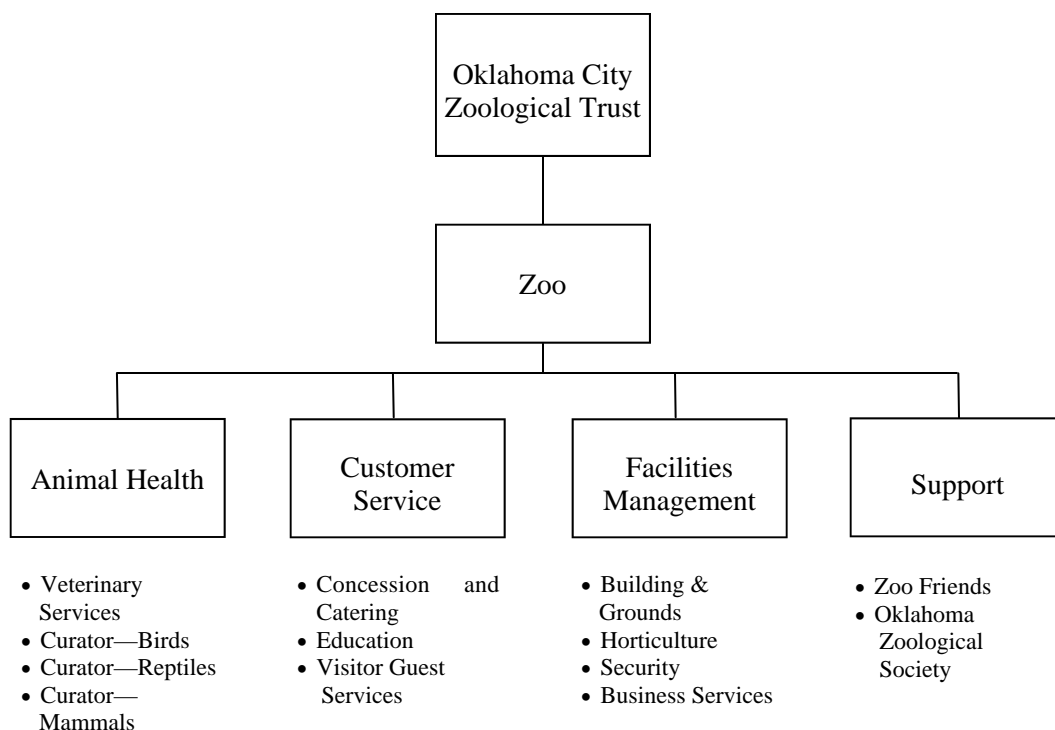
Program	FY 12-13		FY 13-14		FY 14-15	
	Adopted Positions	Actual Expenses	Adopted Positions	Adopted Budget	Proposed Positions	Proposed Budget
Laboratory and System Quality	15.50	\$1,164,125	15.50	\$1,335,320	14.50	\$1,213,416
Raw Water Supply	6.00	9,128,850	6.00	9,273,741	6.00	7,774,772
Water Treatment	64.00	15,409,485	65.00	14,455,032	66.00	14,711,602
Water Trust Property Maint.	49.00	3,629,425	49.00	3,812,258	50.00	3,807,596
<b>Line of Business Total</b>	<b>134.50</b>	<b>\$29,331,884</b>	<b>135.50</b>	<b>\$28,876,351</b>	<b>136.50</b>	<b>\$27,507,386</b>



# Zoo

**ALAN VARSIK, INTERIM EXECUTIVE DIRECTOR/CEO**

avarsik@okczoo.com



## DEPARTMENT MISSION

**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

Zoo Sales Tax Fund	Amount	Positions
1. No major budget changes in this fiscal year	-	-





## EXPENDITURES

Summary of Expenditures by Funding Source	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget	Percent Change
Zoo Sales Tax Fund	\$14,886,614	\$13,551,678	\$13,568,403	0.12%
<b>Fund Total</b>	<b>\$14,886,614</b>	<b>\$13,551,678</b>	<b>\$13,568,403</b>	<b>0.12%</b>





The City of  
**OKLAHOMA CITY**

## 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.

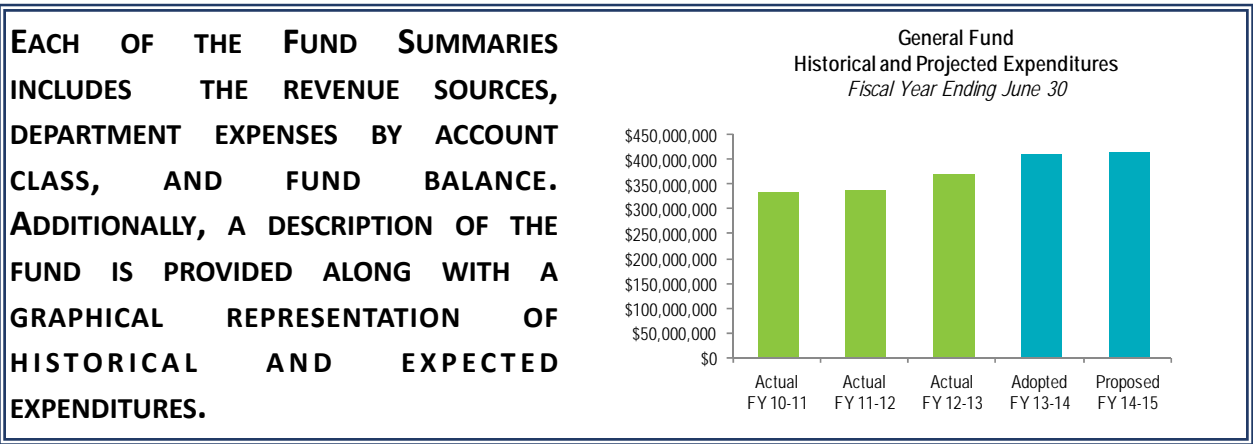
Within the operating funds there are three basic categories of funds – General Operating, Special Revenue and Enterprise. The General Operating Funds include the General Fund, which accounts for all monies received and disbursed for general municipal government purposes, and the Internal Service Fund, 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.

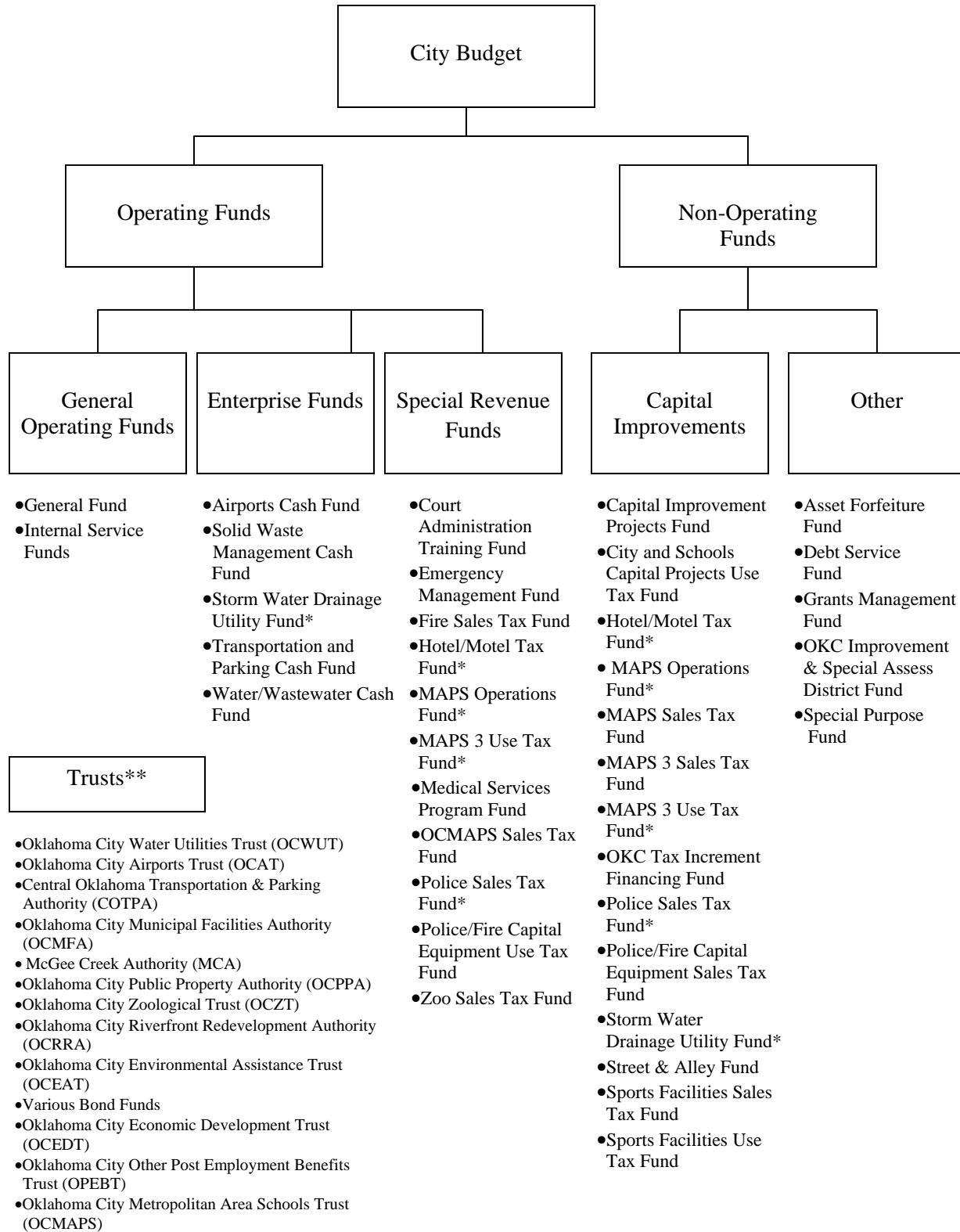
Enterprise Funds account for utility, enterprise, and other services where the costs are financed primarily through user charges or where there is a periodic need to determine revenues earned, expenses incurred or net income for a service or program.

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.



# BUDGET AND FUND STRUCTURE



\*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 TRUST DESCRIPTIONS

FUND & RELATED TRUSTS DESCRIPTIONS			
FUND NAME	MAJOR REVENUES	MAJOR EXPENDITURES	ORIGIN
<b>Operating Funds</b>			
Airports Cash	Transfer from OCAT	Airport Expenditures	Administrative
Court Administration & Training	Surcharge on Fines	Law Enforcement Training	State Law
Emergency Management	Telephone Tariff, General Fund Subsidy	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 Equipment	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 and Tourism Development	Local Law/Public Initiative
Internal Service	User Fees from Other Funds	Operations of Internal Service Departments	Administrative
MAPS Operations*	Fund Balance	Canal Maintenance	Local Law/Public Initiative
MAPS 3 Use Tax Fund*	Special Use Tax	Administration of MAPS 3 Projects	Local Law/Public Initiative
Medical Services Program Fund	User Fees	Ambulance Service	Administrative
OKC Metro Area Public School Sales Tax	Fund Balance	Administration of OCMAPS Projects	Local Law/Public Initiative
Oklahoma City Zoo Tax	Earmarked Sales Tax	Zoo Expenditures	Local Law/Public Initiative
Police Services, Facilities or Equipment Tax*	Earmarked Sales Tax	Police Expenditures	Local Law/Public Initiative
Solid Waste Management Cash	Transfer from OCEAT	Solid Waste Enterprise Expenditures	Administrative
Storm Water Drainage Utility*	Stormwater Drainage Fees	Stormwater Testing & Treatment	State/Local Law
Transportation and Parking Cash	Transfer from COTPA, General Fund Subsidy	Mass Trans. and Parking Administration	Administrative
Water/Wastewater Utility Cash	Transfer from OCWUT	Water/Wastewater Utilities Expenditures	Administrative
<b>Non-Operating Funds</b>			
Asset Forfeiture	Property/Money Seized in Drug Cases	Police Functions as Dictated by Federal Law	Admin./Fed. Guidelines
Capital Improvement Projects	Transfer from Other Funds/Interest	Capital Projects	State Law
City and Schools Capital Projects Use Tax	Fund Balance	Capital Projects	Local Law/Public Initiative
Debt Service	Property Taxes	Debt Service	State Law
Hotel/Motel Tax Special Revenue Fund*	Earmarked Hotel/Motel Tax	State Fair Capital Improvements	Local Law/Public Initiative
MAPS Operations*	Fund Balance	Maint. and Replacement for MAPS Projects	Local Law/Public Initiative
MAPS Sales Tax	Fund Balance	MAPS Capital Projects	Local Law/Public Initiative
MAPS 3 Sales Tax	Earmarked Sales Tax	MAPS3 Capital Projects	Public Initiative
MAPS 3 Use Tax Fund*	Special Use Tax	Public Safety Capital Project Expenditures	Local Law/Public Initiative
OKC Impr. and Special Services Assessment Districts	Assessment of Property Owners in District	Payment to Districts for Improvements	State Law/Local Law
OKC Sports Facilities Improvement Sales Tax	Fund Balance	Capital Improvements to Sports Facilities	Local Law/Public Initiative
OKC Sports Facilities Improvement Use Tax	Fund Balance	Capital Improvements to Sports Facilities	Local Law/Public Initiative
OKC Tax Increment Financing Fund	State Match - Sales and Use Tax	Infrastructure Improvements in Downtown	Admin./Public Initiative
Police and Fire Capital Equipment Sales Tax	Fund Balance	Public Safety Capital Equipment	Local Law/Public Initiative
Police and Fire Capital Equipment Use Tax	Fund Balance	Public Safety Capital Equipment	Local Law/Public Initiative
Police Services, Facilities or Equipment Tax*	Earmarked Sales Tax	Police Capital Projects	Local Law/Public Initiative
Special Purpose	Donations	Earmarked by Donors	State Law
Storm Water Drainage Utility*	Stormwater Drainage Fees	Multi-year Contracts / Capital Projects	State/Local Law
Street and Alley Fund	Fund Balance	Street Projects	Public Initiative
<b>Trust Funds</b>			
Central Oklahoma Transportation & Parking Authority	City Subsidy/Grants/Parking Fees/Bus Fares	Transportation/Parking Expenditures	State Law/Trust Indenture
McGee Creek Authority	Transfer 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 Economic Development Trust	GOLT bonds, Gen Fund, TIF Revenue	Economic Development activities	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 Trust	Fund Balance	School Related Capital Projects	State Law/Referendum
Oklahoma City Municipal Facilities Authority	Transfers from Other Funds	Primarily Long Term Insurance Contracts	State Law/Trust Indenture
Oklahoma City Public Property Authority	Golf Fees and Transfers from Other Funds	Golf Expenditures, Facility Improvements	State Law/Trust Indenture
Oklahoma City Riverfront Redevelopment Authority	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
Other Post Employee Benefits Trust	City and Retiree Health Ins Contributions	Retiree Health Insurance	State Law/Trust Indenture
Various Bond Funds	Bond Sales	Capital Projects	State Law/Referendum

\* Has an operating and non-operating component

## CHANGES IN FUND BALANCE

Fund	Estimated Beginning Balance	Budgeted Revenues*	Budgeted Expenditures	Estimated Ending Balance	\$ Change	% Change	
Airports Cash Fund	\$141,180	\$16,909,301	\$16,909,301	\$141,180	\$0	0.00%	(e)
Asset Forfeiture Fund	2,357,403	1,084,655	3,255,000	187,058	(2,170,345)	-92.07%	(b)
Capital Improvement Projects Fund	54,832,742	7,940,725	57,434,357	5,339,110	(49,493,632)	-90.26%	(b)
City & Sch Cap Proj Use Tax Fund	6,298,307	477,834	6,776,141	0	(6,298,307)	-100.00%	(d)
Court Administration and Training Fund	1,033,531	2,116,751	2,301,589	848,693	(184,838)	-17.88%	(c)
Debt Service Fund	70,428,743	70,982,063	78,630,716	62,780,090	(7,648,653)	-10.86%	(c)
Emergency Management Fund	865,847	8,001,463	8,077,417	789,893	(75,954)	-8.77%	(c)
Fire Sales Tax Fund	1,449,939	41,005,686	41,005,686	1,449,939	0	0.00%	(c)
General Fund	61,199,506	411,156,483	413,906,483	58,449,506	(2,750,000)	-4.49%	(a)
Grants Management Fund	N/A	26,438,942	26,438,942	N/A	N/A	N/A	(g)
Hotel/Motel Tax Fund	8,014,717	22,229,055	23,344,708	6,899,064	(1,115,653)	-13.92%	(c)
Internal Service Fund	3,957,328	51,673,495	53,488,524	2,142,299	(1,815,029)	-45.87%	(a)
Medical Services Program Fund	429,165	6,865,353	6,865,353	429,165	0	0.00%	(c)
Metropolitan Area Projects Tax Fund	543,008	50	540,281	2,777	(540,231)	-99.49%	(d)
MAPS Operations Fund	9,900,620	56,022	4,944,010	5,012,632	(4,887,988)	-49.37%	(b)
MAPS 3 Sales Tax Fund	314,997,997	110,788,202	206,500,000	219,286,199	(95,711,798)	-30.38%	(d,f)
MAPS 3 Use Tax Fund	31,215,507	13,180,392	35,685,648	8,710,251	(22,505,256)	-72.10%	(d,f)
OKC Improvement and Special Svcs Fund	0	2,415,149	2,415,149	0	0	N/A	(c)
OKC Schools MAPS Sales Tax Fund	1,868,418	13,599	1,353,824	528,193	(1,340,225)	-71.73%	(d)
Oklahoma City TIF Fund	0	850,000	850,000	0	0	N/A	(c)
Police and Fire Cap Equip Sales Tax Fund	9,302,865	39,412	7,434,670	1,907,607	(7,395,258)	-79.49%	(d)
Police and Fire Cap Equip Use Tax Fund	368	7	375	0	(368)	-100.00%	(d)
Police Sales Tax Fund	13,373,124	40,927,644	47,759,963	6,540,805	(6,832,319)	-51.09%	(c)
Solid Waste Management Cash Fund	1,820,122	11,770,175	11,770,175	1,820,122	0	0.00%	(e)
Special Purpose Fund	5,070,548	4,885,248	9,461,075	494,721	(4,575,827)	-90.24%	(c)
Sports Facilities Sales Tax Fund	897,062	2,818	899,702	178	(896,884)	-99.98%	(d)
Sports Facilities Use Tax Fund	791,720	2,276	785,739	8,257	(783,463)	-98.96%	(d)
Stormwater Drainage Utility Fund	8,171,041	16,846,680	19,694,476	5,323,245	(2,847,796)	-34.85%	(f)
Street and Alley Fund	1,503,801	4,000	1,026,347	481,454	(1,022,347)	-67.98%	(b)
Transportation & Parking Enterprise	0	2,552,969	2,552,969	0	0	N/A	(e)
Water and Wastewater Utility Cash Fund	2,401,108	85,170,389	85,970,389	1,601,108	(800,000)	-33.32%	(e)
Zoo Sales Tax Fund	0	13,568,403	13,568,403	0	0	N/A	

(a) Use of fund balance is budgeted for one time uses. Unbudgeted fund balance remains within acceptable range per policy.

(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.

\*Budgeted Revenues exclude use of fund balance

# FUND BY DEPARTMENT AND SERVICE CATEGORY

Fund Name	General Government								Public Safety			Public Service					Culture & Rec				
	City Auditors Office	City Clerks Office	City Managers Office	Finance	General Services	Information Technology	Mayor And Council	Municipal Counselors Office	Non-Departmental	Personnel	Fire	Municipal Court	Police	Airports	Development Services	Planning	Public Trans and Parking	Public Works	Utilities	Parks and Recreation	Zoo Sales Tax
Airports Cash Fund														•							
Asset Forfeiture Fund	•																				
Capital Improvement Projects Fund		•																			
City & Sch Cap Proj Use Tax Fund			•																		
Court Administration and Training Fund																					
Debt Service Fund																					
Emergency Management Fund																					
Fire Sales Tax Fund																					
General Fund	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Grants Management Fund			•																		
Hotel/Motel Tax Fund																					
Internal Service Fund			•																		
MAPS 3 Sales Tax Fund			•																		
MAPS 3 Use Tax Fund			•																		
MAPS Operations Fund																					
Medical Services Program Fund																					
Metropolitan Area Projects Tax Fund																					
OKC Improvement and Special Svcs Fund																					
OKC Schools MAPS Sales Tax Fund			•																		
Oklahoma City TIF Fund			•																		
Police and Fire Cap Equip Sales Tax Fund																					
Police Sales Tax Fund																					
Solid Waste Management Cash Fund																					
Special Purpose Fund																					
Sports Facilities Sales Tax Fund		•																			
Sports Facilities Use Tax Fund			•																		
Stormwater Drainage Utility Fund																					
Street and Alley Fund																					
Transportation & Parking Enterprise Fund																					
Water and Wastewater Utility Cash Fund																					
Zoo Sales Tax Fund																					•

# AIRPORTS ENTERPRISE CASH FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Transfer from Airport Trust	\$15,447,042	\$17,717,258	\$16,898,064
Interest Income	(1,139)	4,468	11,237
Other Revenue	7,245	0	0
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	55,574	0
<b>Total Revenues</b>	<b>\$15,453,148</b>	<b>\$17,777,300</b>	<b>\$16,909,301</b>
<b>Expenditures - Airports</b>			
Personal Services	\$8,358,195	\$9,498,908	\$9,549,114
Other Services & Charges	6,330,328	6,979,886	6,117,255
Supplies	574,524	742,932	742,932
Capital Outlay	489,296	555,574	500,000
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$15,752,343</b>	<b>\$17,777,300</b>	<b>\$16,909,301</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$1,372,581	\$1,073,386	\$141,180
Additions/(Reductions) to Fund Balance	(299,195)	(932,206) *	0 **
<b>Ending Fund Balance</b>	<b>\$1,073,386</b>	<b>\$141,180 *</b>	<b>\$141,180 **</b>

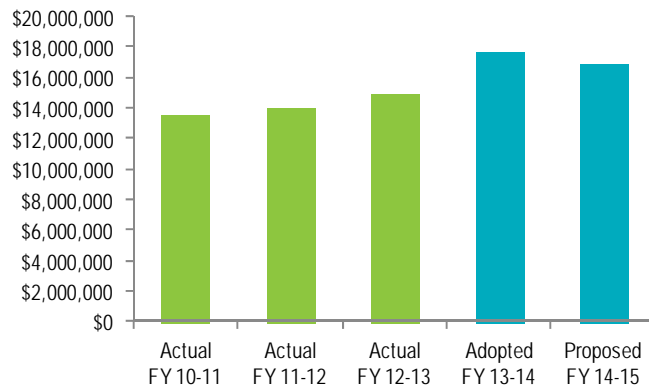
\* Estimated.

\*\* 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





## ASSET FORFEITURE FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Asset Seizure Revenues	\$1,713,106	\$1,416,743	\$1,056,537
Rental Revenues	2,998	2,998	3,052
Other Revenue	19,212	6,490	9,103
Interest	(10,007)	14,126	15,963
Fund Balance	0	1,464,643	2,170,345
Reserve for Outstanding Encumbrances	0	155,259	0
<b>Total Revenues</b>	<b>\$1,725,309</b>	<b>\$3,060,259</b>	<b>\$3,255,000</b>
<b>Expenditures - Police</b>			
Personal Services	\$346,867	\$306,120	\$180,000
Other Services & Charges	363,024	811,978	1,026,419
Supplies	779,275	1,582,041	1,648,581
Capital Outlay	566,724	160,120	200,000
Transfers	200,000	200,000	200,000
<b>Total Expenditures</b>	<b>\$2,255,890</b>	<b>\$3,060,259</b>	<b>\$3,255,000</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$4,887,302	\$4,356,721	\$2,357,403
Additions/(Reductions) to Fund Balance	(530,581)	(1,999,318) *	(2,170,345) **
<b>Ending Fund Balance</b>	<b>\$4,356,721</b>	<b>\$2,357,403</b> *	<b>\$187,058</b> **

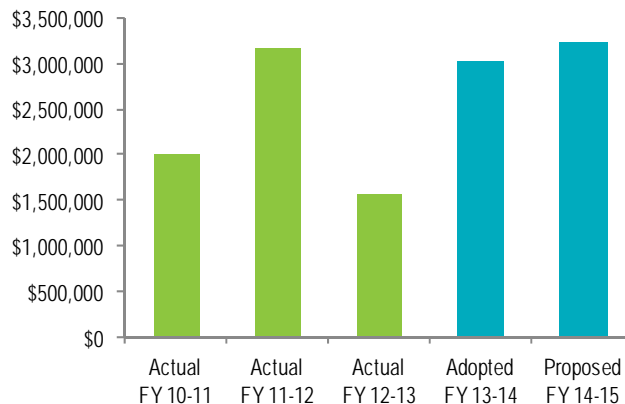
\* Estimated.

\*\* 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 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Operating Transfer	\$25,472,873	\$6,800,000	\$7,465,725
Interest	115,519	125,000	175,000
Other Revenue	137,494	100,000	300,000
Fund Balance	0	25,263,712	34,891,775
Reserve for Outstanding Encumbrances	0	7,268,072	14,601,857
<b>Total Revenues</b>	<b>\$25,725,886</b>	<b>\$39,556,784</b>	<b>\$57,434,357</b>
<b>Expenditures</b>			
<b>City Clerk</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	859	0	2,416
Supplies	2,861	367	2,112
Capital Outlay	0	161,161	176,614
Transfers	0	0	0
<b>Department Total</b>	<b>\$3,720</b>	<b>\$161,528</b>	<b>\$181,142</b>
<b>City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	67	1,785,708
Supplies	1,188	379	260,309
Capital Outlay	2,254,739	576,514	571,080
Transfers	(14)	0	0
<b>Department Total</b>	<b>\$2,255,914</b>	<b>\$576,960</b>	<b>\$2,617,097</b>
<b>Development Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	23,500	195,037	994,569
Supplies	3,641	160,000	26,539
Capital Outlay	163,937	387,834	256,018
Transfers	0	0	0
<b>Department Total</b>	<b>\$191,078</b>	<b>\$742,871</b>	<b>\$1,277,126</b>
<b>Finance</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	13,500	4,308	114,121
Supplies	0	1,959	1,839
Capital Outlay	0	11,393	11,393
Transfers	0	75,000	0
<b>Department Total</b>	<b>\$13,500</b>	<b>\$92,660</b>	<b>\$127,353</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>General Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	255,054	577,194	688,739
Supplies	117,475	167,494	234,555
Capital Outlay	3,087,879	10,017,344	10,192,580
Transfers	17,850	0	2,150
<b>Department Total</b>	<b>\$3,478,258</b>	<b>\$10,762,032</b>	<b>\$11,118,024</b>
<b>Information Technology</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	240,331	13,585	209,714
Supplies	352,098	351,300	461,827
Capital Outlay	961,169	2,783,415	4,749,112
Transfers	30,000	0	0
<b>Department Total</b>	<b>\$1,583,598</b>	<b>\$3,148,300</b>	<b>\$5,420,653</b>
<b>Mayor and Council</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	10,500
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,500</b>
<b>Municipal Court</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	3,000,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,000,000</b>
<b>Municipal Counselor's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	(37)	37	37
Capital Outlay	9,130	105,900	93,480
Transfers	0	0	0
<b>Department Total</b>	<b>\$9,093</b>	<b>\$105,937</b>	<b>\$93,517</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	2,175	2,175
Supplies	0	4,640	4,640
Capital Outlay	319,459	2,220,755	3,090,361
Transfers	0	12,500	12,500
<b>Department Total</b>	<b>\$319,459</b>	<b>\$2,240,070</b>	<b>\$3,109,676</b>
<b>Parks and Recreation</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	85,458	0	114,000
Supplies	28,741	1,879	34,774
Capital Outlay	67,133	497,147	522,128
Transfers	0	0	0
<b>Department Total</b>	<b>\$181,332</b>	<b>\$499,026</b>	<b>\$670,902</b>
<b>Planning</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	5,467
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,467</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	272,525	237,631
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$272,525</b>	<b>\$237,631</b>
<b>Public Transportation and Parking</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	160,555	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$160,555</b>	<b>\$0</b>	<b>\$0</b>
<b>Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	5,085,759	11,675,691	17,599,867
Supplies	1,558,097	1,101,713	1,901,549
Capital Outlay	1,925,997	8,177,471	10,063,853
Transfers	0	0	0
<b>Department Total</b>	<b>\$8,569,854</b>	<b>\$20,954,875</b>	<b>\$29,565,269</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Total Capital Fund</b>			
<b>All Departments</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	5,865,016	12,468,057	21,516,776
Supplies	2,064,065	1,789,768	2,938,681
Capital Outlay	8,789,443	25,211,459	32,964,250
Transfers	47,836	87,500	14,650
<b>Total Capital Fund</b>	<b><u>\$16,766,361</u></b>	<b><u>\$39,556,784</u></b>	<b><u>\$57,434,357</u></b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$25,822,058	\$34,781,583	\$54,832,742
Additions/(Reductions) to Fund Balance	8,959,525	20,051,159 *	(49,493,632) **
<b>Ending Fund Balance</b>	<b><u>\$34,781,583</u></b>	<b><u>\$54,832,742</u></b> *	<b><u>\$5,339,110</u></b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

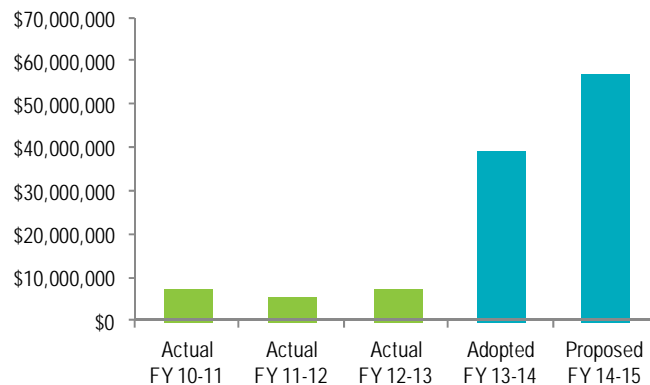
**NOTES:**

(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 18, 2013 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.

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 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Use Tax	\$0	\$0	\$0
Interest	(49,781)	50,000	38,109
Other Revenue	0	400,000	370,000
Fund Balance	0	8,596,267	3,375,058
Transfers	1,954,602	0	69,725
Reserve for Outstanding Encumbrances	0	5,682,689	2,923,249
<b>Total Revenues</b>	<b><u>\$1,904,821</u></b>	<b><u>\$14,728,956</u></b>	<b><u>\$6,776,141</u></b>
<b>Expenditures</b>			
<b>Fire</b>			
Other Services & Charges	\$8,244	\$0	\$13,345
Supplies	89,509	83,912	53,784
Capital Outlay	3,658,848	3,750,750	2,603,541
<b>Total Expenditures</b>	<b><u>\$3,756,601</u></b>	<b><u>\$3,834,662</u></b>	<b><u>\$2,670,670</u></b>
<b>Information Technology</b>			
Supplies	\$2,545,060	\$2,391,281	\$1,510,109
Capital Outlay	0	2,286,810	1,084,846
<b>Total Expenditures</b>	<b><u>\$2,545,060</u></b>	<b><u>\$4,678,091</u></b>	<b><u>\$2,594,955</u></b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	25,629	25,628
Supplies	0	64,729	64,729
Capital Outlay	2,689,345	6,125,845	1,420,159
<b>Total Expenditures</b>	<b><u>\$2,689,345</u></b>	<b><u>\$6,216,203</u></b>	<b><u>\$1,510,516</u></b>

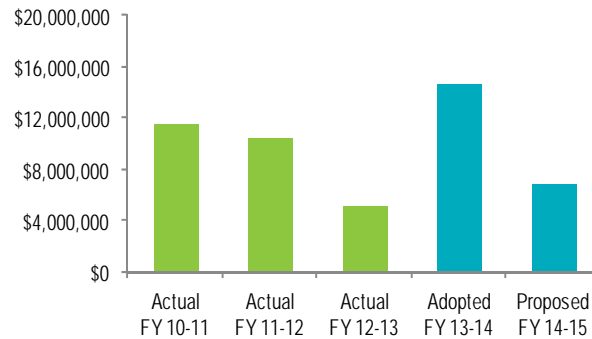
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>All Departments</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	8,244	25,629	38,973
Supplies	2,634,569	2,539,922	1,628,622
Capital Outlay	6,348,193	12,163,405	5,108,546
<b>Total Expenditures</b>	<b>\$8,991,006</b>	<b>\$14,728,956</b>	<b>\$6,776,141</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$26,126,977	\$19,040,792	\$6,298,307
Additions/(Reductions) to Fund Balance	(7,086,185)	(12,742,485) *	(6,298,307) **
<b>Ending Fund Balance</b>	<b>\$19,040,792</b>	<b>\$6,298,307 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and 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.

City and Schools Capital Projects Use Tax Fund  
Historical and Projected Expenditures



## COURT ADMINISTRATION AND TRAINING FUND

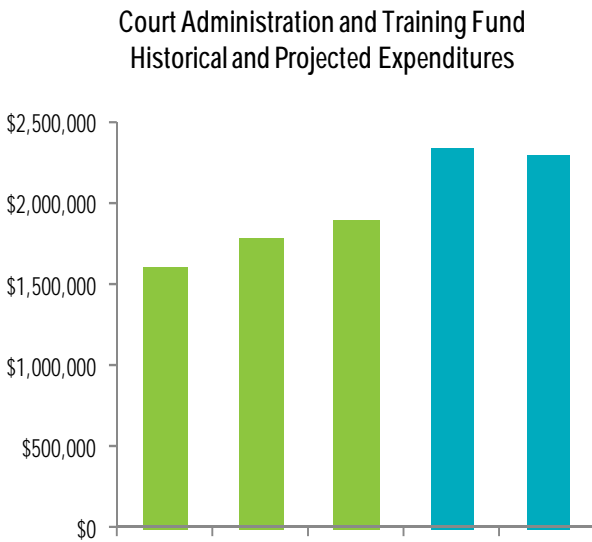
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Forensic Fee	\$483,368	\$462,352	\$519,782
CLEET Fund - State	712,346	681,328	765,967
Victim's Compensation Fee	23,130	22,000	27,172
AFIS Fingerprint Fee	500,713	478,884	538,363
Police Training Fee	181,329	173,420	196,153
Court's Training Fee	7,131	6,825	7,666
Counselor's Training Fee	7,131	6,820	7,714
Court's Administration Fee	44,982	43,275	48,740
Other Revenue	19,205	0	0
Interest Income	221	3,800	5,194
Fund Balance	0	387,685	184,838
Reserve for Outstanding Encumbrances	0	86,304	0
<b>Total Revenues</b>	<b><u>\$1,979,557</u></b>	<b><u>\$2,352,693</u></b>	<b><u>\$2,301,589</u></b>
<b>Expenditures</b>			
<b>Municipal Court</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,714,960	1,889,926	1,889,926
Supplies	882	27,949	27,949
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b><u>\$1,715,842</u></b>	<b><u>\$1,917,875</u></b>	<b><u>\$1,917,875</u></b>
<b>Municipal Counselor</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	1,615	15,377	15,377
Supplies	7,454	7,937	7,937
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b><u>\$9,069</u></b>	<b><u>\$23,314</u></b>	<b><u>\$23,314</u></b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	106,579	169,713	166,800
Supplies	50,543	241,791	193,600
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b><u>\$157,122</u></b>	<b><u>\$411,504</u></b>	<b><u>\$360,400</u></b>



	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>All Departments</b>			
Other Services & Charges	\$1,823,154	\$2,075,016	\$2,072,103
Supplies	58,879	277,677	229,486
<b>Total Expenditures</b>	<b>\$1,882,033</b>	<b>\$2,352,693</b>	<b>\$2,301,589</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$833,791	\$931,315	\$1,033,531
Additions/(Reductions) to Fund Balance	97,524	102,216 *	(184,838) **
<b>Ending Fund Balance</b>	<b>\$931,315</b>	<b>\$1,033,531 *</b>	<b>\$848,693 **</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.

# DEBT SERVICE FUND

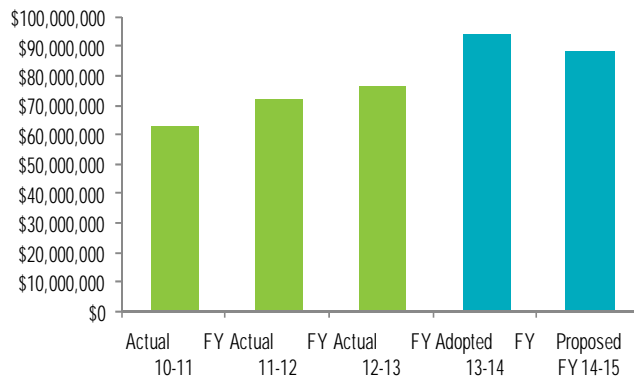
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Ad Valorem (Property Tax)	\$76,892,812	\$78,664,335	\$68,182,063
Interest	478,227	500,000	300,000
Other Revenue	6,510,688	4,000,000	2,500,000
Fund Balance	0	11,736,227	18,464,930
<b>Total Revenues</b>	<b>\$83,881,727</b>	<b>\$94,900,562</b>	<b>\$89,446,993</b>
<b>Expenditures - Non-Departmental</b>			
<i>Debt Service:</i>			
Judgments	\$2,299,315	\$3,729,746	2,613,797
Judgment Interest	95,642	250,452	144,676
Fiscal Agency Fees	1,001,820	750,000	300,000
Bond Retirement	43,985,000	43,070,000	47,860,000
Interest on Bonds	24,417,486	25,575,007	27,712,243
Reserve For Future Debt Service Payments	0	21,525,357	10,816,277
<b>Total Expenditures</b>	<b>\$71,799,263</b>	<b>\$94,900,562</b>	<b>\$89,446,993</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$48,557,150	\$60,639,613	\$70,428,743
Additions/(Reductions) to Fund Balance	12,082,464	9,789,130 *	(7,648,653) **
<b>Ending Fund Balance</b>	<b>\$60,639,613</b>	<b>\$70,428,743 *</b>	<b>\$62,780,090 **</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.

Debt Service Fund  
Historical and Projected Expenditures



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

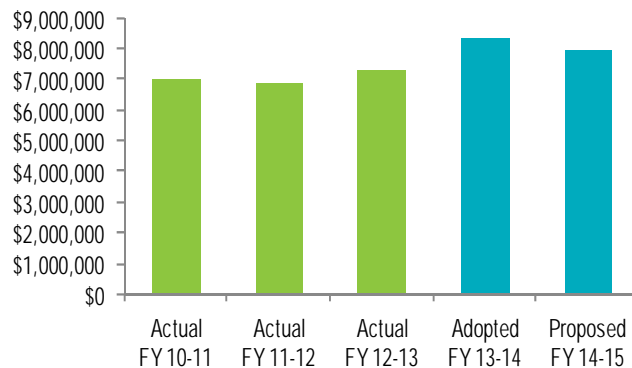
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Tariffs	\$4,856,785	\$4,910,951	\$4,740,852
Interest	605	2,495	5,549
General Fund Subsidy	3,531,000	3,484,641	3,255,062
Fund Balance	0	0	75,954
<b>Total Revenues</b>	<b>\$8,388,390</b>	<b>\$8,398,087</b>	<b>\$8,077,417</b>
<b>Expenditures - Police</b>			
Personal Services	\$5,642,123	\$5,803,157	\$5,680,494
Other Services & Charges	2,401,011	2,587,861	2,389,854
Supplies	4,959	7,069	7,069
<b>Total Expenditures</b>	<b>\$8,048,093</b>	<b>\$8,398,087</b>	<b>\$8,077,417</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$227,690	\$567,987	\$865,847
Additions/(Reductions) to Fund Balance	340,297	297,860 *	(75,954) **
<b>Ending Fund Balance</b>	<b>\$567,987</b>	<b>\$865,847 *</b>	<b>\$789,893 **</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 (FIRE FIGHTING AND FIRE RESCUE SERVICES, FACILITIES OR EQUIPMENT TAX FUND)

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Special Sales Tax	\$38,828,053	\$40,298,007	\$40,945,078
Interest	7,811	21,399	48,629
Other	69,932	11,979	11,979
Fund Balance	0	3,500,000	0
Reserve for Outstanding Encumbrances	0	778,795	0
<b>Total Revenues</b>	<b><u>\$38,905,796</u></b>	<b><u>\$44,610,180</u></b>	<b><u>\$41,005,686</u></b>
<b>Expenditures - Fire</b>			
Personal Services	\$32,606,555	\$33,951,801	\$34,849,014
Other Services & Charges	1,225,978	2,786,884	3,721,672
Supplies	1,724,103	5,079,601	1,590,000
Capital Outlay	678,260	2,791,894	845,000
Transfers	1,500,000	0	0
<b>Total Expenditures</b>	<b><u>\$37,734,896</u></b>	<b><u>\$44,610,180</u></b>	<b><u>\$41,005,686</u></b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$4,545,601	\$5,716,501	\$1,449,939
Additions/(Reductions) to Fund Balance	1,170,901	(4,266,562) *	0 **
<b>Ending Fund Balance</b>	<b><u>\$5,716,501</u></b>	<b><u>\$1,449,939</u></b> *	<b><u>\$1,449,939</u></b> **

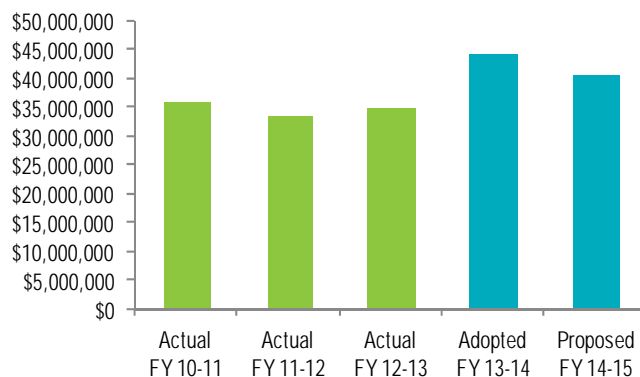
\* Estimated.

\*\* Assumes budgeted revenues and 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.

**Fire Sales Tax Fund  
Historical and Projected Expenditures**



## GENERAL FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Taxes	\$252,820,638	\$261,344,105	\$268,724,587
Franchise Fees	40,841,978	40,633,933	42,146,151
Licenses & Permits	13,722,611	13,930,246	15,432,467
Service Charges	52,800,246	53,112,101	53,607,531
Fines	24,453,997	23,300,713	26,400,422
Transfers	2,734,846	2,771,516	2,268,678
Other Revenue	2,513,563	16,060,235	5,326,647
<b>Total Revenues</b>	<b>\$389,887,879</b>	<b>\$411,152,849</b>	<b>\$413,906,483</b>
<b>Expenditures</b>			
<b>City Auditor's Office</b>			
Personal Services	\$1,011,138	\$1,053,196	\$1,075,815
Other Services & Charges	60,166	67,361	73,293
Supplies	11,818	9,750	9,750
<b>Department Total</b>	<b>\$1,083,123</b>	<b>\$1,130,307</b>	<b>\$1,158,858</b>
<b>City Clerk</b>			
Personal Services	\$680,634	\$735,315	\$767,410
Other Services & Charges	185,281	189,536	197,044
Supplies	10,232	5,052	5,052
<b>Department Total</b>	<b>\$876,147</b>	<b>\$929,903</b>	<b>\$969,506</b>
<b>City Manager's Office</b>			
Personal Services	\$2,774,874	\$2,822,790	\$3,066,822
Other Services & Charges	415,377	458,659	435,813
Supplies	17,824	35,341	35,959
<b>Department Total</b>	<b>\$3,208,075</b>	<b>\$3,316,790</b>	<b>\$3,538,594</b>
<b>Development Services</b>			
Personal Services	\$13,260,296	\$13,997,118	\$14,545,868
Other Services & Charges	1,907,479	2,625,937	2,829,825
Supplies	639,632	692,485	707,615
Capital Outlay	0	0	11,000
<b>Department Total</b>	<b>\$15,807,407</b>	<b>\$17,315,540</b>	<b>\$18,094,308</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Finance</b>			
Personal Services	\$6,033,915	\$6,344,857	\$6,418,880
Other Services & Charges	1,772,622	2,055,178	2,078,202
Supplies	109,169	133,621	133,621
Transfers	245,000	0	0
<b>Department Total</b>	<b>\$8,160,706</b>	<b>\$8,533,656</b>	<b>\$8,630,703</b>
<b>Fire</b>			
Personal Services	\$78,487,688	\$82,364,726	\$85,162,341
Other Services & Charges	6,368,065	6,605,101	6,332,910
Supplies	1,553,016	1,686,803	1,668,230
<b>Department Total</b>	<b>\$86,408,769</b>	<b>\$90,656,630</b>	<b>\$93,163,481</b>
<b>General Services</b>			
Personal Services	\$2,901,551	\$3,032,754	\$3,130,823
Other Services & Charges	1,561,245	1,569,610	1,606,451
Supplies	350,699	153,687	137,142
<b>Department Total</b>	<b>\$4,813,494</b>	<b>\$4,756,051</b>	<b>\$4,874,416</b>
<b>Juvenile Justice - Municipal Court</b>			
Personal Services	\$601,279	\$666,647	\$662,711
Other Services & Charges	103,782	167,911	167,021
Supplies	4,378	12,400	12,400
<b>Department Total</b>	<b>\$709,439</b>	<b>\$846,958</b>	<b>\$842,132</b>
<b>Juvenile Justice - Municipal Counselor</b>			
Personal Services	\$188,145	\$178,666	\$182,941
Other Services & Charges	379	400	400
Supplies	4,622	4,777	4,777
<b>Department Total</b>	<b>\$193,145</b>	<b>\$183,843</b>	<b>\$188,118</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Mayor and Council</b>			
Personal Services	\$801,209	\$777,518	\$790,538
Other Services & Charges	92,331	127,970	130,941
Supplies	12,015	10,420	10,420
<b>Department Total</b>	<b>\$905,555</b>	<b>\$915,908</b>	<b>\$931,899</b>
<b>Municipal Court</b>			
Personal Services	\$4,637,485	\$5,091,559	\$4,970,055
Other Services & Charges	1,882,208	2,157,307	2,546,896
Supplies	86,378	272,081	229,987
Transfers	1,300,000	426,725	426,725
<b>Department Total</b>	<b>\$7,906,071</b>	<b>\$7,947,672</b>	<b>\$8,173,663</b>
<b>Municipal Counselor's Office</b>			
Personal Services	\$5,749,798	\$5,865,593	\$5,912,946
Other Services & Charges	414,136	415,213	477,282
Supplies	89,234	83,133	103,133
<b>Department Total</b>	<b>\$6,253,168</b>	<b>\$6,363,939</b>	<b>\$6,493,361</b>
<b>Non-Departmental</b>			
Personal Services	\$22,281,792	\$26,496,219	\$26,565,879
Other Services & Charges	9,611,300	17,108,788	17,529,903
Supplies	11,180	7,500	7,500
Debt Service	2,787	10,000	10,000
Transfers	18,766,334	11,958,904	12,912,041
<b>Department Total</b>	<b>\$50,673,392</b>	<b>\$55,581,411</b>	<b>\$57,025,323</b>
<b>Parks and Recreation</b>			
Personal Services	\$14,052,874	\$14,654,123	\$15,138,758
Other Services & Charges	6,533,310	8,106,042	8,228,484
Supplies	1,698,561	2,015,814	2,229,209
Capital Outlay	27,887	41,923	0
Transfers	535,771	427,771	406,571
<b>Department Total</b>	<b>\$22,848,403</b>	<b>\$25,245,673</b>	<b>\$26,003,022</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Personnel</b>			
Personal Services	\$2,354,006	\$2,456,665	\$2,443,202
Other Services & Charges	330,261	383,233	426,869
Supplies	15,346	15,524	15,524
<b>Department Total</b>	<b>\$2,699,613</b>	<b>\$2,855,422</b>	<b>\$2,885,595</b>
<b>Planning</b>			
Personal Services	\$2,025,096	\$2,364,732	\$2,466,794
Other Services & Charges	1,119,938	1,434,093	1,086,246
Supplies	27,078	36,206	26,835
<b>Department Total</b>	<b>\$3,172,112</b>	<b>\$3,835,031</b>	<b>\$3,579,875</b>
<b>Police</b>			
Personal Services	\$99,348,307	\$103,702,098	\$106,876,528
Other Services & Charges	16,088,303	18,478,006	18,882,982
Supplies	885,204	788,893	851,926
Transfers	3,767,582	3,734,641	3,505,062
<b>Department Total</b>	<b>\$120,089,395</b>	<b>\$126,703,638</b>	<b>\$130,116,498</b>
<b>Public Transportation and Parking</b>			
Other Services & Charges	\$13,632,631	\$14,902,673	\$16,068,066
Transfers	262,883	315,252	309,026
<b>Department Total</b>	<b>\$13,895,514</b>	<b>\$15,217,925</b>	<b>\$16,377,092</b>
<b>Public Works</b>			
Personal Services	\$20,447,570	\$21,469,285	\$21,359,718
Other Services & Charges	5,208,095	5,775,023	6,182,311
Supplies	2,357,773	3,558,246	2,818,010
Capital Outlay	422,785	13,998	0
Transfers	12,935,946	8,000,000	500,000
<b>Department Total</b>	<b>\$41,372,169</b>	<b>\$38,816,552</b>	<b>\$30,860,039</b>
<b>Total General Fund</b>	<b>\$391,075,699</b>	<b>\$411,152,849</b>	<b>\$413,906,483</b>



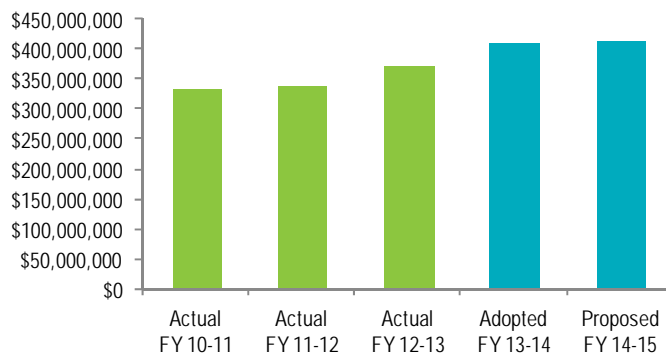
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>All Departments</b>			
Personal Services	\$277,637,657	\$294,073,861	\$301,538,029
Other Services & Charges	67,286,908	82,628,041	85,280,939
Supplies	7,884,160	9,521,733	9,007,090
Capital Outlay	450,672	55,921	11,000
Debt Service	2,787	10,000	10,000
Transfers	37,813,515	24,863,293	18,059,425
<b>Total Expenditures</b>	<b>\$391,075,699</b>	<b>\$411,152,849</b>	<b>\$413,906,483</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$72,251,308	\$71,063,487	\$61,199,506
Additions/(Reductions) to Fund Balance	(1,187,821)	(9,863,981) *	(2,750,000) **
<b>Ending Fund Balance</b>	<b>\$71,063,487</b>	<b>\$61,199,506</b> *	<b>\$58,449,506</b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

**General Fund**  
**Historical and Projected Expenditures**  
*Fiscal Year Ending June 30*

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.



## GRANTS MANAGEMENT FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
DOE - Energy Efficiency Cnsvrtn Block Grant	\$1,097,580	\$0	\$0
DOI - Historic Preservation	\$64,605	\$35,250	\$29,375
DOJ - Anti-Gang Initiative	\$557,655	\$0	\$0
DOJ - Justice Assistance	\$1,475,193	\$1,628,893	\$1,538,626
DOT - ACOG Transportation	\$64,498	\$212,800	\$273,066
DOT - Impaired Driving Enforcement	\$169,473	\$223,100	\$252,500
DOT - Transportation Enhancement	\$878,931	\$2,236,024	\$0
EPA - Brownfields Loans, Assessments & Cleanup	\$612,655	\$2,711,425	\$1,198,300
Homeland Security - Domestic Preparedness	\$2,014,140	\$440,800	\$165,300
Homeland Security/FEMA - Disaster Relief	(\$2,956,737)	\$2,344,300	\$466,140
HUD - Community Development Block Grant	\$10,186,761	\$9,552,646	\$3,474,012
HUD - Economic Development Initiative	\$2,748	\$487,500	\$487,500
HUD - Housing and Shelter	\$7,268,603	\$12,738,402	\$16,608,500
Other - Misc Grants, Loan Repayments, Etc.	\$266,798	\$214,770	\$51,130
Other - Animal Welfare	\$129,313	\$159,804	\$158,100
Other - Medical Business District	\$129	\$0	\$0
State & Local - Second Chance	\$111,056	\$0	\$177,500
State & Local - Youth Services	\$245,087	\$1,045,000	\$1,558,893
USDOC - Economic Development	\$62,323	\$0	\$0
<b>Total Revenues <sup>(a)</sup></b>	<b>\$22,250,809</b>	<b>\$34,030,714</b>	<b>\$26,438,942</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$19,757	\$0	\$0
Other Services & Charges	(1,042,927)	0	0
Supplies	29,635	0	0
Capital Outlay	1,519,300	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$525,764</b>	<b>\$0</b>	<b>\$0</b>
<b>Development Services</b>			
Personal Services	\$83,499	\$137,554	\$143,000
Other Services & Charges	40,358	10,000	5,000
Supplies	4,143	12,250	10,100
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$127,999</b>	<b>\$159,804</b>	<b>\$158,100</b>
<b>Fire</b>			
Personal Services	\$1,863,723	\$0	\$0
Other Services & Charges	79,391	0	0
Supplies	52,982	190,000	0
Capital Outlay	72,361	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$2,068,457</b>	<b>\$190,000</b>	<b>\$0</b>
<b>General Services</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	86,884	0	0
Supplies	0	0	0
Capital Outlay	64,330	0	153,366
Transfers	0	0	0
<b>Department Total</b>	<b>\$151,214</b>	<b>\$0</b>	<b>\$153,366</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Information Technology</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	84,529	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$84,529</b>	<b>\$0</b>	<b>\$0</b>
<b>Non-Departmental (b)</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	252,500	0	0
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$252,500</b>	<b>\$0</b>	<b>\$0</b>
<b>Planning</b>			
Personal Services	\$1,947,908	\$2,259,835	\$1,555,301
Other Services & Charges	17,979,446	23,439,650	\$20,436,946
Supplies	36,954	40,508	34,070
Capital Outlay	12,560	0	0
Transfers	56,116	0	0
<b>Department Total</b>	<b>\$20,032,984</b>	<b>\$25,739,993</b>	<b>\$22,026,317</b>
<b>Police</b>			
Personal Services	\$930,112	\$978,242	\$2,015,269
Other Services & Charges	1,265,711	1,636,282	352,352
Supplies	453,514	0	86,674
Capital Outlay	1,044,396	533,269	1,527,164
Transfers	0	0	0
<b>Department Total</b>	<b>\$3,693,734</b>	<b>\$3,147,793</b>	<b>\$3,981,459</b>
<b>Public Works</b>			
Personal Services	\$138,231	\$212,800	\$119,700
Other Services & Charges	3,425,334	2,521,800	0
Supplies	191	177,500	0
Capital Outlay	1,114,258	1,881,024	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$4,678,014</b>	<b>\$4,793,124</b>	<b>\$119,700</b>

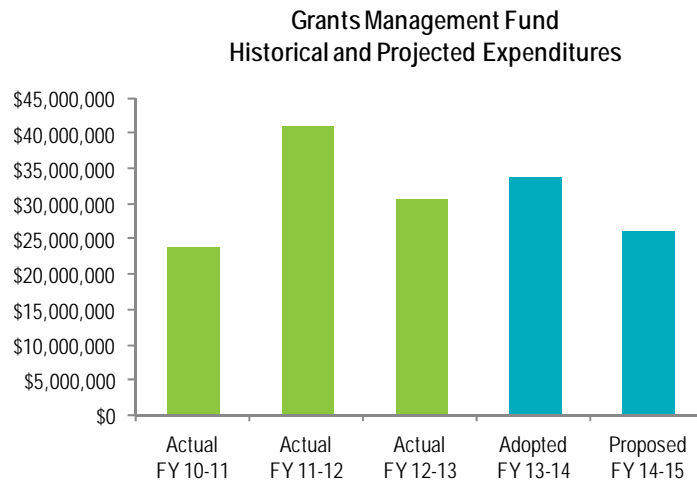
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Total Fund</b>			
Personal Services	\$4,983,231	\$3,588,431	\$3,833,270
Other Services & Charges	22,086,697	27,607,732	20,794,298
Supplies	661,947	420,258	130,844
Capital Outlay	3,827,205	2,414,293	1,680,530
Transfers	56,116	0	0
<b>Total Expenditures</b>	<b>\$31,615,196</b>	<b>\$34,030,714</b>	<b>\$26,438,942</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.

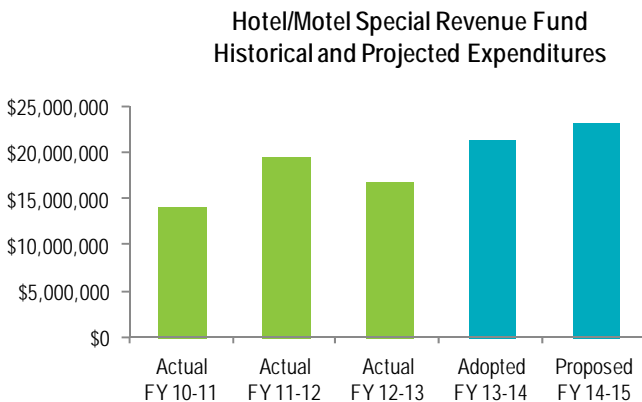


# HOTEL/MOTEL TAX SPECIAL REVENUE FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Hotel/Motel Tax	\$13,144,958	\$14,017,841	\$14,860,782
Interest	1,095	24,887	39,739
Transfers	5,227,748	6,328,275	7,328,534
Fund Balance	0	1,061,475	1,115,653
<b>Total Revenues</b>	<b>\$18,373,801</b>	<b>\$21,432,478</b>	<b>\$23,344,708</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	5,500,765	6,135,844	7,009,379
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	12,749,500	15,296,634	16,335,329
<b>Total Expenditures</b>	<b>\$18,250,265</b>	<b>\$21,432,478</b>	<b>\$23,344,708</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$7,107,137	\$7,230,673	\$8,014,717
Additions/(Reductions) to Fund Balance	123,536	784,044 *	(1,115,653) **
<b>Ending Fund Balance</b>	<b>\$7,230,673</b>	<b>\$8,014,717 *</b>	<b>\$6,899,064 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and 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.

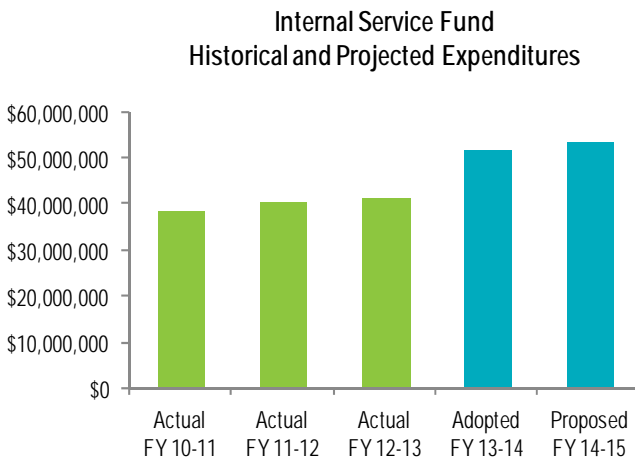
## INTERNAL SERVICE FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Information Technology	\$20,026,230	\$21,814,112	\$23,140,906
Risk Management	15,146,149	16,483,204	17,031,092
Print Shop	792,381	1,124,907	976,821
Fleet Services	9,354,965	10,079,422	10,524,676
Fund Balance	0	2,621,864	1,815,029
Reserve for Outstanding Encumbrances	0	66,291	0
<b>Total Revenues</b>	<b>\$45,319,724</b>	<b>\$52,189,800</b>	<b>\$53,488,524</b>
<b>Expenditures</b>			
<b>City Manager's Office - Print Shop</b>			
Personal Services	\$234,490	\$282,508	\$291,310
Other Services & Charges	479,016	577,394	592,796
Supplies	70,803	86,862	69,571
Capital Outlay	82,752	245,000	0
Transfers	90,000	23,144	123,144
<b>Department Total</b>	<b>\$957,061</b>	<b>\$1,214,908</b>	<b>\$1,076,821</b>
<b>Finance - Risk Management</b>			
Personal Services	\$1,004,925	\$1,118,593	\$1,109,320
Other Services & Charges	504,208	748,298	820,359
Supplies	6,190	24,629	24,629
Capital Outlay	0	0	0
Transfers	13,670,342	14,647,709	15,132,813
<b>Department Total</b>	<b>\$15,185,665</b>	<b>\$16,539,229</b>	<b>\$17,087,121</b>
<b>General Services - Fleet Services</b>			
Personal Services	\$2,637,688	\$2,816,381	\$2,825,900
Other Services & Charges	686,767	1,071,791	1,027,939
Supplies	6,449,446	6,386,827	6,670,837
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$9,773,901</b>	<b>\$10,274,999</b>	<b>\$10,524,676</b>
<b>Information Technology</b>			
Personal Services	\$8,717,438	\$9,846,779	\$10,046,680
Other Services & Charges	5,821,460	7,561,956	7,760,939
Supplies	539,128	573,968	579,980
Capital Outlay	0	0	0
Transfers	4,075,950	6,177,961	6,412,307
<b>Department Total</b>	<b>\$19,153,976</b>	<b>\$24,160,664</b>	<b>\$24,799,906</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>All Departments</b>			
Personal Services	\$12,594,542	\$14,064,261	\$14,273,210
Other Services & Charges	7,491,451	9,959,439	10,202,033
Supplies	7,065,567	7,072,286	7,345,017
Capital Outlay	82,752	245,000	0
Transfers	17,836,292	20,848,814	21,668,264
<b>Total Expenditures</b>	<b>\$45,070,604</b>	<b>\$52,189,800</b>	<b>\$53,488,524</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$4,873,131	\$5,122,252	\$3,957,328
Additions/(Reductions) to Fund Balance	249,121	(1,164,924) *	(1,815,029) **
<b>Ending Fund Balance</b>	<b>\$5,122,252</b>	<b>\$3,957,328</b> *	<b>\$2,142,299</b> **

\* Estimated.

\*\* Assumes budgeted revenues and 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

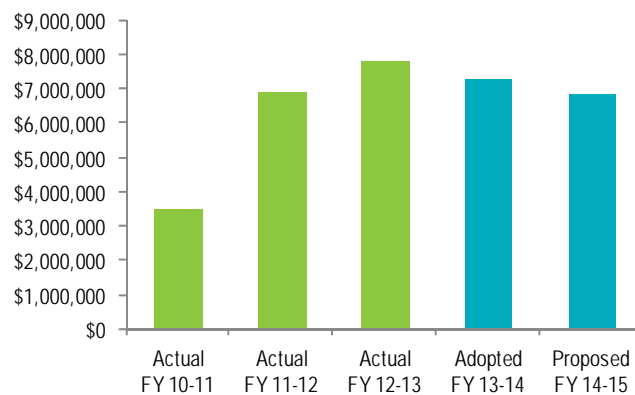
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Medical Service Program Fee	\$6,909,195	\$6,800,422	\$6,865,353
Interest	(830)	2,221	0
Fund Balance	0	522,668	0
<b>Total Revenues</b>	<b>\$6,908,365</b>	<b>\$7,325,311</b>	<b>\$6,865,353</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	6,862,956	7,325,311	6,865,353
Supplies	0	0	0
Capital Outlay	325,064	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$7,188,020</b>	<b>\$7,325,311</b>	<b>\$6,865,353</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$0	(\$279,656)	\$429,165
Additions/(Reductions) to Fund Balance	(279,656)	708,821 *	0 **
<b>Ending Fund Balance</b>	<b>(\$279,656)</b>	<b>\$429,165 *</b>	<b>\$429,165 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

The Medical Service Program Fund was created in the FY 2009-2010 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



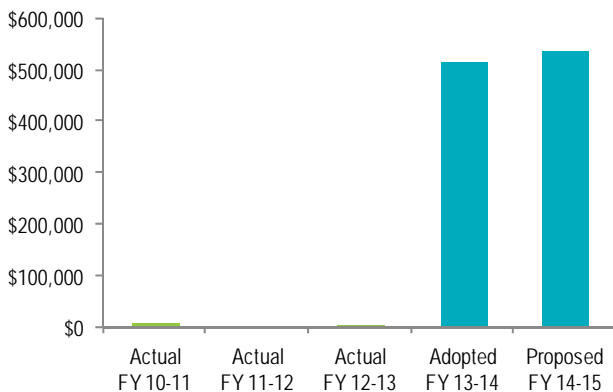
## METROPOLITAN AREA PROJECTS (MAPS) SALES TAX FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Interest	\$61	\$60	\$50
Other	19,156	0	0
Fund Balance	0	510,331	538,056
Reserve for Outstanding Encumbrances	0	5,796	2,175
<b>Total Revenues</b>	<b>\$19,217</b>	<b>\$516,187</b>	<b>\$540,281</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	2,526	1,700	843
Supplies	0	0	0
Capital Outlay	244	514,487	539,438
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$2,770</b>	<b>\$516,187</b>	<b>\$540,281</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$480,380	\$496,827	\$543,008
Additions/(Reductions) to Fund Balance	16,447	46,181 *	(540,231) **
<b>Ending Fund Balance</b>	<b>\$496,827</b>	<b>\$543,008 *</b>	<b>\$2,777 **</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; payment of senior citizens tax refunds; and related administrative costs.

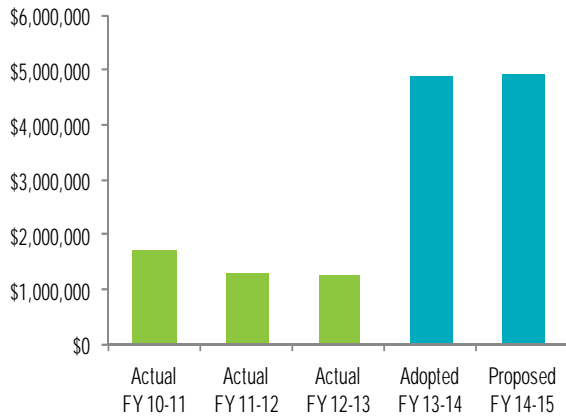
# MAPS OPERATIONS FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Use Tax	\$0	\$0	\$0
Interest	25,844	36,876	56,022
Civic Center Naming Rights	71,982	0	0
Other Revenue	1,237	18,969	0
Fund Balance	0	4,580,948	4,876,623
Reserve for Outstanding Encumbrances	0	264,868	11,365
<b>Total Revenues</b>	<b>\$99,063</b>	<b>\$4,901,661</b>	<b>\$4,944,010</b>
<b>Expenditures</b>			
<b>Parks and Recreation</b>			
Personal Services	\$713,736	\$758,508	\$737,147
Other Services & Charges	119,514	248,148	5,879
Supplies	0	0	0
Capital Outlay	2,290	317,710	300,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$835,540</b>	<b>\$1,324,366</b>	<b>\$1,043,026</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	212,810	175,550	189,583
Supplies	141,719	1,496	257,353
Capital Outlay	280,796	3,400,249	3,402,010
Transfers	1,121,038	0	52,038
<b>Department Total</b>	<b>\$1,756,363</b>	<b>\$3,577,295</b>	<b>\$3,900,984</b>
<b>All Departments</b>			
Personal Services	\$713,736	\$758,508	\$737,147
Other Services & Charges	332,324	423,698	195,462
Supplies	141,719	1,496	257,353
Capital Outlay	283,086	3,717,959	3,702,010
Transfers	1,121,038	0	52,038
<b>Total Expenditures</b>	<b>\$2,591,903</b>	<b>\$4,901,661</b>	<b>\$4,944,010</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$15,896,374	\$13,403,534	\$9,900,620
Additions/(Reductions) to Fund Balance	(2,492,840)	(3,502,914) *	(4,887,988) **
<b>Ending Fund Balance</b>	<b>\$13,403,534</b>	<b>\$9,900,620 *</b>	<b>\$5,012,632 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

MAPS Operations Fund  
Historical and Projected Expenditures



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 were 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.

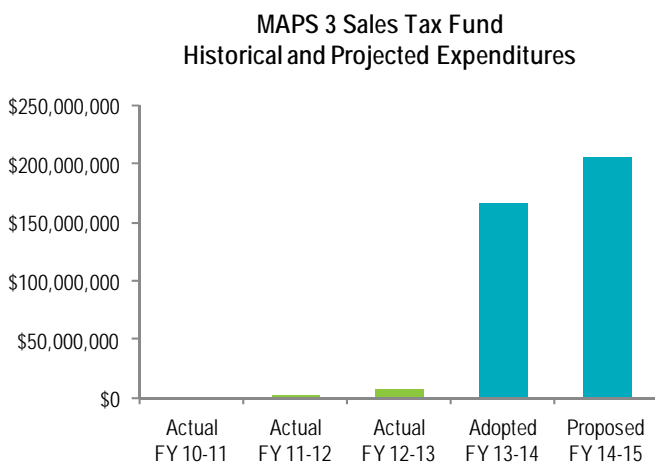
The MAPS Operations Fund budget reflects only the funding for adopted expenditures.

# MAPS 3 SALES TAX FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Sales Tax	\$103,758,507	\$108,335,516	\$109,558,894
Interest	949,803	783,170	1,229,308
Other	11,291	0	0
Fund Balance	0	48,950,649	77,626,811
Reserve for Outstanding Encumbrances	0	9,876,563	18,084,987
<b>Total Revenues</b>	<b>\$104,719,602</b>	<b>\$167,945,898</b>	<b>\$206,500,000</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	209,306	0	0
Supplies	0	0	0
Capital Outlay	16,826,729	159,360,188	206,500,000
Transfers	(513)	0	0
Reserve for Future Capital Costs	0	8,585,710	0
<b>Total Expenditures</b>	<b>\$17,035,522</b>	<b>\$167,945,898</b>	<b>\$206,500,000</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$103,614,050	\$191,298,130	\$314,997,997
Additions/(Reductions) to Fund Balance	87,684,080	123,699,867 *	(95,711,798) **
<b>Ending Fund Balance</b>	<b>\$191,298,130</b>	<b>\$314,997,997 *</b>	<b>\$219,286,199 **</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 race-

course 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 USE TAX FUND

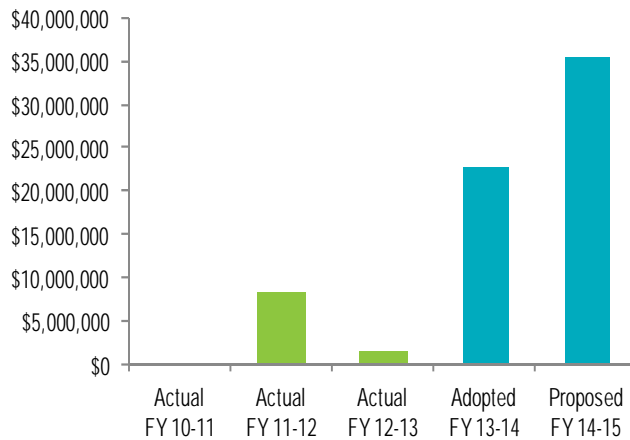
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Use Tax	\$11,933,878	\$12,047,255	\$12,997,869
Refunds and Reimbursements	0	0	0
Transfer	0	0	0
Carryover	0	8,018,785	15,206,177
Interest	164,403	100,534	182,523
Reserve for Outstanding Encumbrances	0	2,623,564	7,299,079
<b>Total Revenues</b>	<b>\$12,098,281</b>	<b>\$22,790,138</b>	<b>\$35,685,648</b>
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$669,535	\$881,514	\$962,134
Other Services & Charges	440,667	691,454	912,926
Supplies	6,103	45,200	45,200
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,116,305</b>	<b>\$1,618,168</b>	<b>\$1,920,260</b>
<b>Fire Department</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	3,610,969	8,689,787
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$3,610,969</b>	<b>\$8,689,787</b>
<b>Information Technology</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	0	0
Capital Outlay	0	0	2,000,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000,000</b>
<b>Police Department</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	0
Supplies	0	99,144	0
Capital Outlay	1,187,539	17,461,857	23,075,601
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,187,539</b>	<b>\$17,561,001</b>	<b>\$23,075,601</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>All Departments</b>			
Personal Services	\$669,535	\$881,514	\$962,134
Other Services & Charges	440,667	691,454	912,926
Supplies	6,103	144,344	45,200
Capital Outlay	1,187,539	21,072,826	33,765,388
Transfers	0	0	0
Reserve for Future Capital Costs	0	0	0
<b>Total Expenditures</b>	<b>\$2,303,844</b>	<b>\$22,790,138</b>	<b>\$35,685,648</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$13,664,101	\$23,458,538	\$31,215,507
Additions/(Reductions) to Fund Balance	9,794,437	7,756,969 *	(22,505,256) **
<b>Ending Fund Balance</b>	<b>\$23,458,538</b>	<b>\$31,215,507 *</b>	<b>\$8,710,251 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

MAPS 3 Use Tax Fund  
Historical and Projected Expenditures



Following the approval of the one-cent MAPS 3 Sales Tax by City voters on December 8, 2009 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 Sales 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 FY 2013 a non-operating component was included in the MAPS 3 Use Tax Fund providing a reserve for future capital funding.

# OKLAHOMA CITY IMPROVEMENT AND SPECIAL SERVICES ASSESSMENT DISTRICTS FUND

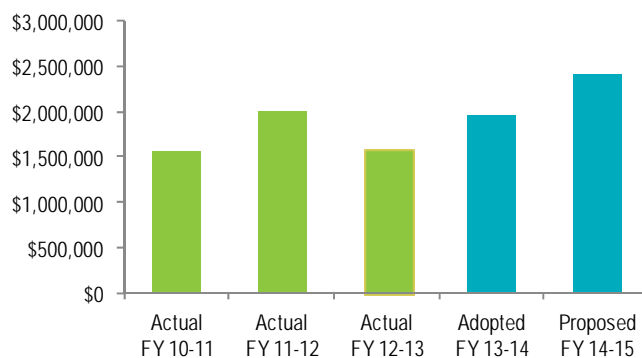
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Assessments	\$2,020,791	\$1,970,696	\$2,378,738
Interest	16,737	10,487	26,900
Collection Fees	(3,130)	5,637	9,511
Other	0	0	0
Fund Balance	0	0	0
<b>Total Revenues</b>	<b>\$2,034,399</b>	<b>\$1,986,820</b>	<b>\$2,415,149</b>
<b>Expenditures - Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	(30,433)	38,984	12,156
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	1,293,896	1,947,836	2,402,993
<b>Total Expenditures</b>	<b>\$1,263,463</b>	<b>\$1,986,820</b>	<b>\$2,415,149</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	(\$278,047)	\$492,888	\$0
Additions/(Reductions) to Fund Balance	770,936	(492,888) *	0 **
<b>Ending Fund Balance</b>	<b>\$492,888</b>	<b>\$0</b> *	<b>\$0</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 and the Stockyards BID have both been renewed for a second ten-year term. 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 SCHOOLS SALES TAX FUND

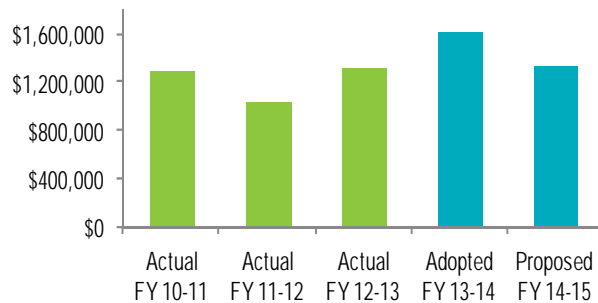
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Interest	(\$14,653)	\$14,130	\$13,599
Other	(375,878)	0	0
Fund Balance	0	1,605,881	1,340,225
<b>Total Revenues</b>	<b>(\$390,531)</b>	<b>\$1,620,011</b>	<b>\$1,353,824</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$761,790	\$739,086	\$668,295
Other Services & Charges	523,142	718,125	522,729
Supplies	14,130	62,800	62,800
Transfers	0	100,000	100,000
<b>Total Expenditures</b>	<b>\$1,299,062</b>	<b>\$1,620,011</b>	<b>\$1,353,824</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$6,509,155	\$4,819,563	\$1,868,418
Additions/(Reductions) to Fund Balance	(1,689,593)	(2,951,145) *	(1,340,225) **
<b>Ending Fund Balance</b>	<b>\$4,819,563</b>	<b>\$1,868,418</b> *	<b>\$528,193</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

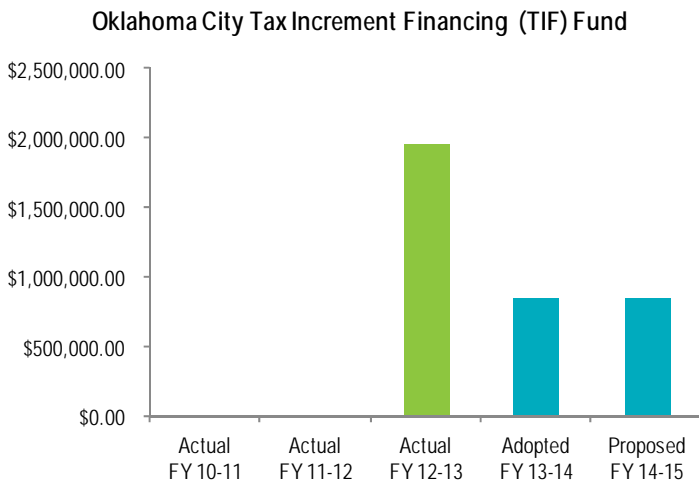


# OKLAHOMA CITY TAX INCREMENT FINANCING (TIF) FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Tax Increment Financing Match	\$1,616,344	\$850,000	\$850,000
Fund Balance	0	0	0
<b>Total Revenues</b>	<b>\$1,616,344</b>	<b>\$850,000</b>	<b>\$850,000</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	995,080	850,000	850,000
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
Reserve for Future Capital Costs	0	0	0
<b>Total Expenditures</b>	<b>\$995,080</b>	<b>\$850,000</b>	<b>\$850,000</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	(\$621,264)	\$0	\$0
Additions/(Reductions) to Fund Balance	621,264	0 *	0 **
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0 *</b>	<b>\$0 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



As part of the creation of some TIF districts, the State of Oklahoma committed to match sales and use tax derived from improvement efforts in the respective areas. This dedicated fund is restricted for economic development purposes associated with these TIF districts and is currently used to fund tax anticipation debt repayment in the Oklahoma City Economic Development Trust (OCEDT).

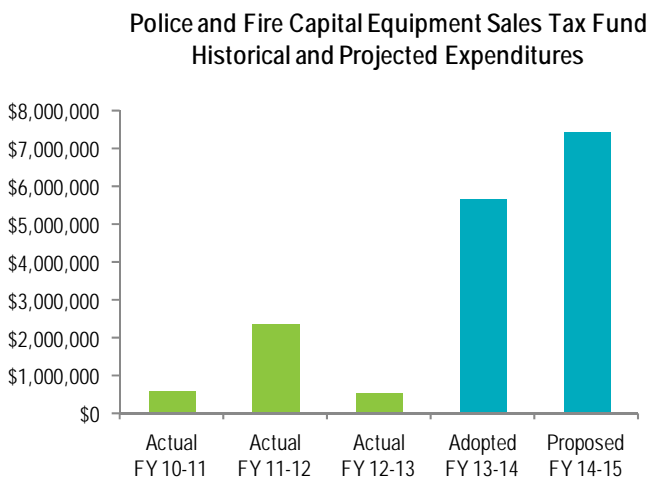
# POLICE AND FIRE CAPITAL EQUIPMENT SALES TAX FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Interest	(\$7,846)	\$25,000	\$39,412
Other	464,948	0	0
Fund Balance	0	5,449,960	5,564,358
Reserve for Outstanding Encumbrances	0	225,365	1,830,900
<b>Total Revenues</b>	<b>\$457,102</b>	<b>\$5,700,325</b>	<b>\$7,434,670</b>
<b>Expenditures</b>			
<b>City Manager's Office</b>			
Personal Services	\$0	\$26	\$26
Other Services & Charges	39,173	435,277	2,147,197
Supplies	80,949	91,804	56,567
Capital Outlay	0	2,416,509	2,002,219
Transfers	0	0	0
<b>Department Total</b>	<b>\$120,122</b>	<b>\$2,943,616</b>	<b>\$4,206,009</b>
<b>Fire</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	4,345	10,930	10,598
Supplies	6,528	9,435	9,435
Capital Outlay	55,455	134,869	126,999
Transfers	0	0	0
<b>Department Total</b>	<b>\$66,328</b>	<b>\$155,234</b>	<b>\$147,032</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	2,500,000	1,800,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$2,506,100</b>	<b>\$1,806,100</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	1	1
Supplies	0	0	0
Capital Outlay	0	95,374	1,275,528
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$95,375</b>	<b>\$1,275,529</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>All Departments</b>			
Personal Services	\$0	\$26	\$26
Other Services & Charges	43,517	452,308	2,163,896
Supplies	87,477	101,239	66,002
Capital Outlay	55,455	5,146,752	5,204,746
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$186,450</b>	<b>\$5,700,325</b>	<b>\$7,434,670</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$7,126,024	\$7,396,677	\$9,302,865
Additions/(Reductions) to Fund Balance	270,653	1,906,188 *	(7,395,258) **
<b>Ending Fund Balance</b>	<b>\$7,396,677</b>	<b>\$9,302,865 *</b>	<b>\$1,907,607 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



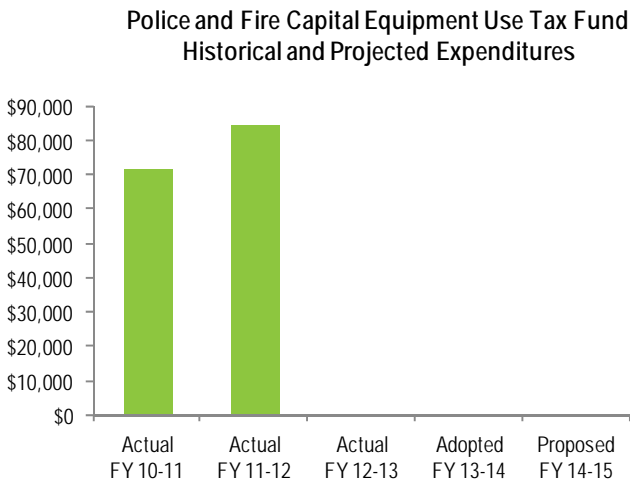
The Police and Fire Capital Equipment Sales Tax Fund was established in FY 2000-2001. Funding was provided through a 32-month 1/2 cent sales tax approved by City voters on March 14, 2000 for police and fire capital equipment projects beginning July 1, 2000 and ending March 1, 2003. Among the capital improvements 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 USE TAX FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Interest	(\$694)	\$0	\$7
Fund Balance	0	0	368
<b>Total Revenues</b>	<b>(\$694)</b>	<b>\$0</b>	<b>\$375</b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	375
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$375</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$1,751	\$1,058	\$368
Additions/(Reductions) to Fund Balance	(694)	(690) *	(368) **
<b>Ending Fund Balance</b>	<b>\$1,058</b>	<b>\$368</b> *	<b>\$0</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 EQUIPMENT TAX FUND)

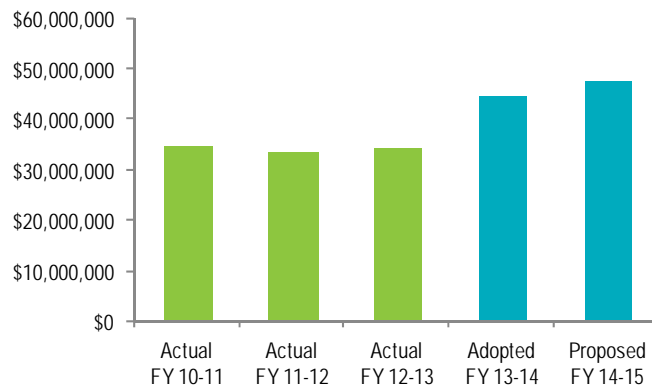
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Special Sales Tax	\$38,828,053	\$40,298,007	\$40,667,871
Interest	23,877	39,068	59,773
Other	497,498	20,000	200,000
Fund Balance	0	4,052,603	5,789,024
Reserve for Outstanding Encumbrances	0	115,966	1,043,295
<b>Total Revenues</b>	<b>\$39,349,427</b>	<b>\$44,525,644</b>	<b>\$47,759,963</b>
<b>Expenditures - Police</b>			
Personal Services	\$32,232,112	\$33,308,477	\$34,051,417
Other Services & Charges	2,959,702	5,080,586	5,918,530
Supplies	602,089	621,499	3,635,049
Capital Outlay	23,069	5,515,082	2,654,967
Transfers	1,500,000	0	1,500,000
<b>Total Expenditures</b>	<b>\$37,316,973</b>	<b>\$44,525,644</b>	<b>\$47,759,963</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$6,843,079	\$8,875,532	\$13,373,124
Additions/(Reductions) to Fund Balance	2,032,454	4,497,592 *	(6,832,319) **
<b>Ending Fund Balance</b>	<b>\$8,875,532</b>	<b>\$13,373,124 *</b>	<b>\$6,540,805 **</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

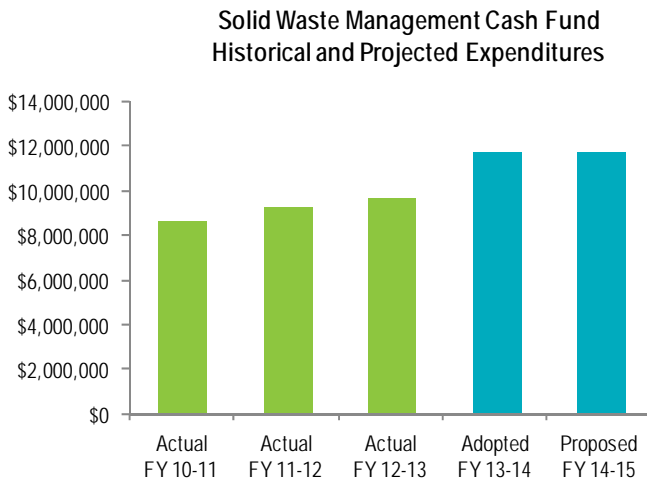


## SOLID WASTE MANAGEMENT CASH FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Transfer from OCEAT	\$10,620,000	\$10,811,390	\$10,759,778
Interest Income	(292)	6,464	10,397
Fund Balance	0	1,000,000	1,000,000
Reserve for Outstanding Encumbrances	0	729	0
<b>Total Revenues</b>	<b>\$10,619,708</b>	<b>\$11,818,583</b>	<b>\$11,770,175</b>
<b>Expenditures - Utilities</b>			
Personal Services	\$7,195,518	\$8,197,600	\$8,276,137
Other Services & Charges	1,741,287	2,278,962	2,152,738
Supplies	1,179,714	1,342,021	1,341,300
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$10,116,519</b>	<b>\$11,818,583</b>	<b>\$11,770,175</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$509,191	\$1,012,380	\$1,820,122
Additions/(Reductions) to Fund Balance	503,189	807,742 *	0 **
<b>Ending Fund Balance</b>	<b>\$1,012,380</b>	<b>\$1,820,122 *</b>	<b>\$1,820,122 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and 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 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Donations	\$352,402	\$1,583,780	\$1,527,016
Other Revenue	399,424	2,880,000	3,318,839
Interest	24,619	50,000	39,393
Fund Balance	0	1,797,456	3,779,371
Reserve for Outstanding Encumbrances	0	1,473,990	796,456
<b>Total Revenues</b>	<b>\$776,445</b>	<b>\$7,785,226</b>	<b>\$9,461,075</b>
<b>Expenditures</b>			
<b>Development Services</b>			
Personal Services	\$8,457	\$7,768	\$7,768
Other Services & Charges	116,232	98,800	122,800
Supplies	30,368	49,370	32,870
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$155,057</b>	<b>\$155,938</b>	<b>\$163,438</b>
<b>Fire</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	7,762	1,854	11,014
Supplies	2,999	12,914	31,904
Capital Outlay	0	8	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$10,761</b>	<b>\$14,776</b>	<b>\$42,918</b>
<b>Non-Departmental</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	250,000	1,007,501
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$1,007,501</b>



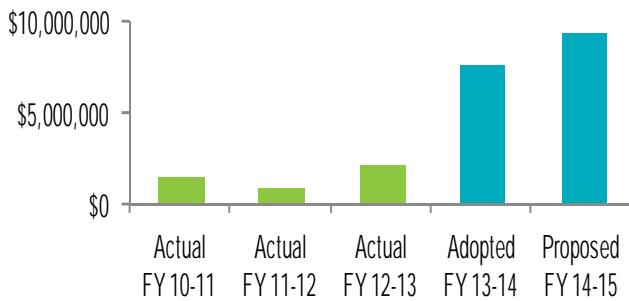
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Parks and Recreation</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	101,501	288,649	2,135,162
Supplies	115,832	119,983	2,299,559
Capital Outlay	869,758	4,614,194	622,204
Transfers	0	0	0
<b>Department Total</b>	<b>\$1,087,091</b>	<b>\$5,022,826</b>	<b>\$5,056,925</b>
<b>Planning</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	95,553	107,745	74,515
Supplies	0	0	0
Capital Outlay	0	0	700,000
Transfers	0	0	0
<b>Department Total</b>	<b>\$95,553</b>	<b>\$107,745</b>	<b>\$774,515</b>
<b>Police</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	0	0	5,000
Supplies	0	7,000	23,158
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$28,158</b>
<b>Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	309,249	155,482	0
Supplies	14,679	321	0
Capital Outlay	113,900	2,071,138	2,387,620
Transfers	0	0	0
<b>Department Total</b>	<b>\$437,828</b>	<b>\$2,226,941</b>	<b>\$2,387,620</b>

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>All Departments</b>			
Personal Services	\$8,457	\$7,768	\$7,768
Other Services & Charges	630,297	902,530	3,355,992
Supplies	163,878	189,588	2,387,491
Capital Outlay	983,658	6,685,340	3,709,824
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$1,786,291</b>	<b>\$7,785,226</b>	<b>\$9,461,075</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$1,009,846	\$0	\$5,070,548
Additions/(Reductions) to Fund Balance	(1,009,846)	5,070,548 *	(4,575,827) **
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$5,070,548 *</b>	<b>\$494,721 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

### Special Purpose Fund Historical and Projected Expenditures



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.

# SPORTS FACILITIES SALES TAX FUND (OKLAHOMA CITY SPORTS FACILITIES IMPROVEMENT SALES TAX FUND)

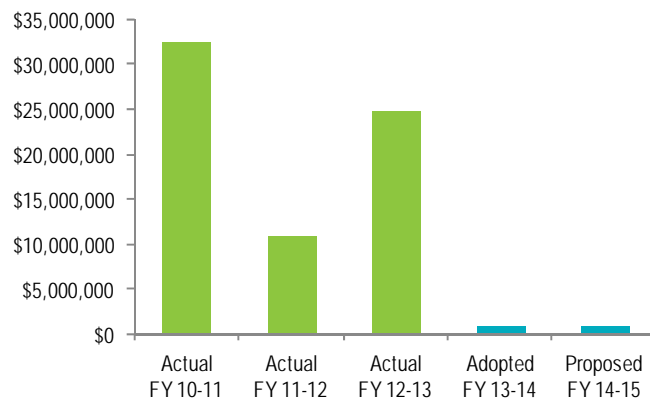
	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Sports Facilities Sales Tax	\$0	\$0	\$0
Interest	(286,440)	7,000	2,818
Fund Balance	0	362,391	784,077
Other	136,275	0	0
Reserve for Outstanding Encumbrances	0	561,920	112,807
<b>Total Revenues</b>	<b><u>(\$150,165)</u></b>	<b><u>\$931,311</u></b>	<b><u>\$899,702</u></b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	(26,520)	26,520	877
Supplies	257,820	67,827	0
Capital Outlay	5,828,827	836,964	898,825
Transfers	0	0	0
<b>Total Expenditures</b>	<b><u>\$6,060,126</u></b>	<b><u>\$931,311</u></b>	<b><u>\$899,702</u></b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$12,940,521	\$6,730,230	\$897,062
Additions/(Reductions) to Fund Balance	(6,210,291)	(5,833,168) *	(896,884) **
<b>Ending Fund Balance</b>	<b><u>\$6,730,230</u></b>	<b><u>\$897,062</u></b> *	<b><u>\$178</u></b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

The Oklahoma City Sports Facilities Improvement Sales Tax Fund, established in FY 2007-2008 pursuant to voter approval on March 4, 2008, was a limited-term, limited purpose sales tax earmarked for certain capital improvements relating the City's sports arena and the construction of the professional basketball team practice facility. 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 Sales Tax Fund  
Historical and Projected Expenditures**

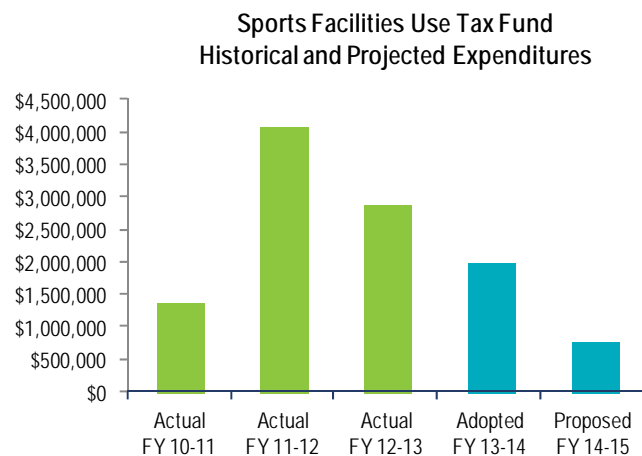


# SPORTS FACILITIES USE TAX FUND (OKLAHOMA CITY SPORTS FACILITIES IMPROVEMENT USE TAX FUND)

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Sports Facilities Use Tax	\$0	\$0	\$0
Interest	(49,960)	2,000	2,276
Reserve for Prior Year Encumbrances	0	289,364	74,030
Other	3,695	0	0
Fund Balance	0	1,721,823	709,433
<b>Total Revenues</b>	<b><u>(\$46,265)</u></b>	<b><u>\$2,013,187</u></b>	<b><u>\$785,739</u></b>
<b>Expenditures - City Manager's Office</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	20,144	106,631	106,992
Supplies	0	0	0
Capital Outlay	1,015,219	1,906,556	678,747
Transfers	0	0	0
<b>Department Total</b>	<b><u>\$1,035,363</u></b>	<b><u>\$2,013,187</u></b>	<b><u>\$785,739</u></b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$4,359,705	\$3,278,077	\$791,720
Additions/(Reductions) to Fund Balance	(1,081,627)	(2,486,357) *	(783,463) **
<b>Ending Fund Balance</b>	<b><u>\$3,278,077</u></b>	<b><u>\$791,720</u></b> *	<b><u>\$8,257</u></b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



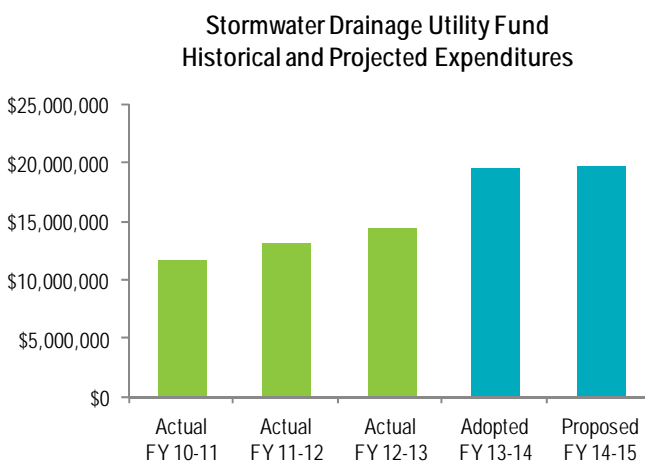
The Oklahoma City Sports Facilities Use Tax is the companion use tax to the one-cent Oklahoma City Sports Facilities Sales Tax. The tax provides a levy of 1% on the sale of tangible personal property not subject to sales tax from January 1, 2009 through March 21, 2010. The City Council has expressed its intent to use this fund for expenses related to the Oklahoma City Sports Facilities 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 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Drainage Fee	\$15,008,232	\$15,475,811	\$16,384,342
Interest	2,523	25,583	48,189
ODOT Reimbursements	255,766	255,766	255,766
Permits	112,415	110,953	114,312
Other Revenue	334,078	(501,208)	44,071
Fund Balance	0	3,024,878	1,647,672
Reserve for Outstanding Encumbrances	0	1,227,681	1,200,124
<b>Total Revenues</b>	<b>\$15,713,013</b>	<b>\$19,619,464</b>	<b>\$19,694,476</b>
<b>Expenditures - Public Works</b>			
Personal Services	\$7,845,669	\$7,992,982	\$8,154,221
Other Services & Charges	5,851,217	9,666,965	9,312,704
Supplies	612,063	1,246,789	1,632,366
Capital Outlay	640,253	712,728	595,185
Transfers	490,000	0	0
<b>Total Expenditures</b>	<b>\$15,439,202</b>	<b>\$19,619,464</b>	<b>\$19,694,476</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$7,236,300	\$7,510,111	\$8,171,041
Additions/(Reductions) to Fund Balance	273,811	660,930 *	(2,847,796) **
<b>Ending Fund Balance</b>	<b>\$7,510,111</b>	<b>\$8,171,041 *</b>	<b>\$5,323,245 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.



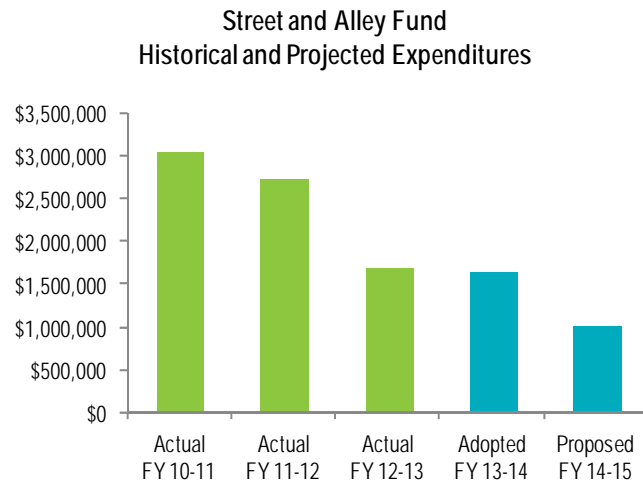
The Storm Water Drainage Utility Fund was established by Council on June 13, 1995 to address federal mandates governing National Pollution Discharge Elimination System (NPDES) programs and is responsible for planning and implementing strategies for improving the quality of storm and other runoff waters. The Utility is an enterprise fund 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 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Interest Income	(\$17,714)	\$15,000	\$4,000
Other	0	0	0
Fund Balance	0	1,315,560	541,893
Reserve for Outstanding Encumbrances	0	304,975	480,454
<b>Total Revenues</b>	<b>(\$17,714)</b>	<b>\$1,635,535</b>	<b>\$1,026,347</b>
<b>Expenditures - Public Works</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	826,198	381,941	174,659
Supplies	114,965	30,003	520,668
Capital Outlay	61,652	1,223,591	331,020
Transfers	100,750	0	0
<b>Total Expenditures</b>	<b>\$1,103,564</b>	<b>\$1,635,535</b>	<b>\$1,026,347</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$3,737,490	\$2,616,211	\$1,503,801
Additions/(Reductions) to Fund Balance	(1,121,279)	(1,112,410) *	(1,022,347) **
<b>Ending Fund Balance</b>	<b>\$2,616,211</b>	<b>\$1,503,801</b> *	<b>\$481,454</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 provides the funding for these projects.

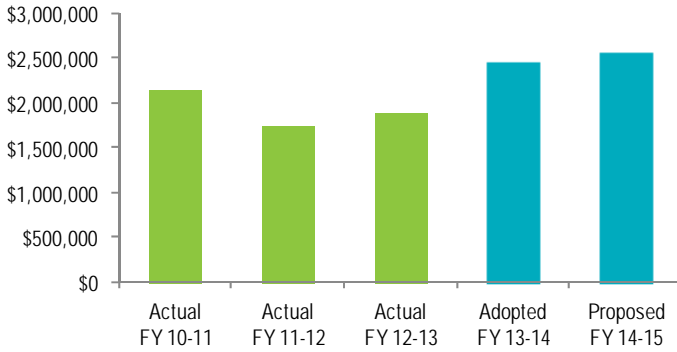
# TRANSPORTATION AND PARKING ENTERPRISE FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Transfer from COTPA	\$1,795,940	\$2,153,096	\$2,242,079
Transfer from General Fund	262,883	315,252	309,026
Interest	(411)	1,206	1,864
Fund Balance	0	0	0
Reserve for Outstanding Encumbrances	0	0	0
<b>Total Revenues</b>	<b><u>\$2,058,412</u></b>	<b><u>\$2,469,554</u></b>	<b><u>\$2,552,969</u></b>
<b>Expenditures</b>			
<b>Parking</b>			
Personal Services	\$338,753	\$360,734	\$345,909
Other Services & Charges	63,036	101,073	103,943
Supplies	8,129	36,400	36,400
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b><u>\$409,917</u></b>	<b><u>\$498,207</u></b>	<b><u>\$486,252</u></b>
<b>Public Transportation</b>			
Personal Services	\$1,590,915	\$1,934,047	\$2,029,885
Other Services & Charges	421	37,300	36,832
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Department Total</b>	<b><u>\$1,591,336</u></b>	<b><u>\$1,971,347</u></b>	<b><u>\$2,066,717</u></b>
<b>All Departments</b>			
Personal Services	\$1,929,667	\$2,294,781	\$2,375,794
Other Services & Charges	63,457	138,373	140,775
Supplies	8,129	36,400	36,400
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b><u>\$2,001,253</u></b>	<b><u>\$2,469,554</u></b>	<b><u>\$2,552,969</u></b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	(\$22,381)	\$34,778	\$0
Additions/(Reductions) to Fund Balance	57,160	(34,778) *	0 **
<b>Ending Fund Balance</b>	<b><u>\$34,778</u></b>	<b><u>\$0</u></b> *	<b><u>\$0</u></b> **

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

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.



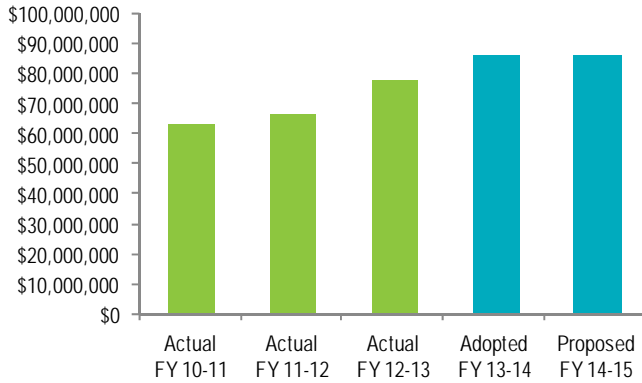
# WATER AND WASTEWATER FUND

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Transfer from OCWUT	\$81,925,000	\$85,028,257	\$85,129,303
Interest Income	29,447	71,476	41,086
Other	2,849	0	0
Fund Balance	0	600,000	800,000
Reserve for Outstanding Encumbrances	0	520,920	0
<b>Total Revenues</b>	<b>\$81,957,296</b>	<b>\$86,220,653</b>	<b>\$85,970,389</b>
<b>Expenditures</b>			
<b>Water</b>			
Personal Services	\$24,146,292	\$25,881,441	\$26,068,480
Other Services & Charges	21,098,808	22,952,127	21,553,812
Supplies	10,540,557	9,943,127	10,105,256
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Departmental Total</b>	<b>\$55,785,657</b>	<b>\$58,776,695</b>	<b>\$57,727,548</b>
<b>Wastewater</b>			
Personal Services	\$17,278,550	\$18,977,979	\$19,137,143
Other Services & Charges	5,741,174	6,233,986	6,854,725
Supplies	2,010,699	2,231,993	2,250,973
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Departmental Total</b>	<b>\$25,030,423</b>	<b>\$27,443,958</b>	<b>\$28,242,841</b>
<b>All Departments</b>			
Personal Services	\$41,424,842	\$44,859,420	\$45,205,623
Other Services & Charges	26,839,981	29,186,113	28,408,537
Supplies	12,551,255	12,175,120	12,356,229
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$80,816,079</b>	<b>\$86,220,653</b>	<b>\$85,970,389</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$612,121	\$1,753,337	\$2,401,108
Additions/(Reductions) to Fund Balance	1,141,217	647,771 *	(800,000) **
<b>Ending Fund Balance</b>	<b>\$1,753,337</b>	<b>\$2,401,108 *</b>	<b>\$1,601,108 **</b>

\* Estimated.

\*\* Assumes budgeted revenues and expenditures.

Water and Wastewater Fund  
Historical and Projected Expenditures



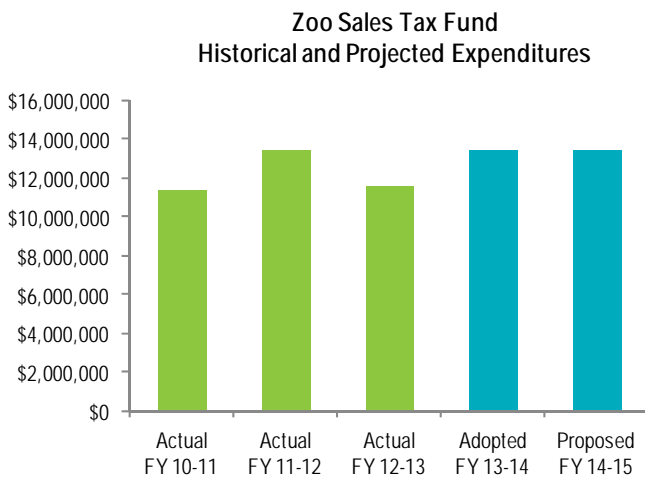
The Water and Wastewater Fund was established in 1988 by the City Council for the purpose of identifying operating expenditures of the Water and Wastewater Utilities Department. Expenditures from these funds are made for the treatment of water; the maintenance and repair of water treatment, pumping, 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 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Zoo Sales Tax Revenue	\$12,942,684	\$13,541,939	\$13,568,403
Interest Income	14,911	9,739	0
Fund Balance	0	0	0
<b>Total Revenues</b>	<b>\$12,957,595</b>	<b>\$13,551,678</b>	<b>\$13,568,403</b>
<b>Expenditures - Zoo</b>			
Personal Services	\$0	\$0	\$0
Other Services & Charges	14,886,614	13,551,678	13,568,403
Supplies	0	0	0
Capital Outlay	0	0	0
Transfers	0	0	0
<b>Total Expenditures</b>	<b>\$14,886,614</b>	<b>\$13,551,678</b>	<b>\$13,568,403</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$3,863,436	\$1,934,417	\$0
Additions/(Reductions) to Fund Balance	(1,929,019)	(1,934,417) *	0 **
<b>Ending Fund Balance</b>	<b>\$1,934,417</b>	<b>\$0 *</b>	<b>\$0 **</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.



The City of  
**OKLAHOMA CITY**

## 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 purchase of the Police and Fire Mobile Command Post pictured above.*

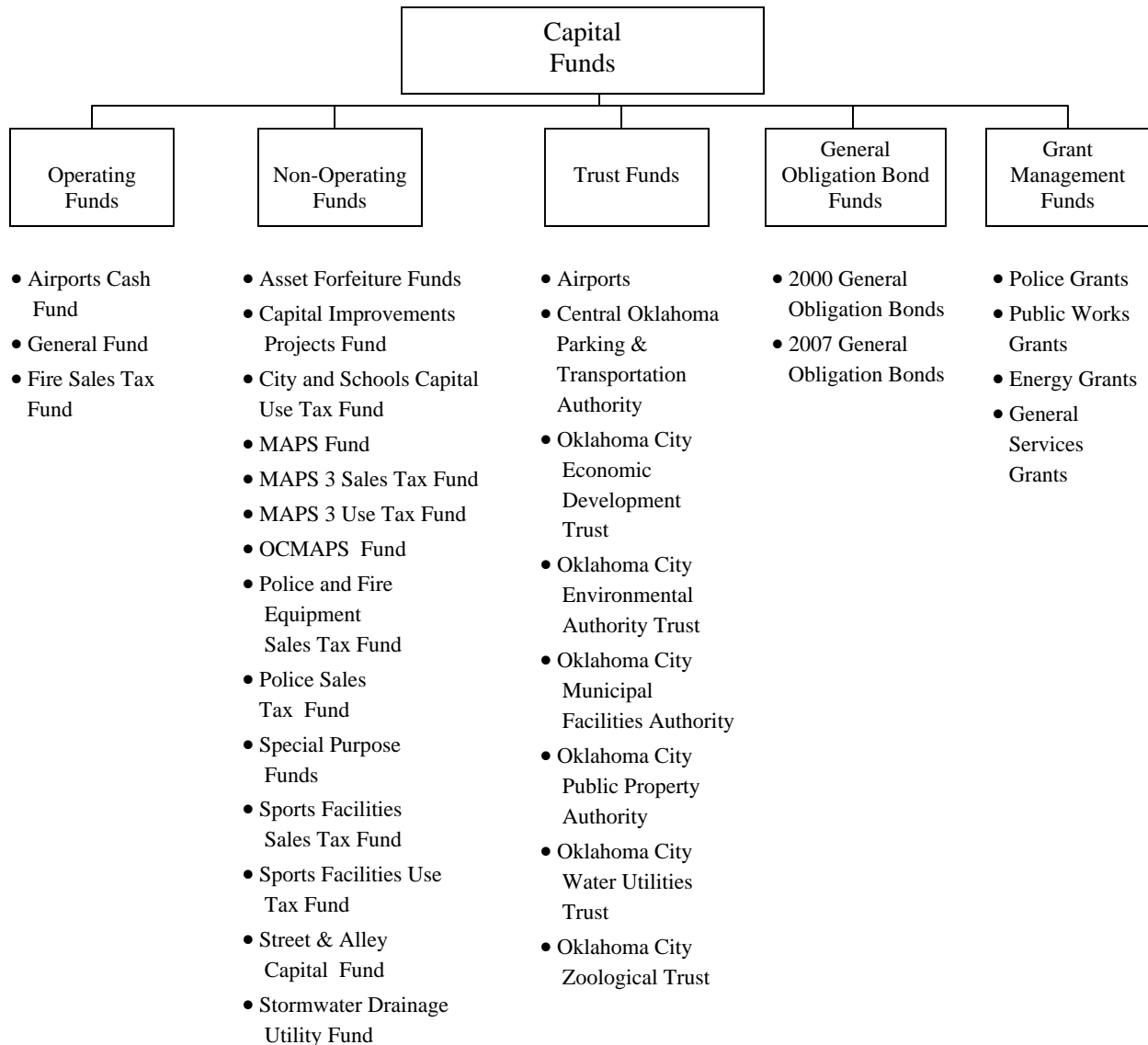
# CAPITAL IMPROVEMENT BUDGET

The Capital Improvement Budget continues the expenditure of the 2000 General Obligation Bond Program and implements the seventh year of the 2007 General Obligation Bond Authorization. Improvements to streets, bridges, traffic controls, drainage, libraries and parks will be continued.

The FY 2015 Capital Improvement budget includes funding for the replacement of certain Public Safety fleet vehicles made possible by the passage of the limited term Maps 3 Use Tax. This allows for an appropriate replacement schedule for Public Safety vehicles.

The Capital Improvement Projects Fund is supported primarily by a transfer from the General Fund and is used for citywide improvements. Funding for FY 2015 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

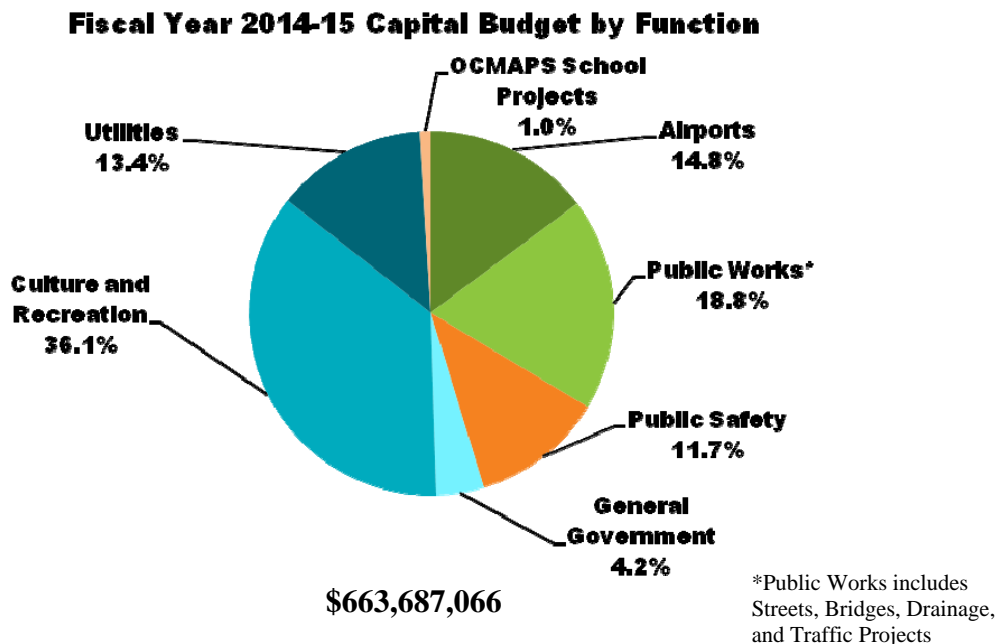


## IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

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 3 projects and the General Obligation Bond Programs have required significant resources, particularly within the Public Works Department due to the extensive design and project management requirements of these programs. Where feasible, the costs of project management are charged to the associated projects by the department providing those services.

The second and 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.



# SUMMARY OF REVENUES AND EXPENDITURES

	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget
<b>Revenues</b>			
Operating Funds	1,449,625	\$513,998	\$500,000
Non-Operating Funds	70,912,647	52,348,108	66,690,073
Internal Service Funds	82,752	245,000	100,000
Trust Funds	213,807,412	273,896,587	222,248,028
Special Tax Funds	36,958,756	226,066,333	269,018,435
General Obligation Bond Funds	44,794,591	108,849,805	103,450,000
Grant Management Funds	3,827,205	19,226,293	1,680,530
<b>Total Revenues</b>	<b>\$371,832,988</b>	<b>\$681,146,124</b>	<b>\$663,687,066</b>
<i>Less</i> Interfund Transfers	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$371,832,988</b>	<b>\$681,146,124</b>	<b>\$663,687,066</b>
<b>Expenditures</b>			
Operating Funds	\$1,449,625	\$513,998	\$500,000
Non-Operating Funds	22,066,648	52,348,108	66,690,073
Internal Service Funds	82,752	245,000	100,000
Trust Funds	213,807,412	273,896,587	222,248,028
Special Tax Funds	36,958,756	226,066,333	269,018,435
General Obligation Bond Funds	44,794,591	108,849,805	103,450,000
Grant Management Funds	3,827,205	19,226,293	1,680,530
<b>Total Expenditures</b>	<b>\$322,986,989</b>	<b>\$681,146,124</b>	<b>\$663,687,066</b>
<i>Less</i> Interfund Transfers	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$322,986,989</b>	<b>\$681,146,124</b>	<b>\$663,687,066</b>

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 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget
<b>Operating Funds</b>			
<b>Revenues</b>			
Airports Cash Fund	\$489,296	\$500,000	\$500,000
General Fund	450,672	13,998	0
Stormwater Utility Drainage Fund	509,657	0	0
<b>Total Revenues</b>	<b>\$1,449,625</b>	<b>\$513,998</b>	<b>\$500,000</b>
<b>Expenditures</b>			
Airports Cash Fund	\$489,296	\$500,000	\$500,000
General Fund	\$450,672	13,998	0
Stormwater Utility Drainage Fund	509,657	0	0
<b>Total Expenditures</b>	<b>\$1,449,625</b>	<b>\$513,998</b>	<b>\$500,000</b>
<b>Non-Operating Funds</b>			
<b>Revenues</b>			
Asset Forfeiture Funds	\$566,724	\$160,000	\$200,000
Capital Improvements Projects Fund	61,941,673	39,556,784	57,434,357
Special Purpose Funds	1,559,058	6,685,332	3,709,824
Stormwater Drainage Capital Fund	4,241,433	4,310,457	4,319,545
Street & Alley Capital Fund	2,603,759	1,635,535	1,026,347
<b>Total Revenues</b>	<b>\$70,912,647</b>	<b>\$52,348,108</b>	<b>\$66,690,073</b>
<b>Expenditures</b>			
Asset Forfeiture Funds	\$566,724	\$160,000	\$200,000
Capital Improvements Projects Fund	16,766,361	39,556,784	57,434,357
Special Purpose Funds	1,559,058	6,685,332	3,709,824
Stormwater Drainage Capital Fund	2,070,941	4,310,457	4,319,545
Street & Alley Capital Fund	1,103,564	1,635,535	1,026,347
<b>Total Expenditures</b>	<b>\$22,066,648</b>	<b>\$52,348,108</b>	<b>\$66,690,073</b>
<b>Internal Service Funds</b>			
<b>Revenues</b>			
Print Shop Internal Service Fund	82,752	245,000	100,000
<b>Total Revenues</b>	<b>\$82,752</b>	<b>\$245,000</b>	<b>\$100,000</b>
<b>Expenditures</b>			
Print Shop Internal Service Fund	82,752	245,000	100,000
<b>Total Expenditures</b>	<b>\$82,752</b>	<b>\$245,000</b>	<b>\$100,000</b>

	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget
<b>Trust Funds *</b>			
<b>Revenues</b>			
Oklahoma City Airport Trust (OCAT)	\$25,144,201	\$48,607,760	\$97,712,045
Central Oklahoma Transp. & Parking Authority (COTPA)	13,984,383	26,039,300	19,192,027
Oklahoma City Environmental Assistance Trust (OCEAT)	6,412,564	3,797,409	4,209,000
Oklahoma City Economic Development Trust (OCEDT)	9,355,085	14,031,801	0
Oklahoma City Metro Area Projects Trust (OCMAPS)	53,192,993	72,724,094	6,392,000
Oklahoma City Municipal Facilities Authority (OCMFA)	71,975	595,729	466,243
Oklahoma City Public Property Authority (OCPPA)	4,827,172	4,195,494	6,842,057
Oklahoma City Water Utilities Trust (OCWUT)	98,137,504	94,325,000	84,434,656
Oklahoma City Zoological Trust (OCZT)	2,681,535	9,580,000	3,000,000
<b>Total Revenues</b>	<b>\$213,807,412</b>	<b>\$273,896,587</b>	<b>\$222,248,028</b>
<b>Expenditures</b>			
Oklahoma City Airport Trust (OCAT)	25,144,201	\$48,607,760	\$97,712,045
Central Oklahoma Transp. & Parking Authority (COTPA)	13,984,383	26,039,300	19,192,027
Oklahoma City Environmental Assistance Trust (OCEAT)	6,412,564	3,797,409	4,209,000
Oklahoma City Economic Development Trust (OCEDT)	9,355,085	14,031,801	0
Oklahoma City Metro Area Projects Trust (OCMAPS)	53,192,993	72,724,094	6,392,000
Oklahoma City Municipal Facilities Authority (OCMFA)	71,975	595,729	466,243
Oklahoma City Public Property Authority (OCPPA)	4,827,172	4,195,494	6,842,057
Oklahoma City Water Utilities Trust (OCWUT)	98,137,504	94,325,000	84,434,656
Oklahoma City Zoological Trust (OCZT)	2,681,535	9,580,000	3,000,000
<b>Total Expenditures</b>	<b>\$213,807,412</b>	<b>\$273,896,587</b>	<b>\$222,248,028</b>
<b>Special Tax Funds</b>			
<b>Revenues</b>			
Special Tax Funds	\$36,958,756	\$226,066,333	\$269,018,435
<b>Total Revenues</b>	<b>\$36,958,756</b>	<b>\$226,066,333</b>	<b>\$269,018,435</b>
<b>Expenditures</b>			
Special Tax Funds	\$36,958,756	\$226,066,333	\$269,018,435
<b>Total Expenditures</b>	<b>\$36,958,756</b>	<b>\$226,066,333</b>	<b>\$269,018,435</b>
<b>General Obligation Bond Funds</b>			
<b>Revenues</b>			
General Obligation Bond Funds	\$44,794,591	\$108,849,805	\$103,450,000
<b>Total Revenues</b>	<b>\$44,794,591</b>	<b>\$108,849,805</b>	<b>\$103,450,000</b>
<b>Expenditures</b>			
General Obligation Bond Funds	\$44,794,591	\$108,849,805	\$103,450,000
<b>Total Expenditures</b>	<b>\$44,794,591</b>	<b>\$108,849,805</b>	<b>\$103,450,000</b>
<b>Grant Management Funds</b>			
<b>Revenues</b>			
Grant Management Funds	\$3,827,205	\$19,226,293	\$1,680,530
<b>Total Revenues</b>	<b>\$3,827,205</b>	<b>\$19,226,293</b>	<b>\$1,680,530</b>
<b>Expenditures</b>			
Grant Management Funds	\$3,827,205	\$19,226,293	\$1,680,530
<b>Total Expenditures</b>	<b>\$3,827,205</b>	<b>\$19,226,293</b>	<b>\$1,680,530</b>
<b>Total Capital Expenditures</b>	<b>\$322,986,989</b>	<b>\$681,146,124</b>	<b>\$663,687,066</b>
Less Interfund Transfers	\$0	\$0	\$0
<b>Capital Expenditures</b>	<b>\$322,986,989</b>	<b>\$681,146,124</b>	<b>\$663,687,066</b>

\* Not included in the City's adopted budget

## SUMMARY OF CAPITAL EXPENDITURES BY DEPARTMENT

Department	FY 12-13 Actual	FY 13-14 Adopted Budget	FY 14-15 Proposed Budget
Airports	\$25,633,497	\$64,982,560	\$98,212,045
City Clerk's Office	3,720	161,528	181,142
City Manager's Office	95,905,658	246,484,233	218,692,393
Development Services	191,078	742,871	1,277,126
Finance	85,475	92,660	127,353
Fire	5,430,191	12,421,865	15,252,489
General Services	3,542,588	10,762,032	11,271,390
Information Technology	4,128,658	10,811,107	14,293,692
Mayor and Council	0	0	10,500
Municipal Counselor	9,093	150,844	93,517
Municipal Court	0	0	3,000,000
Non-Departmental	2,077,360	8,317,365	8,816,760
Parks and Recreation	8,019,846	16,378,356	17,007,306
Planning	12,560	0	705,467
Police	5,719,265	48,360,287	53,027,971
Public Transportation and Parking	14,144,938	26,976,500	19,192,027
Public Works	50,851,459	126,801,507	110,882,232
Utilities	104,550,068	98,122,409	88,643,656
Zoo	2,681,535	9,580,000	3,000,000
<b>Capital Expenditures</b>	<b>\$322,986,989</b>	<b>\$681,146,124</b>	<b>\$663,687,066</b>



The City of  
**OKLAHOMA CITY**

# AIRPORTS CAPITAL IMPROVEMENT BUDGET

<b>Title</b>	8 CNG CONRAC BUSES	
<b>Project ID</b>	A1140039	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Purchase of 8 CNG passenger buses for transportation of passengers to/from terminal and CONRAC.	
<b>Project Justification</b>	New buses are needed to provide transportation to the new car rental facility.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Operations and maintenance of vehicles	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	PAX\Customer Facility	\$3,004,888
	<hr/>	
	<b>Project Total</b>	<b>\$3,004,888</b>

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<b>Title</b>	AIRPORT DEPARTMENT COMMAND CENTERS	
<b>Project ID</b>	A1130010	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Renovate and equip two emergency command centers, one located within the terminal and the other at a remote facility.	
<b>Project Justification</b>	The Department is in need of an emergency command center in the terminal and another in a remote facility.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	Oklahoma City Airport Trust	\$200,000
	<hr/>	
	<b>Project Total</b>	<b>\$200,000</b>

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<b>Title</b>	AVIATION RECORDS ROOF REPLACEMENT	
<b>Project ID</b>	A7130008	
<b>Location</b>	Mike Monroney Aeronautical Center	
<b>Description</b>	Aviation Records Roof Replacement	
<b>Project Justification</b>	Due to the age and condition of roof, replacement is necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	Oklahoma City Airport Trust	\$1,050,000
	<hr/>	
	<b>Project Total</b>	<b>\$1,050,000</b>

<b>Title</b>	CHECKED BAG INSPECTION SYSTEM	
<b>Project ID</b>	A1000021	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Purchase and installation of a Checked baggage inspection system (TSA OTA Grant)	
<b>Project Justification</b>	Existing bag system is inefficient and has no flexibility. New system will provide for redundancy which is recommended by the Transportation Security Administration who is providing grant funding for the project.	
<b>Operating Cost</b>	More than \$100,001	
<b>Operating Cost Description</b>	Operations and maintenance of belt system.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Other Grants	\$4,446,484
	PAX\Customer Facility	\$1,118,415
	<b>Project Total</b>	<b>\$5,564,899</b>
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<b>Title</b>	CONSOLIDATED CAR RENTAL FACILITY	
<b>Project ID</b>	A1000025	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Construction of consolidated car rental facility.	
<b>Project Justification</b>	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.	
<b>Operating Cost</b>	More than \$100,001	
<b>Operating Cost Description</b>	Facility and ground operations and maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	PAX\Customer Facility	\$21,600,000
	<b>Project Total</b>	<b>\$21,600,000</b>
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<b>Title</b>	DEPARTMENT COMMAND CENTER COMMUNICATION EQUIPMENT	
<b>Project ID</b>	A1130009	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Department Command Center Communications equipment	
<b>Project Justification</b>	Communication equipment needed for emergency operations.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$750,000
	<b>Project Total</b>	<b>\$750,000</b>

**Title** FIBER PATH WRWA TO MAINTENANCE FACILITY  
**Project ID** A1000034  
**Location** Will Rogers World Airport  
**Description** Redundant fiber runs to Central Maintenance Facility for internet and City network access.  
**Project Justification** The Airport is only using one fiber path running to Central Maintenance Facility. A redundant path is needed in case the current fiber line ever fails.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**Title** FLIGHT STANDARDS BUILDING LIGHTING  
**Project ID** A7140004  
**Location** Mike Monroney Aeronautical Center  
**Description** Replace lighting for the Flight Standards Building.  
**Project Justification** Lighting is antiquated and non-functional in many areas.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$300,000
<b>Project Total</b>	<b>300,000</b>

**Title** FY 2015 SHUTTLE BUS PURCHASES  
**Project ID** A1150001  
**Location** Will Rogers World Airport  
**Description** Purchase new shuttle buses in FY 2015  
**Project Justification** As old buses reach the end of their useful life, new buses are purchased to replace.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$225,000
<b>Project Total</b>	<b>\$225,000</b>

<b>Title</b>	HANGAR 1 UPPER ROOF REPLACEMENT	
<b>Project ID</b>	A1140041	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Replace Hangar 1 Upper Roof	
<b>Project Justification</b>	Due to damage that occurred to hangar during 2013 storm, replacement is necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$507,000
	<b>Project Total</b>	<b>\$507,000</b>

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<b>Title</b>	HANGAR 2 LOW ROOF REPLACEMENT	
<b>Project ID</b>	A1140018	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Replace the lower roof on Hangar 2.	
<b>Project Justification</b>	The Hangar 2 lower roof has exceeded its useful life.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$50,000
	<b>Project Total</b>	<b>\$50,000</b>

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<b>Title</b>	HANGAR 9 BUILDING ENVELOPE	
<b>Project ID</b>	A7140006	
<b>Location</b>	Mike Monroney Aeronautical Center	
<b>Description</b>	Hangar 9 requires work to restore the envelope.	
<b>Project Justification</b>	Restore the envelope to protect the structure.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$1,089,000
	<b>Project Total</b>	<b>\$1,089,000</b>



**Title** HEADQUARTERS BUILDING ENVELOPE  
**Project ID** A7130012  
**Location** Mike Monroney Aeronautical Center  
**Description** Headquarters building envelope repairs  
**Project Justification** Due to age and condition of facility, repairs are necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

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**Title** HEADQUARTERS BUILDING SLAB REPLACEMENT  
**Project ID** A7140022  
**Location** Mike Monroney Aeronautical Center  
**Description** Remove and Replace concrete slab due to settling and renovate offices that have been damaged due to movement.  
**Project Justification** Slab has settled significantly and requires replacement.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

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**Title** MEDIUM VOLTAGE EQUIPMENT REPLACEMENT  
**Project ID** A7130011  
**Location** Mike Monroney Aeronautical Center  
**Description** Replacement of Medium Voltage Equipment in facilities - 2015.  
**Project Justification** Due to age and condition of equipment, replacement is necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$250,000
<b>Project Total</b>	<b>\$250,000</b>

<b>Title</b>	MMAC HVAC FY 11 THRU FY 15
<b>Project ID</b>	A7000032
<b>Location</b>	Mike Monroney Aeronautical Center
<b>Description</b>	MMAC HVAC Replacements FY 11 thru FY 15.
<b>Project Justification</b>	HVAC System Replacement as required by lease and as systems reach the end of their useful life.
<b>Operating Cost</b>	No additional operating costs
<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 14-15</b>
	Oklahoma City Airport Trust              \$13,600,000
	<b>Project Total</b> <b>\$13,600,000</b>

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<b>Title</b>	MOBILE EQUIPMENT REPLACEMENT
<b>Project ID</b>	5100001
<b>Location</b>	City Airports
<b>Description</b>	Mobile equipment replacement for airport equipment maintenance.
<b>Project Justification</b>	As vehicles reach the end of their useful life, they must be replaced in order to reduce maintenance costs and down time.
<b>Operating Cost</b>	Between \$1 and \$10,000
<b>Operating Cost Description</b>	Routine maintenance that is required for vehicles.
	<b>Capital Funding Source</b> <b>FY 14-15</b>
	Airport Cash Fund                              \$500,000
	<b>Project Total</b> <b>\$500,000</b>

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<b>Title</b>	NEUTRAL REPEATER OR DAS NETWORK
<b>Project ID</b>	A1140001
<b>Location</b>	Will Rogers World Airport
<b>Description</b>	Add a neutral repeater or DAS network that will boost cell phone coverage in basement and 3rd floor areas.
<b>Project Justification</b>	Replacement will allow for better, stronger cell phone communications both to 3rd floor and basement levels. 1st and 2nd floor have great coverage currently. A DAS will benefit staff, traveling public and emergency personnel.
<b>Operating Cost</b>	Between \$1 and \$10,000
<b>Operating Cost Description</b>	Service agreement to maintain system
	<b>Capital Funding Source</b> <b>FY 14-15</b>
	Oklahoma City Airport Trust              \$300,000
	<b>Project Total</b> <b>\$300,000</b>

<b>Title</b>	PAINT EXTERIOR OF ALL GARAGES	
<b>Project ID</b>	A1140025	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Paint the exterior of Garage C to match the paint on Garage B.	
<b>Project Justification</b>	The exterior of Garage C was always intended to be painted but was not included in the original construction to reduce cost for budget and maintenance of the post tensioned structure.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$300,000
	<b>Project Total</b>	<b>\$300,000</b>

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<b>Title</b>	PAVEMENT MANAGEMENT IMPLEMENTATION	
<b>Project ID</b>	A1140034	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Implement a pavement management system to identify the pavement condition and provide budget and prioritization data for maintenance of all Trust owned or maintained pavements.	
<b>Project Justification</b>	The pavements under the control of the Trust are annually in need of maintenance and replacement. A formalized pavement management system will aid in the prioritizing and scheduling of the pavement inventory for maintenance and rehabilitation.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$50,000
	<b>Project Total</b>	<b>\$50,000</b>

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<b>Title</b>	REALIGN PORTLAND AVE	
<b>Project ID</b>	A1000026	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Realignment of Portland Avenue	
<b>Project Justification</b>	To create more useable areas for the East side growth and development.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$4,500,000
	<b>Project Total</b>	<b>\$4,500,000</b>

**Title** REHAB APRON HANGAR 4A, 4B, 4C  
**Project ID** A3130001  
**Location** CE Page Airport  
**Description** Rehab apron and Hangars 4A, 4B, and 4C  
**Project Justification** Rehabilitating the pavement will extend the pavements useful life. Replacing the existing joint material will help seal the pavement from moisture getting into the subgrade which will help preserve the life of the pavement structure.  
**Operating Cost** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Other Grants	\$90,000
Oklahoma City Airport Trust	\$10,000
<b>Project Total</b>	<b>\$100,000</b>

**Title** REHAB RUNWAY 17L/35R & TW  
**Project ID** A2000013  
**Location** Wiley Post Airport  
**Description** Rehabilitation of the primary runway 17L/35R, diamond grind and groove the primary runway, rehabilitate the parallel taxiway system. Replace in-pavement taxiway lights with taxiway edge lights.  
**Project Justification** Runway 17L/35R is exhibiting several corner and panel breaks and many joints are missing the sealant. Diamond grinding will smooth the pavement and grooving will meet FAA standards for this airport. The portions of the parallel taxiway system are in need of patching and sealing. A section of the taxiway system has in-pavement lights that routinely fail. Replacing the taxiway lights will improve pilots awareness.

**Operating Cost** Between \$1 and \$10,000

**Operating Cost Description** Electricity

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Other Grants	\$2,640,000
Oklahoma City Airport Trust	\$293,000
<b>Project Total</b>	<b>\$2,933,000</b>

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<b>Title</b>	RELOCATE CARGO FACILITIES	
<b>Project ID</b>	A1140038	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Study and design/construct a new Belly Cargo Facility	
<b>Project Justification</b>	The existing belly cargo facility must be relocated and the demolished to accommodate the Terminal Phase III Expansion.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$500,000
	<b>Project Total</b>	<b>\$500,000</b>

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<b>Title</b>	REPLACE CCTV NETWORK	
<b>Project ID</b>	A1130017	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Replace old out-of-warranty CCTV equipment on CCTV Network	
<b>Project Justification</b>	Due to age and condition of hardware, replacement is necessary.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$100,000
	<b>Project Total</b>	<b>\$100,000</b>

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<b>Title</b>	REPLACE FIDS HARDWARE	
<b>Project ID</b>	A1130016	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Replace old out-of-warranty and end of life Flight Information Data System equipment including monitors, data video recorders, video extenders, servers, network switches, etc.	
<b>Project Justification</b>	Due to age and condition of hardware, replacement is necessary.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$100,000
	<b>Project Total</b>	<b>\$100,000</b>

**Title** REPLACE TAXIWAY C AND G ASPHALT  
**Project ID** A1140015  
**Location** Will Rogers World Airport  
**Description** Remove the taxiway-C and G asphalt and replace with concrete  
**Project Justification** The asphalt portion of taxiway-C and G is failing and becoming a maintenance issue. The pavement requires replacement before additional deterioration.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Other Grants	\$5,053,052
Oklahoma City Airport Trust	\$561,451
<b>Project Total</b>	<b>\$5,614,503</b>

**Title** RESCUE #7 REPLACEMENT  
**Project ID** A1140029  
**Location** Will Rogers World Airport  
**Description** Procure a replacement to Rescue #7  
**Project Justification** Rescue #7 is near the service life to maintain certification and must be replaced to maintain the required ARFF certification for the airport.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Other Grants	\$490,500
Oklahoma City Airport Trust	\$54,500
<b>Project Total</b>	<b>\$545,000</b>

**Title** RUNWAY FRICTION TESTING EQUIPMENT  
**Project ID** A1140054  
**Location** Will Rogers World Airport  
**Description** Purchase of friction testing equipment  
**Project Justification** Current tester is showing age and has had lengthy repairs during snow events. This prevents us from being able to provide MU readings to the tower for the airlines.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

**Title** SIGNAGE UPGRADE AND REPLACEMENT  
**Project ID** A1130014  
**Location** Will Rogers World Airport  
**Description** Airport signage upgrade and replacement  
**Project Justification** Due to age and condition of signage, replacements are necessary.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

**Title** SNOW BARN ROOF COATING  
**Project ID** A1140020  
**Location** Will Rogers World Airport  
**Description** Place a roof coating on the Snow Barn  
**Project Justification** The Snow Barn roof has deteriorated and needs to be recoated.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

**Title** SNOW BLOWERS  
**Project ID** A0000075  
**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 and they have reached the end of their useful life.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Preventative Maintenance

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Other Grants	\$1,369,800
Oklahoma City Airport Trust	\$152,200
<b>Project Total</b>	<b>\$1,522,000</b>

<b>Title</b>	SORB BUILDING RE-ROOF	
<b>Project ID</b>	A1140019	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Replace the lower roof on the SORB building	
<b>Project Justification</b>	The roof has exceeded it useful life.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$1,100,000
	<b>Project Total</b>	<b>\$1,100,000</b>

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<b>Title</b>	STREETS AND PARKING REONSTRUCTION	
<b>Project ID</b>	A7130013	
<b>Location</b>	Mike Monroney Aeronautical Center	
<b>Description</b>	Streets and Parking reconstruction as indentified in the FY 12 annual inspection	
<b>Project Justification</b>	Due to age and condition of streets and parking lots, reconstruction has become necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$500,000
	<b>Project Total</b>	<b>\$500,000</b>

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<b>Title</b>	TERMINAL EXPANSION	
<b>Project ID</b>	A1000029	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Terminal expansion at WRWA	
<b>Project Justification</b>	Expand terminal to East and add 9 new gates and additional terminal space for OPS, Police, TSA, and airlines.	
<b>Operating Cost</b>	More than \$100,001	
<b>Operating Cost Description</b>	Janitorial, Insurance, Utilities, Maintenance and Repairs.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Other Grants	\$1,321,650
	Oklahoma City Airport Trust	\$2,022,900
	PAX\Customer Facility Charge	\$4,377,450
	<b>Project Total</b>	<b>\$7,722,000</b>



**Title** TERMINAL GENERATOR  
**Project ID** A1140036  
**Location** Will Rogers World Airport  
**Description** Add generator equipment to the terminal with the capacity to operate the entire terminal during a power outage.  
**Project Justification** To maintain terminal operations during a power failure.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$7,100,000
<b>Project Total</b>	<b>\$7,100,000</b>

**Title** TERMINAL SECURITY FRONTAGE  
**Project ID** A1140026  
**Location** Will Rogers World Airport  
**Description** Install barriers at the terminal curb to provide security from vehicles entering terminal.  
**Project Justification** This project will design and construct a system for terminal security at the entrance of the terminal.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$500,000
<b>Project Total</b>	<b>\$500,000</b>

**Title** TRITURATOR  
**Project ID** A1140011  
**Location** Will Rogers World Airport  
**Description** Construct new Triturator facility includes funding for study.  
**Project Justification** Current facility is forty plus years old and will need moved for terminal expansion.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$200,000
<b>Project Total</b>	<b>\$200,000</b>

**Title** TUNNEL ENHANCEMENT  
**Project ID** A1130028  
**Location** Will Rogers World Airport  
**Description** Tunnel Enhancement at WRWA  
**Project Justification** The tunnel from the parking garage to the terminal is approximately 1/4 mile in length. Currently there is passenger confusion in wayfinding. This project will not only assist in providing better directions for airport customers but improve the aesthetics of the tunnel creating an overall better experience for the customer.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$800,000
<b>Project Total</b>	<b>\$800,000</b>

**Title** UNITED TICKET OFFICE BUILDOUT  
**Project ID** A1140027  
**Location** Will Rogers World Airport  
**Description** Remodel the old Frontier/Express Jet ticket counter offices  
**Project Justification** This move will relieve the congestion in the center of the terminal.  
**Operating Cost** Generates revenue or savings  
**Operating Cost Description** Operating cost will be recovered in the lease

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**Title** UNIVERSAL PASSENGER BOARDING RAMP - SMALL  
**Project ID** A1130008  
**Location** Will Rogers World Airport  
**Description** Construction of a small Universal Passenger Boarding Ramp for diverted aircraft.  
**Project Justification** OKC regularly hosts aircraft diverted from DFW. Often, there are aircraft that do not have a station in OKC. If the local stations are busy with their own aircraft, diverted aircraft without local presence will be left until a station opens.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Very minimal

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

**Title** VISUAL PAGING—ENGAGE AT CHECKPOINT  
**Project ID** A1140003  
**Location** Will Rogers World Airport  
**Description** Expand Engage visual paging monitors in terminal and add computerized checkpoint queue.  
**Project Justification** Engage system will be used for better passenger information in the terminal building and emergency broadcasting. Checkpoint queue could assist airport, passengers, and TSA.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Service level agreement with vendor, monitor and equipment maintenance

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$87,500
<b>Project Total</b>	<b>\$87,500</b>

**Title** WPA DRAINAGE STUDY  
**Project ID** A2000019  
**Location** Wiley Post Airport  
**Description** Drainage Study of airport property by outside contractor.  
**Project Justification** To provide recommendation of necessary drainage improvements at airport.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$50,000
<b>Project Total</b>	<b>\$50,000</b>

**Title** WPA LIGHTING CIRCUIT AND PAPI REPLACEMENT  
**Project ID** A2140003  
**Location** Wiley Post Airport  
**Description** Upgrade airfield lighting circuits to meet FAA recommendations of resistance to ground performance and upgrade equipment where needed including removal and replacement of PAPI equipment on Taxiways 17R/35L and 17L/35R.  
**Project Justification** The condition of airfield circuits presents and ever increasing probability of failure due to natural deterioration brought about by age.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Other Grants	\$652,000
Oklahoma City Airport Trust	\$1,000,000
<b>Project Total</b>	<b>\$1,652,000</b>

**Title** WPA MAINTENANCE FACILITY STUDY  
**Project ID** A2130002  
**Location** Wiley Post Airport  
**Description** Maintenance Facility Location Study to be conducted by contracted vendor.  
**Project Justification** To provide a professional recommendation of maintenance facility location at airport.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$25,000
<b>Project Total</b>	<b>\$25,000</b>

**Title** WPA MAINTENANCE FACILITY  
**Project ID** A2000004  
**Location** Wiley Post Airport  
**Description** Construct maintenance facility with offices, kitchen, restrooms, and two equipment bays.  
**Project Justification** To replace facility that was originally constructed as a temporary maintenance facility and has outlived its useful life.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Will require routine maintenance such as cleaning, etc. on a facility what will be utilized by a staff of eight personnel.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$1,000,000
<b>Project Total</b>	<b>\$1,000,000</b>

**Title** WPA RUNWAY 17L-35R PAYMENT REHABILITATION  
**Project ID** A2150003  
**Location** Wiley Post Airport  
**Description** Rehabilitate, diamond grind and groove Runway 35R/17L, clean and seal PCC joints and cracks on Runway 17L/35R.  
**Project Justification** Runway 35R/17L is exhibiting several corner and panel breaks and many joints are missing sealant. Diamond grinding will smooth the pavement and grooving will meet FAA standards for this airport.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Other Grants	\$2,200,000
Oklahoma City Airport Trust	\$924,455
<b>Project Total</b>	<b>\$3,124,455</b>

**Title** WPA RUNWAY 17L-35R SIGNAGE  
**Project ID** A2150001  
**Location** Wiley Post Airport  
**Description** Install new runway signage on Runway 17L-35R  
**Project Justification** The runway has very old unreliable lighting and signage circuits as identified in the airfield electrical study. Replacing the signs will enhance the runway safety.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$538,900
<b>Project Total</b>	<b>\$538,900</b>

**Title** WPA RUNWAY 17L-35R EDGE LIGHTS AND SIGNS  
**Project ID** A2150004  
**Location** Wiley Post Airport  
**Description** New runway edge lighting /signs and new conductors on Runway 17L-35R  
**Project Justification** The existing airfield lighting circuits are very old and some are the original conductors. These circuits as past their useful life and require replacement before failure causes lighting failure on the runway.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Other Grants	\$720,000
Oklahoma City Airport Trust	\$277,900
<b>Project Total</b>	<b>\$997,900</b>

**Title** WRWA CRASH PHONE SYSTEM  
**Project ID** A1130003  
**Location** Will Rogers World Airport  
**Description** Replace Crash Phone System at airport  
**Project Justification** Due to age of existing system, repair parts are not available.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

**Title** WRWA MAINTENANCE FACILITY - MULTI BAY CONSTRUCTION  
**Project ID** A1140030  
**Location** Will Rogers World Airport  
**Description** Plan and design a new 2 or 3 bay maintenance facility at the south maintenance yard large enough to accommodate the new CNG 35 foot CONRAC busses, ARFF vehicles, and snow removal equipment.  
**Project Justification** The existing facilities are not large enough to accommodate the new 35 foot CNG busses, ARFF vehicles, and snow removal equipment. This would be a back-up facility for local maintenance on the CONRAC busses.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$700,000
<b>Project Total</b>	<b>\$700,000</b>

**Title** WRWA PARKING  
**Project ID** A1140048  
**Location** Will Rogers World Airport  
**Description** Employee parking at WRWA  
**Project Justification** Currently, there are 3 separate areas employees at he the airport can park. Those areas are at maximum capacity and there are several upcoming projects that could impact those areas permanently.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

**Title** WRWA REPLACE SOUTH MAINTENANCE BUILDING ROOF REPLACEMENT  
**Project ID** A1140052  
**Location** Will Rogers World Airport  
**Description** South Maintenance building roof replacement  
**Project Justification** Roof is in need of replacement due to storm damage.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Oklahoma City Airport Trust	\$253,000
<b>Project Total</b>	<b>\$253,000</b>

<b>Title</b>	WRWA SIGNAGE STUDY	
<b>Project ID</b>	A1130002	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	WRWA Signage Study	
<b>Project Justification</b>	Current signage is out of date and is for a significantly lower airport capacity and users than what the airport currently has.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$151,000
	<b>Project Total</b>	<b>\$151,000</b>

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<b>Title</b>	WRWA TERMINAL ROOF REPLACEMENT	
<b>Project ID</b>	A1140051	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Terminal roof replacement	
<b>Project Justification</b>	Roof was damaged in storm and requires replacement.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$655,000
	<b>Project Total</b>	<b>\$655,000</b>

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<b>Title</b>	WRWA UPPER DECK JOINT REPAIR	
<b>Project ID</b>	A1140050	
<b>Location</b>	Will Rogers World Airport	
<b>Description</b>	Upper deck passenger drop off expansion joint repair	
<b>Project Justification</b>	Upper deck in need of repair, due to water leaks.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Oklahoma City Airport Trust	\$1,000,000
	<b>Project Total</b>	<b>\$1,000,000</b>

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<b>Airports Total</b>	<b>\$98,212,045</b>
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## CITY CLERK CAPITAL IMPROVEMENT BUDGET

<b>Title</b>	CITY HALL BASEMENT REMODEL	
<b>Project ID</b>	C20062	
<b>Location</b>	200 N. Walker Ave.	
<b>Description</b>	Remodel of three rooms in the basement of City Hall for use by the City Clerk's Office as a secure record storage area.	
<b>Project Justification</b>	The Clerk's Office requires a secure records storage area that meets the minimum standards for paper and cartographic materials.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$160,614
	<b>Project Total</b>	<b>\$160,614</b>
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<b>Title</b>	DOCUMENT SCANNER	
<b>Project ID</b>	C20063	
<b>Location</b>	200 N. Walker Ave.	
<b>Description</b>	To purchase or lease a WideTek 42" scanner and the purchase of a computer and the necessary accessories in order to scan original construction plans and other large documents required to be maintained by the City Clerk's Office.	
<b>Project Justification</b>	Staff requires a scanner capable of processing a large volume of documents in a manner that will not damage the originals and produce scan results that are legible and easily stored and retrieved.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$20,161
	<b>Project Total</b>	<b>\$20,161</b>
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<b>Title</b>	OFFICE FURNITURE	
<b>Project ID</b>	C80112	
<b>Location</b>	200 N. Walker Ave.	
<b>Description</b>	This project will provide funding for the purchase of Office Furniture for the City Clerk's Office.	
<b>Project Justification</b>	Due to age and condition of furniture, replacements are necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$367
	<b>Project Total</b>	<b>\$367</b>
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	<b>City Clerk's Office Total</b>	<b>\$181,142</b>



# CITY MANAGER CAPITAL IMPROVEMENT BUDGET

**Title** BIKE SHARE FLEET PURCHASES  
**Project ID** C81000  
**Location** Citywide  
**Description** Adding 30 new, more durable bikes is necessary to maintain the target ratio, decrease perpetual maintenance costs associated with the program, and to meet bike share-related LFR targets.  
**Project Justification** Upgrading the fleet benefits the City by increasing the program's capacity for increased ridership and expansion, decreasing required repairs and replacements, and contributing to the long-term viability of the program.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Annual maintenance cost of waxing the sculptures.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$47,850
<b>Project Total</b>	<b>\$47,850</b>

**Title** BOMBING MEMORIAL IMPROVEMENTS  
**Project ID** C11151  
**Location** 620 N. Harvey  
**Description** Various improvements to the Bombing Memorial.  
**Project Justification** To carry on the message..... "We come here to remember those who were killed, those who survived and those changed forever. May all who leave here know the impact of violence. May this memorial offer comfort, strength, peace, hope and serenity.@"  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$1,782,900
<b>Project Total</b>	<b>\$1,782,900</b>

**Title** CENTENNIAL LAND RUN MONUMENT  
**Project ID** C50003  
**Location** Bricktown along the Canal  
**Description** A joint project between the City, State, and Federal Government in celebration of the Oklahoma Land Run of 1889. Project includes 38 bronze sculptures.  
**Project Justification** To celebrate the historical event and provide for artwork along the Bricktown Canal.  
**Operating Cost** Between \$50,001 and \$100,000  
**Operating Cost Description** Annual maintenance cost of waxing the sculptures.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Public Property	\$543,015
<b>Project Total</b>	<b>\$543,015</b>

# CITY MANAGER CAPITAL IMPROVEMENT BUDGET

<b>Title</b>	ENERGY EFFICIENCY PROGRAMS	
<b>Project ID</b>	C80501	
<b>Location</b>	Citywide	
<b>Description</b>	Project provides funding for energy efficiency programs throughout the City as identified.	
<b>Project Justification</b>	The funding will facilitate potential electrical energy savings by replacing inefficient equipment throughout the City.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Future replacement of energy saving devices.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$262,738
	<b>Project Total</b>	<b>\$262,738</b>
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<b>Title</b>	EXPANDED DAS NETWORK	
<b>Project ID</b>	N0037	
<b>Location</b>	100 W. Reno Ave., 1 Myriad Gardens	
<b>Description</b>	Purchase and installation of an expanded Distributed Antenna System for the Chesapeake Arena and Cox Center.	
<b>Project Justification</b>	Will provide the opportunity for cellular service companies to extend service within the Chesapeake Arena and Cox Convention Center.	
<b>Operating Cost</b>	Between \$10,001 and \$50,000	
<b>Operating Cost Description</b>	Maintenance of System	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$24,562
	<b>Project Total</b>	<b>\$24,562</b>
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<b>Title</b>	DIGITAL UPGRADE—CHANNEL 20	
<b>Project ID</b>	C80357	
<b>Location</b>	200 N. Walker Ave.	
<b>Description</b>	Ability to put digital video stream of Channel 20 on internet, control programming schedule and playback, and improve bulletin board system. Majority of system is complete and remaining funds are for final payment.	
<b>Project Justification</b>	Federal standards for high definition television, upgrading to the most commonly used digital format and to maintain compatibility with cable and broadcast standards. Equipment would allow staff to schedule and insert programming for broadcast.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Annual maintenance fee	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$171
	<b>Project Total</b>	<b>\$171</b>

# CITY MANAGER CAPITAL IMPROVEMENT BUDGET

**Title** FAIRGROUND IMPROVEMENTS  
**Project ID** C50012  
**Location** Oklahoma State Fairgrounds  
**Description** Project funds available to provide for various improvements to the facilities and the grounds.  
**Project Justification** Due to age of the facilities and grounds, improvements are necessary to provide for a safe and enjoyable experience for visitors and employees.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Public Property Authority	\$2,000,000
<b>Project Total</b>	<b>\$2,000,000</b>

**Title** I-89 SCHOOL BUILDINGS  
**Project ID** CIP-I89  
**Location** Citywide  
**Description** Construction of new buildings and renovation of facilities as outlined in the I-89 Program Implementation Plan.  
**Project Justification** Due to age of facilities and Locations of students, renovations are necessary as well as construction of new buildings.

**Operating Cost** More than \$100,001

**Operating Cost Description** Operating Costs are for Project Office. Administrative costs only and not for operations of the facilities.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OCMAPS - Schools Sales	\$5,000,000
<b>Project Total</b>	<b>\$5,000,000</b>

**Title** MAPS 3 OFFICE REMODEL  
**Project ID** C80398  
**Location** 420 W Main, 4th Floor  
**Description** Remodel of the MAPS3 Office for additional personnel.  
**Project Justification** Project is necessary to provide office space for the additional employees that are needed to manage the MAPS3 program.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$358,851
<b>Project Total</b>	<b>\$358,851</b>

# CITY MANAGER CAPITAL IMPROVEMENT BUDGET

**Title** MAPS COMPLETION/RESERVE  
**Project ID** CIP-PROGRAM  
**Location** Various Locations  
**Description** Project represents funding remaining for capital maintenance on the projects.  
**Project Justification** Project is necessary to provide funding for capital maintenance of approved MAPS projects.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
MAPS Sales Tax Fund	\$540,281
<b>Project Total</b>	<b>\$540,281</b>

**Title** MAPS 3 CONVENTION CENTER  
**Project ID** M3-C000  
**Location** An area bounded by Walker Ave. on the west, Reno Ave. on the north, Robinson Ave.  
**Description** Land acquisition and construction of the new MAPS 3 Downtown Convention Center.  
**Project Justification** Will replace the aging convention center facility - a necessary component to attracting larger conventions and bringing additional revenue into the local economy. A recent study found that Oklahoma City is losing business to cities with larger, more updated convention centers.

**Operating Cost** More than \$100,001  
**Operating Cost Description** Management contract, Maintenance, and Utilities.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
MAPS 3 Sales Tax	\$38,000,000
<b>Project Total</b>	<b>\$38,000,000</b>

**Title** MAPS 3 DOWNTOWN PUBLIC PARK  
**Project ID** M3-P000  
**Location** An area bounded by Hudson Ave. on the west, OKC Blvd. on the north, Robinson Ave.  
**Description** Land acquisition and construction of the new MAPS 3 Downtown Public Park.  
**Project Justification** The park is envisioned to entice the community to spend time outdoors, encourage a healthier lifestyle and improve the quality of life in Oklahoma City.

**Operating Cost** More than \$100,001  
**Operating Cost Description** Maintenance, Landscaping, Irrigation, and trash removal.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
MAPS 3 Sales Tax	\$19,800,000
<b>Project Total</b>	<b>\$19,800,000</b>

# CITY MANAGER CAPITAL IMPROVEMENT BUDGET

<b>Title</b>	MAPS 3 OK STATE FAIRGROUNDS	
<b>Project ID</b>	M3-F000	
<b>Location</b>	Oklahoma State Fairgrounds	
<b>Description</b>	Replacement of certain Oklahoma State Fairgrounds buildings.	
<b>Project Justification</b>	Will replace aging public event buildings at the Oklahoma State Fairgrounds, particularly those used year-round by the public for antique shows, equipment shows, craft fairs, trade shows and the annual State Fair of Oklahoma.	
<b>Operating Cost</b>	No additional operating costs	
<b>Operating Cost Description</b>	Fairgrounds will absorb any increases in operating cost.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	MAPS 3 Sales Tax	\$38,600,000
	<b>Project Total</b>	<b>\$38,600,000</b>

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<b>Title</b>	MAPS 3 OKLAHOMA RIVER	
<b>Project ID</b>	M3-R000	
<b>Location</b>	Along the Oklahoma River	
<b>Description</b>	Improvement at the Oklahoma River including upgrades to the rowing and paddling venue and the construction of a new Whitewater facility.	
<b>Project Justification</b>	The river improvements will enhance the quality of the rowing & paddling venue, making Oklahoma City a premier urban destination for riversport training & competitive events. The whitewater facility will offer rafting, kayaking & canoeing for all skill levels.	
<b>Operating Cost</b>	More than \$100,001	
<b>Operating Cost Description</b>	Utility costs for race course lighting on the river, operation expenses related to the Whitewater Facility	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	MAPS3 Sales Tax	\$21,500,000
	<b>Project Total</b>	<b>\$21,500,000</b>

# CITY MANAGER CAPITAL IMPROVEMENT BUDGET

<b>Title</b>	MAPS 3 SENIOR HEALTH/WELLNESS	
<b>Project ID</b>	M3-H000	
<b>Location</b>	Citywide	
<b>Description</b>	Construction of Senior Health / Wellness Centers.	
<b>Project Justification</b>	Will encourage healthy lifestyles & serve as a gathering place for active seniors. The centers will be placed in different areas of the city to serve as many residents as possible. Each facility is to reflect the needs of the surrounding community and will include an operating partner.	
<b>Operating Cost</b>	No additional operating costs	
<b>Operating Cost Description</b>	It is anticipated the operating partners will absorb all operating cost.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	MAPS3 Sales Tax	\$26,100,000
	<b>Project Total</b>	<b>\$26,100,000</b>

<b>Title</b>	MAPS 3 SIDEWALKS	
<b>Project ID</b>	M3-W000	
<b>Location</b>	Citywide	
<b>Description</b>	Construction of new MAPS 3 Walks (sidewalk) projects.	
<b>Project Justification</b>	This project continues the City's efforts to create a more walkable community. Expanding and improving sidewalks throughout the city will improve accessibility, safety and quality of life.	
<b>Operating Cost</b>	No additional operating costs	
<b>Operating Cost Description</b>	No increase in cost in the near term, but will require maintenance in the future.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	MAPS 3 Sales Tax	\$7,600,000
	<b>Project Total</b>	<b>\$7,600,000</b>

# CITY MANAGER CAPITAL IMPROVEMENT BUDGET

<b>Title</b>	MAPS 3 STREETCAR / TRANSPORTATION SYSTEM
<b>Project ID</b>	M3-S000
<b>Location</b>	Downtown Oklahoma City
<b>Description</b>	Land acquisition and construction of a MAPS 3 Streetcar/Transportation System.
<b>Project Justification</b>	According to OKC's Fixed Guideway Study, streetcars provide flexibility and relative low cost compared to other rail alternatives, making it a viable choice for any high capacity transit corridor.
<b>Operating Cost</b>	More than \$100,001
<b>Operating Cost Description</b>	Maintenance, Operations, Personnel, and Utilities.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
MAPS 3 Sales Tax	\$41,800,000
<b>Project Total</b>	<b>\$41,800,000</b>

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<b>Title</b>	MAPS 3 TRAILS
<b>Project ID</b>	M3-T000
<b>Location</b>	Lake Hefner to the N. Canadian River, connections from Lake Overholser to the N. Canadian
<b>Description</b>	Proposed construction of new trails including: the I-44 West Trail, the West River/ Lake Overholser Trail, the Lake Draper Trail & the Airport Trail.
<b>Project Justification</b>	This project will provide additional trails to the citywide system for walking, bicycling and running. Expanding the trail system encourages an active culture while improving the quality of life in Oklahoma City.
<b>Operating Cost</b>	More than \$100,001
<b>Operating Cost Description</b>	Trail maintenance

<b>Capital Funding Source</b>	<b>FY 14-15</b>
MAPS 3 Sales Tax	\$13,100,000
<b>Project Total</b>	<b>\$13,100,000</b>

# CITY MANAGER CAPITAL IMPROVEMENT BUDGET

<b>Title</b>	REPLACEMENT COMPUTERS	
<b>Project ID</b>	C80354	
<b>Location</b>	200 N. Walker	
<b>Description</b>	Replacement of Macintosh computers, printers, and graphics software for multi-media staff and pc's for other staff. This project is a continuous upgrade.	
<b>Project Justification</b>	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.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$716
	<b>Project Total</b>	<b>\$716</b>

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<b>Title</b>	PRINTSHOP EQUIPMENT	
<b>Project ID</b>	C10002	
<b>Location</b>	200 N. Walker	
<b>Description</b>	Escrow of funds to replace printing or copying equipment.	
<b>Project Justification</b>	As current equipment reaches the end of its useful life, it will need replacement.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$39,309
	Printshop Internal Service Fund	\$100,000
	<b>Project Total</b>	<b>\$139,309</b>

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<b>Title</b>	PRINTSHOP REMODEL	
<b>Project ID</b>	C80365	
<b>Location</b>	200 N. Walker	
<b>Description</b>	Remodel of the Print Shop to accommodate service consultations and assistance, display sample products, and give customers an area to complete print shop business transactions. This project includes new office furniture needed to accommodate the remodel.	
<b>Project Justification</b>	The Print Shop office needs to be remodeled to accommodate new equipment and improve workflow efficiency. Better use of the space will also help to provide improved service to customers. This project also includes the purchase of office furniture to go with the remodeled space.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$100,000
	<b>Project Total</b>	<b>\$100,000</b>



# CITY MANAGER CAPITAL IMPROVEMENT BUDGET

<b>Title</b>	SUBURBAN SCHOOL PROJECTS	
<b>Project ID</b>	CIP-SUBSCH	
<b>Location</b>	Citywide	
<b>Description</b>	Projects include site purchase, construction, renovations, furniture and fixtures, transportation, equipment, and other improvements for 23 suburban school districts.	
<b>Project Justification</b>	Condition of Facilities, Equipment, Vehicles, etc. requires replacement. Other justifications are acceptable as long as they fall within the requirements of the OCMAPS Trust.	
<b>Operating Cost</b>	More than \$100,001	
<b>Operating Cost Description</b>	Operating Costs are for project office administrative costs only and not for operations of facilities or specified projects.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OCMAPS - Schools Sales	\$1,392,000
	<b>Project Total</b>	<b>\$1,392,000</b>

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**City Manager Total                    \$218,692,393**

# DEVELOPMENT SERVICES CAPITAL IMPROVEMENT BUDGET

<b>Title</b>	ANIMAL SHELTER FLOOR AND KENNELS	
<b>Project ID</b>	C00090	
<b>Location</b>	2811 SE 29th St.	
<b>Description</b>	Floor improvements and kennel replacements at Animal Welfare facility.	
<b>Project Justification</b>	The current flooring in the shelter is made of concrete floor, which is a porous surface that requires constant sealer. Concrete harbors diseases and can't be sanitized appropriately. The new flooring material will be epoxy which is easier to clean and sanitize and should reduce illness in shelter. The existing kennels are at the end of life expectancy and are rusting. They are made of galvanized metal which is more difficult to clean. The replacement kennels will be made of newer long last stainless steel and durable FRP sidings.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$685,000
	<b>Project Total</b>	<b>\$685,000</b>

<b>Title</b>	ANIMAL WELFARE SURGICAL SUITE IMPROVEMENTS	
<b>Project ID</b>	C10150	
<b>Location</b>	2811 SE 29th St.	
<b>Description</b>	Improvements to the existing heating, cooling and ventilation system in the Surgical Suite.	
<b>Project Justification</b>	Improvements are necessary due to certain inefficiencies within the Surgical Suite.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$43,025
	<b>Project Total</b>	<b>\$43,025</b>

<b>Title</b>	BALLISTIC VESTS	
<b>Project ID</b>	C00093	
<b>Location</b>	2811 SE 29th St.	
<b>Description</b>	To replace the current ballistic vests for the Animal Welfare Control Officers.	
<b>Project Justification</b>	The Animal Welfare Officers are issued ballistic vests for their protection while working in potentially dangerous situations and dealing with citizens during the course of their work. Each vest is specifically sized for each officer and has a lifespan of five years per the manufacturer's specifications.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$15,616
	<b>Project Total</b>	<b>\$15,616</b>

<b>Title</b>	EMERGENCY GENERATOR	
<b>Project ID</b>	C00009	
<b>Location</b>	2811 SE 29th St.	
<b>Description</b>	Emergency generator for power in the event of electrical failure.	
<b>Project Justification</b>	This request is for an emergency generator at the Animal Shelter.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Would require diesel fuel when testing or when in use for emergency power source. Minimal maintenance cost.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$161,520
	<b>Project Total</b>	<b>\$161,520</b>

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<b>Title</b>	EXTEND ANIMAL WELFARE PARKING LOT	
<b>Project ID</b>	C00089	
<b>Location</b>	2811 S.E. 29th Street	
<b>Description</b>	Extend the parking lot at Animal Welfare approximately 85 ft toward Grand Ave. and 20 ft toward S.E. 29th Street, with 5" concrete.	
<b>Project Justification</b>	The shelter has between 250-300 visitors each weekday and between 400-500 visitors each weekend day and is open 7 days a week. With this traffic volume the current parking lot is often extremely full and difficult to park.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$168,398
	<b>Project Total</b>	<b>\$168,398</b>

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<b>Title</b>	IN FIELD COMPUTERIZATION	
<b>Project ID</b>	C80300	
<b>Location</b>	Citywide	
<b>Description</b>	Technical enhancement for code enforcement in the field.	
<b>Project Justification</b>	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.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Replacement and maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$22,872
	<b>Project Total</b>	<b>\$22,872</b>

**Title** OIL SEPARATOR  
**Project ID** C00095  
**Location** 2811 SE 29th St.  
**Description** This request replaces the oil separator at the Animal Shelter  
**Project Justification** The oil separator for the Animal Welfare receiving bay was removed by General Services, Building Management due to rusting and clogging the drains. It is necessary to install a new oil separator to be in code compliance.  
**Operating Cost** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$12,985
<b>Project Total</b>	<b>\$12,985</b>

**Title** REMODEL 10TH FLOOR DEVELOPMENT CENTER  
**Project ID** C00091  
**Location** 420 W. Main St.  
**Description** Remodel 10th Floor Development Services  
**Project Justification** The Construction inspectors are very short on office space. This renovation, which includes closing the doorway leading to the kitchen and removing two walls, will provide the additional office space that is needed.  
**Operating Cost** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$16,046
<b>Project Total</b>	<b>\$16,046</b>

**Title** SPRINKLER SYSTEM AT ANIMAL WELFARE  
**Project ID** C00003  
**Location** 2811 SE 29th St.  
**Description** Installation of a Sprinkler System for Animal Welfare.  
**Project Justification** This requests includes the installation of a fire sprinkler system in the livestock barn facility and the sick animal infirmary, neither of which currently have fire protection sprinklers, although live animals are housed daily in each of the buildings.  
**Operating Cost** Between \$1 and \$10,000

**Operating Cost Description** Electricity and Maintenance.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$138,588
<b>Project Total</b>	<b>\$138,588</b>

**Title** Tranquilizers  
**Project ID** C00096  
**Location** 2811 SE 29th St.  
**Description** This request is for to the Animal Control Program of the Animal Welfare Line of Business to replace tranquilizer equipment.  
**Project Justification** The current tranquilizer equipment is old and outdated, and in some cases, inoperable. All equipment is ten or more years old, and we currently do not have enough equipment. When new equipment is purchased, the old equipment will be kept as backup.  
**Operating Cost** No additional operating cost.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$13,075
<b>Project Total</b>	<b>\$13,075</b>

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**Development Services Total                    \$1,277,125**

# FINANCE CAPITAL PROGRAM AND BUDGET

**Title** FINANCE OFFICE IMPROVEMENTS  
**Project ID** C20003  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$127,353
<b>Project Total</b>	<b>\$127,353</b>

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**Finance Total** **\$127,353**

## FIRE CAPITAL IMPROVEMENT BUDGET

<b>Title</b>	DEFIBRILLATORS	
<b>Project ID</b>	C80183	
<b>Location</b>	Citywide	
<b>Description</b>	Manual defibrillators with "15 lead" monitoring capability for use by Fire Department paramedics providing advanced life support (ALS).	
<b>Project Justification</b>	Required for implementation of Advanced Life Support (ALS) program. Replacements are also necessary every 7 years.	
<b>Operating Cost</b>	Between \$10,001 and \$50,000	
<b>Operating Cost Description</b>	Annual maintenance agreement with the manufacturer.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
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	Fire Sales Tax Fund	\$620,000
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	<b>Project Total</b>	<b>\$620,000</b>

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<b>Title</b>	FIRE APPARATUS REPLACEMENT	
<b>Project ID</b>	F0010	
<b>Location</b>	Citywide	
<b>Description</b>	Fire Apparatus replacement plan. Fire apparatus is comprised of all the emergency vehicles responding from fire stations including command vehicles.	
<b>Project Justification</b>	As apparatus reach the end of their useful life, replacements are necessary.	
<b>Operating Cost</b>	No additional operating costs	
<b>Operating Cost Description</b>	Replacing obsolete apparatus may actually reduce operating costs.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	City and Schools Use Tax	\$2,120,670
	MAPS 3 Use Tax Fund	\$7,554,467
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	<b>Project Total</b>	<b>\$9,675,137</b>

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<b>Title</b>	FIRE FUELING MANAGEMENT SYSTEM	
<b>Project ID</b>	C30014	
<b>Location</b>	Citywide	
<b>Description</b>	Replacement of the fuel pumps at all Fire stations.	
<b>Project Justification</b>	Due to age and condition of pumps, replacements are necessary.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	Fire Sales Tax Fund	\$225,000
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	<b>Project Total</b>	<b>\$225,000</b>

<b>Title</b>	FIRE PASSENGER VEHICLES	
<b>Project ID</b>	F0011	
<b>Location</b>	Citywide	
<b>Description</b>	Replacement of Fire support vehicles.	
<b>Project Justification</b>	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 equipment.	
<b>Operating Cost</b>	No additional operating costs	
<b>Operating Cost Description</b>	Replacing aged vehicles may actually reduce operating costs in the short term.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	City and Schools Use Tax Fund	\$550,000
	MAPS3 Use Tax Fund	\$1,135,320
	Temp Sales Tax Pub Safety	\$486
	<b>Project Total</b>	<b>\$1,685,806</b>

<b>Title</b>	FIRE STATION #7 RENOVATION/EXPANSION	
<b>Project ID</b>	F0018	
<b>Location</b>	218 SW 23rd Street	
<b>Description</b>	Renovation and Expansion of Fire Station.	
<b>Project Justification</b>	Due to age and condition of station, renovations and repairs are necessary.	
<b>Operating Cost</b>	Between \$50,001 and \$100,000	
<b>Operating Cost Description</b>	Maintenance, Supplies, Utilities	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Temp Sales Tax Pub Safety	\$146,546
	<b>Project Total</b>	<b>\$146,546</b>

<b>Title</b>	FIRE UNLISTED CONTROL ACCOUNT	
<b>Project ID</b>	B0706020001	
<b>Location</b>	Citywide	
<b>Description</b>	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.	
<b>Project Justification</b>	Project is needed to establish a control account for unlisted funds as approved by the citizens of Oklahoma City.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	2007 G.O. Bonds	\$300,000
	<b>Project Total</b>	<b>\$300,000</b>



**Title** NEW STATION NEAR SE 149TH ST AND DOUGLAS BLVD.  
**Project ID** B0706010001  
**Location** New Fire Station to serve an area in the vicinity of SE 149th and Douglas.  
**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** More than \$100,000  
**Operating Cost Description** Personnel, supplies, utilities and maintenance

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$2,600,000
<b>Project Total</b>	<b>\$2,600,000</b>

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**Fire Department Total** **\$15,252,489**

## GENERAL SERVICES CAPITAL IMPROVEMENT BUDGET

**Title** 100 N. WALKER WINDOWS REPLACEMENT  
**Project ID** C11124  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$100,303
<b>Project Total</b>	<b>\$100,303</b>

**Title** 420 W. MAIN FAN COIL UNITS  
**Project ID** C11161  
**Location** 420 W. Main  
**Description** Replacement of fan coil units at facility.  
**Project Justification** Due to age and condition of units, replacements are necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$122,000
<b>Project Total</b>	<b>\$122,000</b>

**Title** 420 W. MAIN REMODEL  
**Project ID** C20029  
**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** Between \$1 and \$10,000

**Operating Cost Description** Maintenance cost.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$142,016
<b>Project Total</b>	<b>\$142,016</b>

**Title** 420 W. MAIN RESTROOM REPAIR  
**Project ID** C10055  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$212,755
<b>Project Total</b>	<b>\$212,755</b>

**Title** ADA COMPLIANCE PROGRAM  
**Project ID** C20006  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$139,614
<b>Project Total</b>	<b>\$139,614</b>

**Title** ADA COMPLIANT CURB RAMPS  
**Project ID** C20041  
**Location** Citywide  
**Description** Funding for bringing identified curb Ramps into compliance.  
**Project Justification** Certain curb ramps in the City need modifications to conform with ADA standards.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$25,005
<b>Project Total</b>	<b>\$25,005</b>

<b>Title</b>	ADA FAIRGROUNDS PROGRAM	
<b>Project ID</b>	C20050	
<b>Location</b>	Fairgrounds	
<b>Description</b>	Fund an annual ADA program to bring the Fairgrounds into compliance.	
<b>Project Justification</b>	Project is needed to provide necessary ADA improvements to the Fairgrounds in order to be in compliance.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$25,154
	<b>Project Total</b>	<b>\$25,154</b>

<b>Title</b>	BUILDING MANAGEMENT CAMERAS	
<b>Project ID</b>	C20037	
<b>Location</b>	600 SE 12th St.	
<b>Description</b>	The purchase and installation of security cameras at Building Management facility.	
<b>Project Justification</b>	To provide increased security at facility.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$17,000
	<b>Project Total</b>	<b>\$17,000</b>

<b>Title</b>	CITYWIDE FACILITY REPAIRS/CONTINGENCY	
<b>Project ID</b>	C20017	
<b>Location</b>	Citywide	
<b>Description</b>	Reserve funding to meet unforeseen needs in projects in progress and new projects as they are identified.	
<b>Project Justification</b>	Contingency account is necessary for unforeseen events that occur throughout City facilities as well as provide funding for new projects as they are identified.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$1,019,094
	<b>Project Total</b>	<b>\$1,019,094</b>

<b>Title</b>	CITYWIDE FLEET REPLACEMENT	
<b>Project ID</b>	C30001	
<b>Location</b>	Citywide	
<b>Description</b>	Replacement of Citywide general fleet, which includes equipment used by Public Works, Animal Welfare, Courts, Transit, Development Services, and Parks. This includes non-highway equipment. This does not include Police or Utilities.	
<b>Project Justification</b>	As useful life of equipment and vehicles expire, replacement is necessary.	
<b>Operating Cost</b>	No additional operating costs	
<b>Operating Cost Description</b>	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 14-15</b>
	Capital Improvement Fund	\$8,440,025
	Grants	\$153,366
	<b>Project Total</b>	<b>\$8,593,391</b>
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<b>Title</b>	CITYWIDE ROOFING	
<b>Project ID</b>	C80206	
<b>Location</b>	Citywide	
<b>Description</b>	Citywide Roof Repairs/Replacement as identified.	
<b>Project Justification</b>	Due to age and condition of various roofs throughout the City, repairs and replacements will be necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$346,619
	<b>Project Total</b>	<b>\$346,619</b>
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<b>Title</b>	CMF MAINTENANCE	
<b>Project ID</b>	C11133	
<b>Location</b>	3738 SW 15th St.	
<b>Description</b>	Installation of Ice Guards on Central Maintenance Facility metal buildings.	
<b>Project Justification</b>	To prevent injuries to employees and damage to equipment and vehicles	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$14,013
	<b>Project Total</b>	<b>\$14,013</b>

**Title** CMF OVERHEAD DOOR REPLACEMENT  
**Project ID** C11153  
**Location** 3738 SW 15th St.  
**Description** CMF Overhead Door Replacement  
**Project Justification** Due to age and condition of door, replacement is necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$9,185
<b>Project Total</b>	<b>\$9,185</b>

**Title** CMF TRANE CONTROLS REPLACEMENT  
**Project ID** C11162  
**Location** 3738 SW 15th St.  
**Description** Replacement of the Trane controls at facility.  
**Project Justification** Due to age and condition of controls, replacement is necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$60,000
<b>Project Total</b>	<b>\$60,000</b>

**Title** COURTS ADA IMPROVEMENTS  
**Project ID** C11138  
**Location** 700 Couch Dr.  
**Description** Various improvements to facility.  
**Project Justification** Improvements are necessary to bring facility into compliance with ADA requirements.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$20,270
<b>Project Total</b>	<b>\$20,270</b>

**Title** DOWNTOWN CAMPUS ADA  
**Project ID** C11143  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$46,344
<b>Project Total</b>	<b>\$46,344</b>

**Title** DOWNTOWN CAMPUS CARPET REPLACEMENT  
**Project ID** C20021  
**Location** Downtown buildings  
**Description** This project is to replace approximately 3 departments per year in the downtown campus buildings as carpet becomes aged, reaches the manufacturer's life cycle and documented wear percentage.  
**Project Justification** Replacement of carpet due to wear and tear.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$42,146
<b>Project Total</b>	<b>\$42,146</b>

**Title** DOWNTOWN CAMPUS MAINTENANCE  
**Project ID** C11144  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$19,078
<b>Project Total</b>	<b>\$19,078</b>

**Title** EARLYWINE AQUATIC CENTER HVAC IMPROVEMENTS  
**Project ID** C11160  
**Location** 3033 SW 119TH  
**Description** Earlywine Aquatic Center HVAC improvements.  
**Project Justification** Due to age and condition of equipment, improvements are necessary.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$63,000
<b>Project Total</b>	<b>\$63,000</b>

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**Title** ELECTRONIC SECURITY GATES AT CENTRAL MAINTENANCE FACILITY  
**Project ID** C11134  
**Location** 3738 SW 15th St.  
**Description** Installation of Electronic Security Gates at Central Maintenance Facility.  
**Project Justification** To provide for increased security at the facility.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$9,984
<b>Project Total</b>	<b>\$9,984</b>

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**Title** FINANCE OFFICE IMPROVEMENTS  
**Project ID** C20003  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$31,730
<b>Project Total</b>	<b>\$31,730</b>



**Title** FS#31 - ROOF REPLACEMENT  
**Project ID** C20109  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$75,000
<b>Project Total</b>	<b>\$75,000</b>

**Title** GENERAL SERVICES BUILDING REPAIRS  
**Project ID** C20059  
**Location** 600 SW 12th Street  
**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 Central Garage (115 N. Shartel).  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$8,801
<b>Project Total</b>	<b>\$8,801</b>

**Title** MAXIMUS SOFTWARE UPGRADE  
**Project ID** C10200  
**Location** 115 N. Shartel Ave.  
**Description** Fleet Services Software Upgrade  
**Project Justification** To upgrade software to a newer version to be in alignment with software maintenance requirements.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$24,822
<b>Project Total</b>	<b>\$24,822</b>

**Title** SPACE UTILIZATION STUDY  
**Project ID** C20100  
**Location** 420 W. Main  
**Description** Study of Department offices and needs for additional space.  
**Project Justification** Project to identify the proper use of the 420 W. Main Building.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
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Capital Improvement Fund	\$90,000
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<b>Project Total</b>	<b>\$90,000</b>

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**Title** WATER/SEWER LINE REPLACEMENT  
**Project ID** C80204  
**Location** Citywide  
**Description** Replacement of water/sewer lines at various facilities.  
**Project Justification** Many of these facility's water and sewer lines are in very poor condition and are subject to failure.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
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Capital Improvement Fund	\$14,065
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<b>Project Total</b>	<b>\$14,065</b>

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**General Services Total**                      **\$11,271,390**

# INFORMATION TECHNOLOGY CAPITAL IMPROVEMENT BUDGET

**Title** 800 MHZ REBANDING  
**Project ID** F0016  
**Location** Citywide  
**Description** Funding set aside for Re-banding associated with the 800 MHz project. Expenditures will be reimbursed by Sprint Nextel.  
**Project Justification** To provide temporary funding for the re-banding of the City's 800mhz system.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Temp Sales Tax Public Safety	\$20,591
<b>Project Total</b>	<b>\$20,591</b>

**Title** 800 MHZ TRUNKED RADIO  
**Project ID** F0001  
**Location** Citywide  
**Description** This program replaced 35 separate conventional radio channels serving approximately 4500 radios with an integrated trunked radio system. This system will support future public safety communication needs to ensure mobile communications for Police/Fire. Original project is complete and remaining funding is for capital maintenance on system.  
**Project Justification** Approved on March 14, 2000 temporary sales tax for public safety programs.  
**Operating Cost** More than \$100,001  
**Operating Cost Description** Routine maintenance and repair.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Municipal Facilities Authority	\$72,075
Temp Sales Tax Public Safety	\$44,603
<b>Project Total</b>	<b>\$116,678</b>

**Title** 911 SWITCHING SYSTEM REPLACEMENT  
**Project ID** F0019  
**Location** Citywide  
**Description** Replacement of E911 Switching system and 911 Workstations.  
**Project Justification** Oklahoma City's current E911 system (911 Switching and Call Processing System) is based on technology that is over 10-years old. It must be replaced because of two significant factors. First, AT&T has notified us that the system will not be supported under a maintenance contract beyond next year. Second, there is a strong national push toward what is termed Next Generation E9-1-1 (includes added capabilities to accept digital information like emergency text messages, photos, video, etc.).  
**Operating Cost** No additional cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Temp Sales Tax Public Safety	\$900,000
<b>Project Total</b>	<b>\$900,000</b>

**Title** CMF NETWORK UPGRADES  
**Project ID** ITNET0061999  
**Location** 3738 SW 15th St.  
**Description** Updated network infrastructure at CMF capable of supporting VoIP.  
**Project Justification** This project is necessary for Communications Team Project 61998 which is to upgrade the phones at CMF to VoIP. The access layer switches at CMF do not support the "POE" technology and are at end of life.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvements Fund	\$61,000
<b>Project Total</b>	<b>\$61,000</b>

**Title** COMPUTER AIDED DISPATCH  
**Project ID** F0013  
**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** Between \$1 and \$10,000  
**Operating Cost Description** Routine maintenance and repair.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Temp Sales Tax Pub Safety	\$7,904
<b>Project Total</b>	<b>\$7,904</b>

**Title** COUNCIL VOTING SYSTEM REPLACEMENT  
**Project ID** ITDPT0014644  
**Location** City Hall 200 N. Walker  
**Description** Replace the Council Chambers Voting System to allow current technology that could potentially interface with the new Sire Agenda Management System.  
**Project Justification** The current system is antiquated and cannot interface with any software systems. System replacement would allow integration that can capture motions, votes, and discussion summaries as they occur and reduce the amount of manual recording by meeting Minutes takers.  
**Operating Cost** Between \$10,001 and \$50,000  
**Operating Cost Description** Annual maintenance and support

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvements Fund	\$100,000
<b>Project Total</b>	<b>\$100,000</b>

**Title** DESKTOP REPLACEMENT  
**Project ID** C10004  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
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Capital Improvement Fund	\$121,518
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<b>Project Total</b>	<b>\$121,518</b>

**Title** EMERGENCY COMMUNICATIONS CENTER  
**Project ID** F0002  
**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.  
**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** Between \$1 and \$10,000  
**Operating Cost Description** Routine maintenance and repair.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
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Temp Sales Tax Public Safety	\$88,601
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<b>Project Total</b>	<b>\$88,601</b>

**Title** EMERGENCY COMMUNICATION LOGGING  
**Project ID** F0020  
**Location** Public Safety Office  
**Description** Replacement of Emergency Communication Logging System  
**Project Justification** Project will better position the City for support of emerging capabilities required to respond to requests for emergency services beyond traditional telephone calls.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
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Temp Sales Tax Pub Safety	\$400,000
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<b>Project Total</b>	<b>\$400,000</b>

**Title** EMERGENCY WARNING SYSTEM  
**Project ID** F0003  
**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** More than \$100,001  
**Operating Cost Description** Routine maintenance and repair.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Temp Sales Tax Pub Safety	\$37,285
<b>Project Total</b>	<b>\$37,285</b>

**Title** FIELD MOBILE DATA COMPUTER REPLACEMENTS  
**Project ID** C45633  
**Location** Citywide  
**Description** Field Mobile Data Computer (MDC) replacements, non Public Safety only.  
**Project Justification** Due to age and condition of computers, replacements are necessary.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvements Fund	\$95,982
<b>Project Total</b>	<b>\$95,982</b>

**Title** FIRE MANAGEMENT INFORMATION SYSTEM  
**Project ID** F0004  
**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** Between \$1 and \$10,000  
**Operating Cost Description** Routine maintenance and repair.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Temp Sales Tax Public Safety	\$188,840
<b>Project Total</b>	<b>\$188,840</b>

**Title** INOVAH SCANNER REPLACEMENT  
**Project ID** ITENT0056099  
**Location** Citywide  
**Description** INOVAH Scanner Replacement  
**Project Justification** Cashiering system scanners must be replaced every 3 years due to end of equipment life.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$17,375
<b>Project Total</b>	<b>\$17,375</b>

**Title** IT AMAG LOCKS AT 100 N. WALKER  
**Project ID** ITSEC0056375  
**Location** Citywide  
**Description** Replacement of AMAG locks and readers located at 100 N. Walker with new Open Architecture System.  
**Project Justification** To provide an increase in security at facility.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$55,000
<b>Project Total</b>	<b>\$55,000</b>

**Title** IT DEVELOPMENT SERVICES IMAGING  
**Project ID** ITADM0057776  
**Location** 420 W. Main St.  
**Description** Service contract to allow the scanning of Development Services documents and files.  
**Project Justification** The records will be stored electronically, thereby allowing staff to search more easily. It will retain required documents indefinitely, and free up storage/office space from boxes of paper documents.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$106,992
<b>Project Total</b>	<b>\$106,992</b>

**Title** IT GIS WATER/PUBLIC WORKS SEVER REPLACEMENT  
**Project ID** ITGIS0047223  
**Location** Citywide  
**Description** These are funds transferred from Public Works and Water that need to be held for (GIS) server replacement in 2015.  
**Project Justification** These funds are to replace end of life servers used for GIS Applications for Public Works and the (Water) Utilities Department  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$35,125
<b>Project Total</b>	<b>\$35,125</b>

**Title** IT INFRA REPLACEMENT  
**Project ID** ITCUS0056249  
**Location** Citywide  
**Description** Identify and coordinate implementation of Infra Desktop Replacement.  
**Project Justification** To replace the City's current IT customer service support application with a new software to improve upon the level of service provided.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$29,446
<b>Project Total</b>	<b>\$29,446</b>

**Title** IT MAC/LINUX INTERFACE  
**Project ID** ITSEC0056117  
**Location** Citywide  
**Description** Purchase of Software that allows Mac or Linux computers to interface with Active Directory.  
**Project Justification** Mac and Linux machines will be able to use AD for logon credentials and pull group policies. This will bring these devices up to the security standard of all other computers in our environment.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$3,000
<b>Project Total</b>	<b>\$3,000</b>



**Title** IT MULTI PROJECT CONTROL ACCOUNT  
**Project ID** C20103  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$2,612,965
<b>Project Total</b>	<b>\$2,612,965</b>

**Title** IT NETWORK CORE  
**Project ID** ITNET0045976  
**Location** Citywide  
**Description** Replacement of the IT Network core devices.  
**Project Justification** This project is a required network infrastructure upgrade in FY13 to replace outdated network core equipment. We have suspended the five year upgrade of the router and access layer projects so that this project can be completed.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$480,000
<b>Project Total</b>	<b>\$480,000</b>

**Title** IT NETWORK –NAC  
**Project ID** ITNET0012665  
**Location** Citywide  
**Description** IT Network Access Control Security Improvements  
**Project Justification** Project will provision network with security that prevents intrusion by requiring PC devices to first be scanned for compliance and authorizing user access prior to granting network accessibility.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$120,000
<b>Project Total</b>	<b>\$120,000</b>

**Title** IT OKC.GOV MIGRATION  
**Project ID** ITADM0044477  
**Location** 200 N. Walker Ave.  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$250,000
<b>Project Total</b>	<b>\$250,000</b>

**Title** IT PALO ALTO FIREWALLS  
**Project ID** ITSEC0056116, ITSEC0056119  
**Location** Citywide  
**Description** Replacement of existing ASA 5505 Firewalls within our network with next generation Palo Alto Firewalls.  
**Project Justification** The new firewalls provide threat prevention, antivirus, and url filtering. These capabilities are not available with the existing devices. The purpose is to mitigate risk and to improve system security.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$10,687
<b>Project Total</b>	<b>\$10,687</b>

**Title** IT PUBLIC WORKS IMAGING  
**Project ID** ITADM0048202  
**Location** 420 W. Main St.  
**Description** Award of service contract to allow the scanning Public Works documents and files.  
**Project Justification** To allow for the scanning of Public Works project files and private development files.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$27,024
<b>Project Total</b>	<b>\$27,024</b>

<b>Title</b>	IT RADIO REPLACEMENT	
<b>Project ID</b>	ITRAD0045634	
<b>Location</b>	Citywide	
<b>Description</b>	Handheld Radio Annual Replacement - Public Safety	
<b>Project Justification</b>	This project is required to replace public safety end of life radio equipment.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	MAPS 3 Use Tax	\$2,000,000
	<hr/>	
	<b>Project Total</b>	<b>\$2,000,000</b>

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<b>Title</b>	IT SERVER REPLACEMENTS	
<b>Project ID</b>	ITSVR0045706, ITSVR0045707	
<b>Location</b>	100 N. Walker Ave.	
<b>Description</b>	Server Replacements	
<b>Project Justification</b>	Servers and storage that are at end of life must be replaced. It should be noted that without significant server virtualization that has been executed by Information Technology, these replacement costs could be as much as three times higher on an annual basis.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	Capital Improvement Fund	\$123,859
	<hr/>	
	<b>Project Total</b>	<b>\$123,859</b>

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<b>Title</b>	IT SERVER REVOLVING ACCOUNT	
<b>Project ID</b>	C10007	
<b>Location</b>	Citywide	
<b>Description</b>	Account to collect and disburse funds for City departments, IT related equipment, and licensing.	
<b>Project Justification</b>	Project is set up as a revolving account for the Department to use to fund various IT improvements throughout the City.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	Capital Improvement Fund	\$55,000
	<hr/>	
	<b>Project Total</b>	<b>\$55,000</b>

**Title** IT TOUGHBOOKS/PRINTER REPLACEMENT  
**Project ID** ITPRJ0056338  
**Location** Citywide  
**Description** Replacement of Toughbooks and new printers for Elevator Inspectors in Development Services.  
**Project Justification** The Development Center Toughbooks are at end of life and this project will replace them.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$10,000
<b>Project Total</b>	<b>\$10,000</b>

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**Title** MOBILE DATA COMPUTERS  
**Project ID** F0005  
**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.  
**Project Justification** As MDC's reach the end of their useful life, they are needing replaced.  
**Operating Cost** Between \$10,001 and \$50,000  
**Operating Cost Description** Routine maintenance and repair.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
City and Schools Use Tax	\$2,594,955
Temp Sales Tax Public Safety	\$13,912
<b>Project Total</b>	<b>\$2,608,867</b>

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**Title** MUNICIPAL COURT INFORMATION SYSTEM  
**Project ID** F0015  
**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** More than \$100,001  
**Operating Cost Description** Routine Maintenance and Repair

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Temp Sales Tax Public Safety	\$1,313,672
<b>Project Total</b>	<b>\$1,313,672</b>

**Title** NETWORK ACCESS LAYER  
**Project ID** ITNET0051054  
**Location** Citywide  
**Description** Replacement of the Network Access Layer.  
**Project Justification** This replaces end of life network equipment that is no longer supported by manufacturer.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$207,000
<b>Project Total</b>	<b>\$207,000</b>

**Title** NETWORK ROUTER REPLACEMENT  
**Project ID** ITNET0051055  
**Location** Citywide  
**Description** Replacement Network Routers.  
**Project Justification** Replaces end of life equipment no longer supported by manufacturer.  
**Operating Cost** Between \$10,001 and \$50,000

**Operating Cost Description** Maintenance costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$4,930
<b>Project Total</b>	<b>\$4,930</b>

**Title** NEW DATA CENTER  
**Project ID** ITADM0056295  
**Location** Citywide  
**Description** New Data Center construction  
**Project Justification** This would provide a new building to contain the City's Primary Data Center and make it geographically separate from the backup data center at PSCC.  
**Operating Cost** Between \$50,001 and \$100,000

**Operating Cost Description** Maintenance costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$476,000
<b>Project Total</b>	<b>\$476,000</b>

**Title** NEW NETWORK CORE—DESIGN PHASE  
**Project ID** ITNET0054497  
**Location** Citywide  
**Description** New Core Design & Supporting Racking/Cabling.  
**Project Justification** This Project would work with vendors and teams to design the new network core including racking/wiring for sustainability to be placed in the south side of 100 Walker.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$270,000
<b>Project Total</b>	<b>\$270,000</b>

**Title** PARKS FACILITIES COX BROADBAND  
**Project ID** ITNET0059010  
**Location** Citywide  
**Description** Parks Facilities Cox Broadband Network installation.  
**Project Justification** Project is a result of the Internet/Intranet Circuits contract with Cox. As a part of the RFB, vendors were requested to offer "bundled" pricing.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$36,000
<b>Project Total</b>	<b>\$36,000</b>

**Title** POLICE RECORDS MANAGEMENT SYSTEM  
**Project ID** F0006  
**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** Between \$1 and \$10,000  
**Operating Cost Description** Routine maintenance and repair.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Temp Sales Tax Public Safety	\$1,141,650
<b>Project Total</b>	<b>\$1,141,650</b>

**Title** PROJECT MANAGEMENT COST  
**Project ID** F0017  
**Location** Citywide  
**Description** Project Management Costs.  
**Project Justification** Project Management Costs associated with approved Public Safety Capital Projects are eligible to be charged to the Sales Tax Fund.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Temp Sales Tax Public Safety	\$47,802
<b>Project Total</b>	<b>\$47,802</b>

**Title** REPLACE DEC PRINT SERVERS  
**Project ID** ITNET0061768  
**Location** Citywide  
**Description** Purchase and installation of remaining DEC Print Servers.  
**Project Justification** This request is to replace the remaining DEC Print servers device (NetQue) as they break, with the HP DirectJet.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$12,000
<b>Project Total</b>	<b>\$12,000</b>

**Title** REPLACE ECC DISPATCH CHAIRS  
**Project ID** ITECC0062040  
**Location** 715 Robert S. Kerr  
**Description** Replacement of ECC Dispatch Chairs.  
**Project Justification** Most of the 24 x 7 dispatch chairs are 7 years old, and have been repaired multiple times. This covers chairs provided for PD and Fire dispatchers (EMSA provides their own).  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$20,000
<b>Project Total</b>	<b>\$20,000</b>

**Title** SIRE EDMS PROJECT  
**Project ID** ITDPT0053001  
**Location** Citywide  
**Description** Implementation of the SIRE Electronic Document Management System.  
**Project Justification** This funding will implement the SIRE Electronic Document Management System for the City Clerk's Office to archive Council documents not part of the Council Agendas and specific documents for OKC Boards, Trusts and Commissions.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$30,000
<b>Project Total</b>	<b>\$30,000</b>

**Title** SYSTEM AUDIT FOR PCI COMPLIANCE  
**Project ID** ITSEC0050517  
**Location** Citywide  
**Description** Hiring of a vendor to perform a external system audit for PCI compliance.  
**Project Justification** In order for the City to process certain credit card transactions we must comply with PCI regulations. A completed PCI Audit will show compliance and will allow the ability for the City to be able to take additional Credit Card transactions.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$25,000
<b>Project Total</b>	<b>\$25,000</b>

**Title** TRAFFIC SIGNAL COMMUNICATION CHANGE  
**Project ID** ITNET0063107  
**Location** Citywide  
**Description** Change Traffic Signal Communications to LTE-300 signals.  
**Project Justification** As we move away from Tropos we will need to retrofit the existing traffic signals from Tropos to commercial wireless (LTE). This project will cover 300 signals.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$16,750
<b>Project Total</b>	<b>\$16,750</b>



**Title** WIRELESS DATA UPGRADE  
**Project ID** F0014  
**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.  
**Project Justification** Approved on March 14, 2000 temporary sales tax for public safety programs.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Routine maintenance and repair.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Temp Sales Tax Public Safety	\$1,149
<b>Project Total</b>	<b>\$1,149</b>

**Title** WIRELESS TROUBLESHOOTING TOOLS  
**Project ID** ITSEC0056114  
**Location** Citywide  
**Description** Purchase Wireless Packet Capture and other various tools to be able to troubleshoot wireless issues.  
**Project Justification** These tools will reduce time to troubleshoot wireless issues.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$8,000
<b>Project Total</b>	<b>\$8,000</b>

**Information Technology Total                      \$14,293,692**

# MAYOR AND COUNCIL CAPITAL IMPROVEMENT BUDGET

**Title** CHAIR REPLACEMENT  
**Project ID** C80011  
**Location** 200 N. Walker Ave.  
**Description** Replacement of conference room chairs in the City Council Executive Conference Room.  
**Project Justification** Current chairs have reached the end of their useful life and need replacement.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$10,500
<b>Project Total</b>	<b>\$10,500</b>

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**Mayor and Council Office Total** **\$10,500**

# MUNICIPAL COUNSELOR CAPITAL PROGRAM AND BUDGET

**Title** COPIER FOR CRIMINAL JUSTICE  
**Project ID** C80252  
**Location** 200 N. Walker  
**Description** Replacement of the copier with a digital copier with scanning capability.  
**Project Justification** The copier at Criminal Justice is nearing the end of its useful life and needs to be replaced with a digital copier with scanning capability.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$4,775
<b>Project Total</b>	<b>\$4,775</b>

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**Title** CONFERENCE ROOM FURNITURE  
**Project ID** C80271  
**Location** 200 N. Walker  
**Description** Replacement of the large conference room furniture.  
**Project Justification** The conference room furniture in the glass conference room in the Municipal Counselor's office needs to be replaced due to the age and condition of the furniture.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$12,500
<b>Project Total</b>	<b>\$12,500</b>

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**Title** MUNICIPAL COUNSELOR OFFICE EQUIPMENT  
**Project ID** C10003  
**Location** 200 N. Walker Ave.  
**Description** Purchase of desktop Scanners and document shredders for the Municipal Counselor's Office.  
**Project Justification** Due to age and condition of equipment, replacement is necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$1,243
<b>Project Total</b>	<b>\$1,243</b>

**Title** REMODEL LEGAL DEPT - 4TH FLOOR  
**Project ID** C80257  
**Location** 200 N. Walker Ave.  
**Description** Remodel the Municipal Counselor's Office 4th Floor Reception Area.  
**Project Justification** The reception area of the Municipal Counselor's Office located on the 4th floor of City Hall needs to be relocated for security reasons and more efficient use made of two areas on the north end of the 4th floor.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$75,000
<b>Project Total</b>	<b>\$75,000</b>

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**Municipal Counselor's Office Total                      \$93,517**

# MUNICIPAL COURTS CAPITAL PROGRAM AND BUDGET

<b>Title</b>	HEADQUARTERS/COURTS RENOVATION	
<b>Project ID</b>	B0707010001	
<b>Location</b>	Police Headquarters/Courts	
<b>Description</b>	Renovate/expand/improve/equip & furnish the Police Headquarters/ Courts Complex which may include A&E/site acquisition & preparation/demolition/ infrastructure drainage/utilities/ roadways/parking/landscaping/irrigation &/or fencing.	
<b>Project Justification</b>	Due to age and condition of facility, and building is being constructed.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$3,000,000
	<b>Project Total</b>	<b>\$3,000,000</b>

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**Municipal Courts Office Total                      \$3,000,000**

# NON-DEPARTMENTAL CAPITAL IMPROVEMENT BUDGET

**Title** CAPITAL FUND CONTINGENCY  
**Project ID** C50002  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$2,873,773
<b>Project Total</b>	<b>\$2,873,773</b>

**Title** CITYWIDE OFFICE EQUIPMENT  
**Project ID** C50004  
**Location** Citywide  
**Description** Project is for budgeting purposes only. 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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$163,304
<b>Project Total</b>	<b>\$163,304</b>

**Title** CONTINGENCY  
**Project ID** F0012  
**Location** Citywide  
**Description** Budgeted reserve and contingencies for 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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Temp Sales Tax Public Safety	\$1,806,100
<b>Project Total</b>	<b>\$1,806,100</b>

**Title** MAPS CAPITAL REPLACEMENT  
**Project ID** N0001  
**Location** Various Locations  
**Description** Project is set up to provide funding for replacement/repairs to MAPS projects: Ballpark, Convention Center, Civic Center, Arena, Canal, and the Oklahoma River.  
**Project Justification** As projects age funding will be necessary for repairs and renovations to the projects.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
MAPS Reserve Capital	\$3,900,984
<b>Project Total</b>	<b>\$3,900,984</b>

**Title** RIVER PARK RESERVES  
**Project ID** C20016  
**Location** Oklahoma River  
**Description** River Park Reserves for future identified projects.  
**Project Justification** Project account was necessary for tracking of reserves until projects can be identified.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$72,600
<b>Project Total</b>	<b>\$72,600</b>

**Non-Departmental Total** **\$8,816,761**

# PARKS AND RECREATION CAPITAL PROGRAM AND BUDGET

<b>Title</b>	BRITTON PARK	
<b>Project ID</b>	B0705020001	
<b>Location</b>	1301 NW 96th St.	
<b>Description</b>	Provide/install/construct/upgrade and/or repair picnic and multi-purpose park shelter improvements which may include related design/walkways/shelter pads/access improvements/landscaping/equipment/furniture and/or fencing.	
<b>Project Justification</b>	To provide safe and accessible shaded seating for park users.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
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	2007 G.O. Bonds	\$57,500
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	<b>Project Total</b>	<b>\$57,500</b>

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<b>Title</b>	EARLYWINE ACQUATIC CENTER	
<b>Project ID</b>	B0705060003	
<b>Location</b>	3033 SW 119th St.	
<b>Description</b>	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.	
<b>Project Justification</b>	To provide necessary improvements are needed to provide for a safe and accessible park for users.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
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	2007 G.O. Bonds	\$938,000
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	<b>Project Total</b>	<b>\$938,000</b>

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<b>Title</b>	EDGEMERE	
<b>Project ID</b>	B0705040013	
<b>Location</b>	3301 N Harvey	
<b>Description</b>	Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.	
<b>Project Justification</b>	To provide safe and accessible walks and paths for park users.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	2007 G.O. Bonds	\$431,250
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	<b>Project Total</b>	<b>\$431,250</b>



**Title** FLOWER GARDEN  
**Project ID** B0705040015  
**Location** 4701 N Classen Blvd.  
**Description** Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.  
**Project Justification** To provide safe and accessible walks and paths for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$64,626
<b>Project Total</b>	<b>\$64,626</b>

**Title** GERALDINE  
**Project ID** B0705050006  
**Location** 3203 N Geraldine Ave.  
**Description** Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping.  
**Project Justification** To provide safe and accessible parking lots and/or roadways for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$43,125
<b>Project Total</b>	<b>\$43,125</b>

**Title** GOODHOLM  
**Project ID** B0705050007  
**Location** 2701 N Robinson Ave.  
**Description** Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping.  
**Project Justification** To provide safe and accessible parking lots and/or roadways for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$57,500
<b>Project Total</b>	<b>\$57,500</b>

**Title** HARDEN PLAYGROUND IMPROVEMENTS  
**Project ID** B0705010004  
**Location** 2801 Creston Dr.  
**Description** Improve parks by acquiring/installing/repairing and/or replacing playground equipment/spraygrounds and/or facilities which may include related design and landscaping.  
**Project Justification** To provide safe and accessible playgrounds for children.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$170,000
<b>Project Total</b>	<b>\$170,000</b>

**Title** HARDEN WALKS AND PATHS IMPROVEMENTS  
**Project ID** B0705040018  
**Location** 2801 Creston Dr.  
**Description** Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.  
**Project Justification** To provide safe and accessible walks and paths for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$57,500
<b>Project Total</b>	<b>\$57,500</b>

**Title** HARLOW  
**Project ID** B0705050008  
**Location** 4800 NW 19th St.  
**Description** Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping.  
**Project Justification** To provide safe and accessible parking lots and/or roadways for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$50,313
<b>Project Total</b>	<b>\$50,313</b>

**Title** HOSEA VINYARD  
**Project ID** B0705040021  
**Location** 4201 S Walker Ave.  
**Description** Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.  
**Project Justification** To provide safe and accessible walks and paths for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$222,500
<b>Project Total</b>	<b>\$222,500</b>

**Title** GOLF COURSE PROJECTS  
**Project ID** Golf0000082  
**Location** City Golf Courses  
**Description** Funding is for various improvements at the golf courses including tree replacement, signage, mowers, carts, and improvements to clubhouses.  
**Project Justification** Due to the age of equipment and the condition of facilities, replacements and repairs are necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Public Property Authority	\$545,032
<b>Project Total</b>	<b>\$545,032</b>

**Title** KERR.COUCH DRIVE PARK RENOVATIONS  
**Project ID** B0705060012  
**Location** Kerr/Couch Drive Park Renovations  
**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** Necessary improvements are needed to provide users a safe and accessible park.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$1,125,000
<b>Project Total</b>	<b>\$1,125,000</b>

**Title** LYTLE  
**Project ID** B0705050013  
**Location** 801 Greenvale Rd.  
**Description** Install/upgrade/repair and/or renovate park paving/parking lots and related design and/or landscaping.  
**Project Justification** To provide safe and accessible parking lots and/or roadways for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$30,498
<b>Project Total</b>	<b>\$30,498</b>

**Title** MARTIN NAUTRE CENTER  
**Project ID** B0705090004  
**Location** 5000 W Memorial Rd.  
**Description** Improve existing community centers/gyms/party houses/picnic shelters or pavilions/recreational facilities by designing & improving HVAC/roofs/parking lots/windows/restrooms/locker rooms/structural/acoustical/landscaping/accessibility or other repairs.  
**Project Justification** Due to age and condition of facility repairs and/or renovations are necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$431,250
<b>Project Total</b>	<b>\$431,250</b>

**Title** MEMORIAL  
**Project ID** B0705060009  
**Location** 1150 NW 36th St.  
**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** Necessary improvements are needed to provide for a safe and accessible park for users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$1,600,000
<b>Project Total</b>	<b>\$1,600,000</b>

**Title** MERREL MEDLEY PLAYGROUND  
**Project ID** B0705010008  
**Location** 11100 S Pennsylvania Ave.  
**Description** Improve parks by acquiring/installing/repairing and/or replacing playground equipment/spraygrounds and/or facilities which may include related design and landscaping.  
**Project Justification** To provide safe and accessible playgrounds for children.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
<hr/>	
2007 G.O. Bonds	\$172,000
<hr/>	
<b>Project Total</b>	<b>\$172,000</b>

**Title** MERREL MEDLEY SHELTERS  
**Project ID** B0705020013  
**Location** 11100 S Pennsylvania Ave.  
**Description** Provide/install/construct/upgrade and/or repair picnic and multi-purpose park shelter improvements which may include related design/walkways/shelter pads/access improvements/landscaping/equipment/furniture and/or fencing.  
**Project Justification** To provide safe and accessible shaded seating for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
<hr/>	
2007 G.O. Bonds	\$57,500
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<b>Project Total</b>	<b>\$57,500</b>

**Title** MERREL MEDLEY WALKS AND PATHS  
**Project ID** B0705040027  
**Location** 11100 S Pennsylvania Ave.  
**Description** Install, upgrade, repair, and/or renovate park walks and path improvements and related design and/or landscaping.  
**Project Justification** To provide safe and accessible walks and paths for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
<hr/>	
2007 G.O. Bonds	\$237,188
<hr/>	
<b>Project Total</b>	<b>\$237,188</b>

**Title** MYRIAD GARDENS CAPITAL FUND  
**Project ID** C80325  
**Location** Myriad Botanical Gardens  
**Description** Capital Funding Source Project for needed projects at the facilities.  
**Project Justification** Project is required as stipulated in the Lease and Management Agreement with the Myriad Gardens Foundation.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$208,107
<b>Project Total</b>	<b>\$208,107</b>

**Title** NEW PARK – SOUTHEAST OKLAHOMA CITY  
**Project ID** B0705070001  
**Location** SE 119th St. and Sooner Rd.  
**Description** Purchase and develop new park in SE Oklahoma City.  
**Project Justification** To provide safe and accessible playgrounds for children.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$720,000
<b>Project Total</b>	<b>\$720,000</b>

**Title** PAT MURPHY  
**Project ID** B0705010011  
**Location** 4500 W Hefner Rd.  
**Description** Improve parks by acquiring/installing/repairing and/or replacing playground equipment/spraygrounds and/or facilities which may include related design and landscaping.  
**Project Justification** To provide safe and accessible playgrounds for children.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$287,500
<b>Project Total</b>	<b>\$287,500</b>

<b>Title</b>	PARK IMPROVEMENTS	
<b>Project ID</b>	PARK00001	
<b>Location</b>	Bluff Creek Trails, Will Rogers Gardens	
<b>Description</b>	Funding is for various park improvements and developments in the City.	
<b>Project Justification</b>	Improvements, repairs and renovations are necessary to some parks and funding is also available for new development.	
<b>Operating Cost</b>	No additional operating costs	
<b>Operating Cost Description</b>	Actual cost will depend upon the specific project funded.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	OKC Municipal Facilities Authority	\$394,168
	Special Purpose Funds	\$622,204
	<hr/>	
	<b>Project Total</b>	<b>\$1,016,372</b>

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<b>Title</b>	PERLE MESTA	
<b>Project ID</b>	B0705040031	
<b>Location</b>	1900 N Shartel Ave.	
<b>Description</b>	Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.	
<b>Project Justification</b>	To provide safe and accessible walks and paths for park users.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	2007 G.O. Bonds	\$57,500
	<hr/>	
	<b>Project Total</b>	<b>\$57,500</b>

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<b>Title</b>	PERRY	
<b>Project ID</b>	B0705040032	
<b>Location</b>	1329 NE 48th St.	
<b>Description</b>	Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.	
<b>Project Justification</b>	To provide safe and accessible walks and paths for park users.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	2007 G.O. Bonds	\$71,875
	<hr/>	
	<b>Project Total</b>	<b>\$71,875</b>

**Title** PROGRESSIVE BASKETBALL COURTS  
**Project ID** B0705030007  
**Location** 10513 NE 43rd St.  
**Description** Provide/install and construct new basketball court improvements which may include related design/walkways/equipment/furniture and/or landscaping.  
**Project Justification** To provide safe and accessible surface to play basketball for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
<hr/>	
2007 G.O. Bonds	\$86,250
<hr/>	
<b>Project Total</b>	<b>\$86,250</b>

**Title** PROGRESSIVE WALKS AND PATHS  
**Project ID** B0705040034  
**Location** 10513 NE 43rd St.  
**Description** Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.  
**Project Justification** To provide safe and accessible walks and paths for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
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2007 G.O. Bonds	\$143,750
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<b>Project Total</b>	<b>\$143,750</b>

**Title** RED ANDREWS SHELTER IMPROVEMENTS  
**Project ID** B0705020018  
**Location** 720 NW 8th St.  
**Description** Provide/install/construct/upgrade and/or repair picnic and multi-purpose park shelter improvements which may include related design/walkways/shelter pads/access improvements/landscaping/equipment/furniture and/or fencing.  
**Project Justification** To provide safe and accessible shaded seating for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
<hr/>	
2007 G.O. Bonds	\$57,500
<hr/>	
<b>Project Total</b>	<b>\$57,500</b>



**Title** RED ANDREWS FACILITY IMPROVEMENTS  
**Project ID** B0705090010  
**Location** 720 NW 8th St.  
**Description** Improve existing community centers/gyms/party houses/picnic shelters or pavilions/ recreational facilities by designing & improving HVAC/roofs/parking lots/windows/ restrooms/locker rooms/structural/acoustical/landscaping/accessibility or other repairs.  
**Project Justification** Due to age and condition of facility repairs and/or renovations are necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$431,250
<b>Project Total</b>	<b>\$431,250</b>

**Title** REDLANDS PARK WALKS AND PATHS  
**Project ID** B0705040035  
**Location** 1423 NW 141st St.  
**Description** Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.  
**Project Justification** To provide safe and accessible walks and paths for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$208,125
<b>Project Total</b>	<b>\$208,125</b>

**Title** REDLANDS BASKETBALL COURTS  
**Project ID** B0705030008  
**Location** 1423 NW 141st St.  
**Description** Provide/install and construct new basketball court improvements which may include related design/walkways/equipment/furniture and/or landscaping.  
**Project Justification** To provide safe and accessible surface to play basketball for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$50,250
<b>Project Total</b>	<b>\$20,250</b>

**Title** SELLERS  
**Project ID** B0705090011  
**Location** 8301 S Villa Ave.  
**Description** Improve existing community centers/gyms/party houses/picnic shelters or pavilions/recreational facilities by designing & improving HVAC/roofs/parking lots/windows/restrooms/locker rooms/structural/acoustical/landscaping/accessibility or other repairs.  
**Project Justification** Due to age and condition of facility repairs and/or renovations are necessary.  
**Operating Cost** No additional operating costs

Capital Funding Source	FY 14-15
2007 G.O. Bonds	\$431,250
<b>Project Total</b>	<b>\$431,250</b>

**Title** SPARROW PLAYGROUND IMPROVEMENTS  
**Project ID** B0705010013  
**Location** 300 NW 30th St.  
**Description** Improve parks by acquiring/installing/repairing and/or replacing playground equipment/spraygrounds and/or facilities which may include related design and landscaping.  
**Project Justification** To provide safe and accessible playgrounds for children.  
**Operating Cost** No additional operating costs

Capital Funding Source	FY 14-15
2007 G.O. Bonds	\$172,500
<b>Project Total</b>	<b>\$172,500</b>

**Title** SPARROW PICNIC AND SHELTERS  
**Project ID** B0705020020  
**Location** 300 NW 30th St.  
**Description** Provide/install/construct/upgrade and/or repair picnic and multi-purpose park shelter improvements which may include related design/walkways/shelter pads/access improvements/landscaping/equipment/furniture and/or fencing.  
**Project Justification** To provide safe and accessible shaded seating for park users.  
**Operating Cost** No additional operating costs

Capital Funding Source	FY 14-15
2007 G.O. Bonds	\$71,875
<b>Project Total</b>	<b>\$71,875</b>

**Title** STARS AND STRIPES/SCHILLING SKATE  
**Project ID** B0705060013  
**Location** 3701 S Lake Hefner , 601 SE 25th St.  
**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** Necessary improvements are needed to provide for a safe and accessible park for users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$719,000
<b>Project Total</b>	<b>\$719,000</b>

**Title** STEWART EQUIPMENT - MOWERS  
**Project ID** GOLF00090  
**Location** NE 10th St. and Frederick Dougalss Ave.  
**Description** Replacement of a Fairway and a Rough mower for the golf course.  
**Project Justification** Due to age and the inability to maintain the current mowers, replacement is necessary.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance and fuel.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$32,895
<b>Project Total</b>	<b>\$32,895</b>

**Title** STEWART MAINTENANCE FACILITY  
**Project ID** GOLF00068  
**Location** NE 10th St. and Frederick Douglass Ave.  
**Description** New course maintenance and cart storage facility.  
**Project Justification** Improved energy use, work areas, and protection for course equipment.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$130,000
<b>Project Total</b>	<b>\$130,000</b>

<b>Title</b>	SWATEK	
<b>Project ID</b>	B0705040041	
<b>Location</b>	2301 NW 29th St.	
<b>Description</b>	Install/upgrade/repair and/or renovate park walks and path improvements and related design and/or landscaping.	
<b>Project Justification</b>	To provide safe and accessible walks and paths for park users.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	2007 G.O. Bonds	\$100,625
	<b>Project Total</b>	<b>\$100,625</b>

<b>Title</b>	TRAILS MASTERPLAN SIGNAGE STUDY	
<b>Project ID</b>	PARK00130	
<b>Location</b>	Citywide	
<b>Description</b>	Trails Master Plan Signage Study	
<b>Project Justification</b>	Study of trails to determine master plan for signage and way-finding.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$114,000
	<b>Project Total</b>	<b>\$114,000</b>

<b>Title</b>	WILL ROGERS	
<b>Project ID</b>	B0705090016	
<b>Location</b>	3400 NW 36th St.	
<b>Description</b>	Improve existing community centers/gyms/party houses/picnic shelters or pavilions/ recreational facilities by designing & improving HVAC/roofs/parking lots/windows/ restrooms/locker rooms/structural/acoustical/landscaping/accessibility or other repairs.	
<b>Project Justification</b>	Due to age and condition of facility repairs and/or renovations are necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	2007 G.O. Bonds	\$862,500
	<b>Project Total</b>	<b>\$862,500</b>

**Title** WOODSON PARK  
**Project ID** B0705060006  
**Location** 3028 SW 36th St.  
**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** Necessary improvements are needed to provide for a safe and accessible park for users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$4,500,000
Capital Improvement Fund	\$185,900
<b>Project Total</b>	<b>\$4,685,900</b>

**Title** ZACHARY TAYLOR  
**Project ID** B0705020024  
**Location** 633 NW 52nd St.  
**Description** Provide/install/construct/upgrade and/or repair picnic and multi-purpose park shelter improvements which may include related design/walkways/shelter pads/access improvements/landscaping/equipment/furniture and/or fencing.  
**Project Justification** To provide safe and accessible shaded seating for park users.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$57,500
<b>Project Total</b>	<b>\$57,500</b>

**Parks and Recreation Total                      \$17,007,306**

# PLANNING CAPITAL IMPROVEMENT BUDGET

<b>Title</b>	1% FOR ARTS PROJECT ACCOUNT	
<b>Project ID</b>	C79999	
<b>Location</b>	Citywide	
<b>Description</b>	Funding for Art projects from various sources including; G.O. Bonds and the Capital Improvement fund.	
<b>Project Justification</b>	As facility and major Park improvement projects are awarded, 1% of the budget is allocated for Arts.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Special Purpose Fund	\$700,000
	<b>Project Total</b>	<b>\$700,000</b>

<b>Title</b>	VINCE GILL STATUE	
<b>Project ID</b>	C10038	
<b>Location</b>	25 South Mickey Mantle Drive	
<b>Description</b>	Funding for the site design fee, base, permit, and installation of the statue.	
<b>Project Justification</b>	A group of Oklahoma City community leaders wish to honor award winning Oklahoma music legend Vince Gill by donating a statue of his likeness to be placed in a prominent setting for the public to enjoy in Bricktown.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$5,467
	<b>Project Total</b>	<b>\$5,467</b>

<b>Planning Department Total</b>	<b>\$705,467</b>
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## POLICE CAPITAL IMPROVEMENT BUDGET

**Title** CITY JAIL RENOVATION/RELOCATION  
**Project ID** C20012  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$237,631
<b>Project Total</b>	<b>\$237,631</b>

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**Title** HEADQUARTERS/COURTS RENOVATION  
**Project ID** B0707010001  
**Location** Police Headquarters/Courts  
**Description** Renovate/expand/improve/equip & furnish the Police Headquarters/ 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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$17,631,000
MAPS 3 Use Tax Fund	\$9,412,072
Police Sales Tax Fund	\$2,925,000
<b>Project Total</b>	<b>\$29,968,072</b>

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**Title** HEFNER STATION RENOVATIONS  
**Project ID** HEFNR  
**Location** 3924 NW 122nd St.  
**Description** Facility Repairs to Hefner Patrol Division Building  
**Project Justification** Briefing station is one of the oldest stations in the City. Needs renovations for ADA standards and to office Police Community Relations Officers, Intelligence Led Officers, and Impact Officers.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Police Sales Tax Fund	\$375,000
<b>Project Total</b>	<b>\$375,000</b>

<b>Title</b>	HELICOPTER REFURBISHMENTS	
<b>Project ID</b>	HELIC	
<b>Location</b>	Citywide	
<b>Description</b>	Refurbishment of Police Helicopters.	
<b>Project Justification</b>	Due to limited capital funding, helicopters are refurbished instead of being replaced. Helicopter replacement schedule is based on approximately twelve years and three major engine overhauls before replacement.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	MAPS 3 Use Tax Fund	\$183,384
	<b>Project Total</b>	<b>\$183,384</b>

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<b>Title</b>	INVESTIGATIVE/LAB EQUIPMENT	
<b>Project ID</b>	FRLAB	
<b>Location</b>	701 Colcord Drive	
<b>Description</b>	Replace other laboratory and investigative equipment that is in need of replacement.	
<b>Project Justification</b>	The Forensic Laboratory will be moved to 616 Colcord Drive and the new hood will be part of that project. Removing the old hoods will be part of the Police HQ renovation of the space vacated by the Drug Lab.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Police Sales Tax	\$350,000
	<b>Project Total</b>	<b>\$350,000</b>

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<b>Title</b>	IT-RADIO—RADIO SYSTEM REPLACEMENT	
<b>Project ID</b>	ITRAD0045638	
<b>Location</b>	Citywide	
<b>Description</b>	Radio System Replacement - Phase II P25 Radios	
<b>Project Justification</b>	The nationwide adoption of a standard for digital radio systems commonly known as "P25" for radio interoperability required the city to upgrade in order to be compliant.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Police Sales Tax	\$1,500,000
	<b>Project Total</b>	<b>\$1,500,000</b>



**Title** NEW BRIEFING STATION  
**Project ID** B0707020002  
**Location** Vicinity of 6200 S. Portland  
**Description** Design/construct/equip & furnish new Police facility which may include A&E/site acquisition & preparation/infrastructure/drainage/utilities/roadways/parking/landscaping/irrigation &/or fencing.

**Project Justification** As a result of a study, a new police station is needed in this area.

**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Police Sales Tax	\$335,000
<b>Project Total</b>	<b>\$335,000</b>

**Title** POLICE DEPARTMENT REMODEL OF TRAINING CENTER  
**Project ID** XRPTC  
**Location** 800 N. Portland Ave.  
**Description** Area was renovated into area for wellness program in FY 2005.  
**Project Justification** Additional classroom area is needed for training and wellness program.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Police Sales Tax	\$75,000
<b>Project Total</b>	<b>\$75,000</b>

**Title** POLICE BLACK AND WHITES  
**Project ID** F0008  
**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** 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 14-15</b>
City and Schools Use Tax	\$826,321
MAPS 3 Use Tax Fund	\$8,410,969
Temp Sales Tax Public Safety	\$4,219
<b>Project Total</b>	<b>\$9,241,509</b>

**Title** POLICE BUILDING IMPROVEMENTS  
**Project ID** XBLDG\_IMP  
**Location** Citywide  
**Description** Improvement to existing police facilities including equipment and installation.  
**Project Justification** Upgrade to communications and infrastructure is critical to efficient operations.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Police Sales Tax Fund	\$1,635,530
<b>Project Total</b>	<b>\$1,635,530</b>

**Title** POLICE GRANT CAPITAL FUNDING  
**Project ID** C80903  
**Location** Citywide  
**Description** Police project for capital equipment purchases that have been awarded grant funds to assist in their acquisition.  
**Project Justification** To provide equipment for Patrol, Investigations and Special Investigations divisions to be used in accordance with grant requirements.

**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance of equipment

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Other Grants	\$1,527,164
<b>Project Total</b>	<b>\$1,527,164</b>

**Title** POLICE HELICOPTER  
**Project ID** F0007  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
City and Schools Use Tax	\$607,926
MAPS 3 Use Tax Fund	\$2,726,524
Temp Sales Tax Pub Safety	\$1,260,001
<b>Project Total</b>	<b>\$4,594,451</b>

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<b>Title</b>	POLICE UNMARKED VEHICLES	
<b>Project ID</b>	F0009	
<b>Location</b>	Citywide	
<b>Description</b>	Replacement of unmarked vehicles.	
<b>Project Justification</b>	Vehicle maintenance is costly because of the age of the vehicles and the amount of time they are out of service due to repairs.	
<b>Operating Cost</b>	Generates revenue or savings	
<b>Operating Cost Description</b>	Initially, newer vehicle purchases result in a savings due to less maintenance cost on an aged fleet.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
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	City and Schools Use Tax	\$76,270
	MAPS 3 Use Tax Fund	\$2,342,652
	Temp Sales Tax Pub Safety	\$11,310
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	<b>Project Total</b>	<b>\$2,430,232</b>

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<b>Title</b>	SPECIAL INVESTIGATIONS VEHICLE	
<b>Project ID</b>	VEH_SP_INV	
<b>Location</b>	Citywide	
<b>Description</b>	Purchase of undercover vehicles.	
<b>Project Justification</b>	To provide unmarked vehicles for the Special investigations Division (undercover vehicles).	
<b>Operating Cost</b>	Generates revenue or savings	
<b>Operating Cost Description</b>	Newer vehicles will be less expensive to maintain.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	<hr/>	
	State Asset Forfeiture Funds	\$200,000
	<hr/>	
	<b>Project Total</b>	<b>\$200,000</b>

**Project Title** SPRINGLAKE STATION RENOVATIONS  
**Project ID** XSSIM  
**Location** 4116 N. Prospect  
**Description** Facility Repairs to Springlake Patrol Division Building  
**Project Justification** Briefing station is one of the oldest stations in the City. Needs renovations for ADA standards and to office Police Community Relations Officers, Intelligence Led Officers, and Impact Officers.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Police Sales Tax Fund	\$375,000
<b>Project Total</b>	<b>\$375,000</b>

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**Police Department Total** **\$53,027,973**

**Title** BUS REPLACEMENT  
**Project ID** T00002  
**Location** Citywide  
**Description** Acquisition of replacement buses  
**Project Justification** COTPA's goal is to replace buses when the useful life is expired.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Central OK Transit and Parking	\$120,000
Other Grants	\$680,000
Unfunded	\$2,700,000
<b>Project Total</b>	<b>\$3,500,000</b>

**Title** BUS SHELTERS  
**Project ID** T00033  
**Location** Citywide  
**Description** Installation of bus shelters  
**Project Justification** To provide shelter for patrons as they are waiting for the bus.  
**Operating Cost** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Central OK Transit and Parking	\$38,505
Other Grants	\$154,022
<b>Project Total</b>	<b>\$192,527</b>

**Title** BUS TECHNOLOGY EQUIPMENT  
**Project ID** T00026  
**Location** Transit facilities and on fleet vehicles  
**Description** Full featured computer aided dispatch and automatic vehicle location system.  
**Project Justification** 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.

**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance of new equipment.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Central OK Transit and Parking	\$20,000
Other Grants	\$80,000
<b>Project Total</b>	<b>\$100,000</b>

<b>Title</b>	COMPUTERS/SOFTWARE UPGRADES								
<b>Project ID</b>	T00016								
<b>Location</b>	300 SW 7th St.								
<b>Description</b>	Upgrade computers and purchase operational software to improve reporting and customer service.								
<b>Project Justification</b>	Replacement is necessary every 3 years as technology enhancements offer improved efficiencies and improved management of information.								
<b>Operating Cost</b>	Between \$1 and \$10,000								
<b>Operating Cost Description</b>	Maintenance of new computers and licensing of software.								
	<table> <thead> <tr> <th><b>Capital Funding Source</b></th> <th><b>FY 14-15</b></th> </tr> </thead> <tbody> <tr> <td>Central OK Transit and Parking</td> <td>\$3,300</td> </tr> <tr> <td>Other Grants</td> <td>\$13,200</td> </tr> <tr> <td><b>Project Total</b></td> <td><b>\$16,500</b></td> </tr> </tbody> </table>	<b>Capital Funding Source</b>	<b>FY 14-15</b>	Central OK Transit and Parking	\$3,300	Other Grants	\$13,200	<b>Project Total</b>	<b>\$16,500</b>
<b>Capital Funding Source</b>	<b>FY 14-15</b>								
Central OK Transit and Parking	\$3,300								
Other Grants	\$13,200								
<b>Project Total</b>	<b>\$16,500</b>								

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<b>Title</b>	ELECTRONIC PARKING METERS						
<b>Project ID</b>	P00003						
<b>Location</b>	Citywide						
<b>Description</b>	Replacement of mechanical parking meters with electronic meters. Includes the cost for programming of units.						
<b>Project Justification</b>	Will reduce revenue loss due to tampering and vandalism, reduce maintenance, provide management and operating data to improve operating and inventory process, and reduce citizen stress.						
<b>Operating Cost</b>	Between \$1 and \$10,000						
<b>Operating Cost Description</b>	Repair and maintenance						
	<table> <thead> <tr> <th><b>Capital Funding Source</b></th> <th><b>FY 14-15</b></th> </tr> </thead> <tbody> <tr> <td>Other</td> <td>\$325,000</td> </tr> <tr> <td><b>Project Total</b></td> <td><b>\$325,000</b></td> </tr> </tbody> </table>	<b>Capital Funding Source</b>	<b>FY 14-15</b>	Other	\$325,000	<b>Project Total</b>	<b>\$325,000</b>
<b>Capital Funding Source</b>	<b>FY 14-15</b>						
Other	\$325,000						
<b>Project Total</b>	<b>\$325,000</b>						

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<b>Title</b>	FARE COLLECTION EQUIPMENT/SYSTEMS								
<b>Project ID</b>	T00029								
<b>Location</b>	Citywide								
<b>Description</b>	Upgrade of fare collection equipment and software								
<b>Project Justification</b>	Technology enhancements offer improved efficiencies and improved management information.								
<b>Operating Cost</b>	Between \$1 and \$10,000								
<b>Operating Cost Description</b>	Maintenance of equipment and software								
	<table> <thead> <tr> <th><b>Capital Funding Source</b></th> <th><b>FY 14-15</b></th> </tr> </thead> <tbody> <tr> <td>Central OK Transit and Parking</td> <td>\$60,000</td> </tr> <tr> <td>Other Grants</td> <td>\$240,000</td> </tr> <tr> <td><b>Project Total</b></td> <td><b>\$300,000</b></td> </tr> </tbody> </table>	<b>Capital Funding Source</b>	<b>FY 14-15</b>	Central OK Transit and Parking	\$60,000	Other Grants	\$240,000	<b>Project Total</b>	<b>\$300,000</b>
<b>Capital Funding Source</b>	<b>FY 14-15</b>								
Central OK Transit and Parking	\$60,000								
Other Grants	\$240,000								
<b>Project Total</b>	<b>\$300,000</b>								

<b>Title</b>	MAINTENANCE EQUIPMENT REPLACEMENT	
<b>Project ID</b>	T00019	
<b>Location</b>	2000 S. May Ave.	
<b>Description</b>	Purchase of maintenance equipment.	
<b>Project Justification</b>	Replace equipment which has reached its useful economic life and add equipment necessary to accommodate technological changes in buses.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance of new equipment.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Central OK Transit and Parking	\$14,000
	Other Grants	\$56,000
	<b>Project Total</b>	<b>\$70,000</b>

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<b>Title</b>	NEW PARKING GARAGES	
<b>Project ID</b>	P00006	
<b>Location</b>	To be located in Downtown Oklahoma City.	
<b>Description</b>	Construction of new parking garages in the downtown area.	
<b>Project Justification</b>	To provide additional parking spaces for residents and commuters in the downtown OKC area.	
<b>Operating Cost</b>	More than \$100,001	
<b>Operating Cost Description</b>	Utilities, Maintenance, Security and Other Services	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Revenue Bonds	\$7,500,000
	<b>Project Total</b>	<b>\$7,500,000</b>

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<b>Title</b>	PARATRANSIT VANS	
<b>Project ID</b>	T00022	
<b>Location</b>	Citywide	
<b>Description</b>	Replacement of paratransit vehicles	
<b>Project Justification</b>	COTPA's goal is to replace vehicles when the useful life is expired.	
<b>Operating Cost</b>	No additional operating cost	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Unfunded	\$160,000
	<b>Project Total</b>	<b>\$160,000</b>

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<b>Title</b>	PARKING GARAGE IMPROVEMENTS	
<b>Project ID</b>	P00005	
<b>Location</b>	Downtown	
<b>Description</b>	Repairs and improvements on all garages.	
<b>Project Justification</b>	Due to age and condition of facilities, repairs and improvements are necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Central OK Transit and Parking	\$5,500,000
	<b>Project Total</b>	<b>\$5,500,000</b>

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<b>Title</b>	PEDESTRIAN ACCESS	
<b>Project ID</b>	T00025	
<b>Location</b>	Citywide	
<b>Description</b>	Build walkways and cut curbs at bus shelters.	
<b>Project Justification</b>	Improvements are necessary in order to meet ADA requirements.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Central OK Transit and Parking	\$15,000
	Other Grants	\$60,000
	<b>Project Total</b>	<b>\$75,000</b>

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<b>Title</b>	REFURBISH UNION STATION	
<b>Project ID</b>	T00007	
<b>Location</b>	300 SW 7th St.	
<b>Description</b>	Refurbish of Union Station.	
<b>Project Justification</b>	Due to deteriorating condition of Union Station, significant improvements and repairs are necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Central OK Transit and Parking	\$40,800
	Other Grants	\$163,200
	Unfunded	\$300,000
	<b>Project Total</b>	<b>\$504,000</b>



**Title** S MAY—PHASES II AND III  
**Project ID** T00031  
**Location** 2000 S. May Ave.  
**Description** Renovate S. May Ave. Administration Building and maintenance area. Project also includes repairing bus parking area.  
**Project Justification** Due to age and condition of facility, repairs and improvements are necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Central OK Transit and Parking	\$125,000
Other Grants	\$500,000
<b>Project Total</b>	<b>\$625,000</b>

**Title** SECURITY AT COTPA FACILITIES  
**Project ID** T00032  
**Location** Citywide  
**Description** Provide access control, lighting, outside cameras and perimeter fencing at facilities.  
**Project Justification** To provide protection for employees and assets.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Central OK Transit and Parking	\$40,000
Other Grants	\$160,000
<b>Project Total</b>	<b>\$200,000</b>

**Title** SERVICE VEHICLE REPLACEMENT  
**Project ID** T00017  
**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** No additional operating costs

**Operating Cost Description** As high maintenance vehicles are replaced, a savings in repairs and maintenance can be achieved. So, no additional operating cost is projected.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Central OK Transit and Parking	\$12,000
Other Grants	\$48,000
<b>Project Total</b>	<b>\$60,000</b>

**Title** TRANSIT CENTER IMPROVEMENTS  
**Project ID** T00003  
**Location** 425 N. Hudson  
**Description** Provide improvements to facility  
**Project Justification** Certain design deficiencies require correction or improvement.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Central OK Transit and Parking	\$12,800
Other Grants	\$51,200
<b>Project Total</b>	<b>\$64,000</b>

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**Public Transportation and Parking Total** **\$19,192,027**

# PUBLIC WORKS CAPITAL IMPROVEMENT BUDGET

## PUBLIC WORKS—GENERAL PROJECTS

<b>Title</b>	ADA FAIRGROUNDS PROGRAM	
<b>Project ID</b>	C20050	
<b>Location</b>	Fairgrounds	
<b>Description</b>	Fund an annual ADA program to bring the Fairgrounds into compliance.	
<b>Project Justification</b>	Project is needed to provide necessary ADA improvements to the Fairgrounds in order to be in compliance.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$25,000
	<b>Project Total</b>	<b>\$25,000</b>

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<b>Title</b>	BALLPARK ADDITIONAL IMPROVEMENTS	
<b>Project ID</b>	C800461	
<b>Location</b>	2 South Mickey Mantle Drive	
<b>Description</b>	Various repairs and improvements that are needed at ballpark.	
<b>Project Justification</b>	Due to age and condition of facility, various repairs and improvements are necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$16,805
	<b>Project Total</b>	<b>\$16,805</b>

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<b>Title</b>	BALLPARK MAINTENANCE	
<b>Project ID</b>	C10028	
<b>Location</b>	2 South Mickey Mantle Drive	
<b>Description</b>	Includes funding for capital expenditures for scheduled capital maintenance at ballpark.	
<b>Project Justification</b>	To maintain facility in original condition.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Public Property Authority	\$110,000
	<b>Project Total</b>	<b>\$110,000</b>

**Title** BOATHOUSE ROW IMPROVEMENTS  
**Project ID** B0000006602  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$16,799
<b>Project Total</b>	<b>\$16,799</b>

**Title** CENTRAL MAINTENANCE FACILITY  
**Project ID** C20026  
**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** No additional operating cost

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Public Property Authority	\$5,250,000
<b>Project Total</b>	<b>\$5,250,000</b>

**Title** CHESAPEAKE ARENA IMPROVEMENTS AND MAINTENANCE  
**Project ID** C20026  
**Location** 100 W. Reno Ave.  
**Description** Various improvements at the Chesapeake Arena to improve upon experience at the arena and to provide capital maintenance to the facility.  
**Project Justification** To provide improvements and capital maintenance to the facility.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance of new equipment.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Public Property Authority	\$2,869,000
<b>Project Total</b>	<b>\$2,869,000</b>

<b>Title</b>	COX CENTER PROJECTS	
<b>Project ID</b>	C20001	
<b>Location</b>	1 Myriad Gardens	
<b>Description</b>	Remaining funds are for additional capital needs as identified.	
<b>Project Justification</b>	Replacements/repairs are necessary due to age and condition of equipment and facility.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Public Property Authority	\$505,010
	Capital Improvement Fund	\$95,940
	<b>Project Total</b>	<b>\$600,950</b>

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<b>Title</b>	COURTS BUILDING REPAIRS	
<b>Project ID</b>	C20018	
<b>Location</b>	700 Couch Dr.	
<b>Description</b>	Courts Public Counter Repairs.	
<b>Project Justification</b>	Due to condition and age of the Public Counter, certain repairs and improvements are necessary in order to best serve the public..	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$9,865
	<b>Project Total</b>	<b>\$9,865</b>

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<b>Title</b>	FIELD SERVICES INSPECTION CAMERA	
<b>Project ID</b>	PWRS2	
<b>Location</b>	SW 15th and Portland Ave.	
<b>Description</b>	This item is for the purchase of a trailer fully equipped with a camera and other video equipment to film and inspect storm sewer pipe.	
<b>Project Justification</b>	Field Services believes the addition of this equipment would assist the City in finding non-compliant installations of storm sewer pipe which currently cannot be internally inspected due to limited access.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$175,000
	<b>Project Total</b>	<b>\$175,000</b>

**Title** NBA UPGRADES AND CAPITAL MAINTENANCE  
**Project ID** C50015  
**Location** 100 W. Reno Ave.  
**Description** Completion of upgrades and funding for capital maintenance at both facilities.  
**Project Justification** To fund upgrades and capital maintenance to the Chesapeake Arena and off-site practice facility for the Oklahoma City Thunder.  
**Operating Cost** Between \$1 and \$10,000  
**Operating Cost Description** Increase in Maintenance and Operating cost of facility.

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Sports Facilities Sales Tax	\$899,702
Sports Facilities Use Tax	\$785,739
OKC Public Property Authority	\$270,000
<b>Project Total</b>	<b>\$1,955,441</b>

**Title** NEW DATA CENTER  
**Project ID** ITADM0056295  
**Location** SE 15th and Portland Ave.  
**Description** New Data Center construction  
**Project Justification** This would provide a new building to contain the City's Primary Data Center and make it geographically separate from the backup data center at PSCC.  
**Operating Cost** Between \$50,001 and \$100,000  
**Operating Cost Description** Replacement equipment

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$726,139
<b>Project Total</b>	<b>\$726,139</b>

**Title** OKLAHOMA RIVER/BRICKTOWN CANAL  
**Project ID** B0705060014  
**Location** Oklahoma River/ Bricktown Canal connection/transition improvements.  
**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** Necessary improvements are needed to provide for a safe and accessible connection between the Oklahoma River and the Bricktown Canal.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$228,118
<b>Project Total</b>	<b>\$228,118</b>

<b>Title</b>	PUBLIC WORKS SPACE REALLOCATION	
<b>Project ID</b>	C11150	
<b>Location</b>	420 W. Main 7th Floor	
<b>Description</b>	Space reallocation of the 7th floor which houses the Administration and Engineering Division of Public Works.	
<b>Project Justification</b>	Phased plan that systematically reorganizes the entire floor, consolidates work sections, and makes unused, currently unproductive space viable.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$447,629
	<b>Project Total</b>	<b>\$447,629</b>
<hr/>		
<b>Title</b>	SALT CONVEYOR BELT REPLACEMENT	
<b>Project ID</b>	C33003	
<b>Location</b>	SW 15th and Portland Ave.	
<b>Description</b>	This request would replace the PVC 120 belt with a PVC 200 belt (which is the maximum size that the pulleys on the current conveyor system uses and have the belt vulcanized at the seams to eliminate the separating and tearing of the belt.	
<b>Project Justification</b>	The belt currently used on our conveyor system is a PVC 120 which is not large enough to carry the 75lbs per Square feet that the rock salt averages. The current belt has been repaired or replaced at least 4 times since 2010 because the splice comes apart due to the weight.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$15,000
	<b>Project Total</b>	<b>\$15,000</b>
<hr/>		
<b>Title</b>	SOFTBALL HALL OF FAME	
<b>Project ID</b>	B0705060010	
<b>Location</b>	Softball Hall of Fame	
<b>Description</b>	Construction of Phase II improvements including new dugouts, new locker rooms, new underground tunnels connecting locker rooms to media areas, new field lighting, new hospitality areas and ADA accessibility to the playing field, media improvements, and patron amenity improvements.	
<b>Project Justification</b>	Necessary improvements are needed to provide for a safe and accessible park for users.	
<b>Operating Cost</b>	No additional operating costs for the City.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$6,116,228
	<b>Project Total</b>	<b>\$6,116,228</b>

<b>Title</b>	SURVEY EQUIPMENT PURCHASE	
<b>Project ID</b>	C10146	
<b>Location</b>	Citywide	
<b>Description</b>	Purchase of a new RTK Rover setup system for the Survey Section consisting of a Rover and Data Collector.	
<b>Project Justification</b>	Due to the age of the current equipment, replacement is necessary.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$31,788
	<b>Project Total</b>	<b>\$31,788</b>

<b>Title</b>	THERMOPLASTIC EQUIPMENT	
<b>Project ID</b>	PWST1	
<b>Location</b>	SW 15th and Portland Ave.	
<b>Description</b>	Purchase of equipment required to do thermoplastic pavement markings through machine thermoplastic application.	
<b>Project Justification</b>	Machine applied thermoplastic material is approximately 50% less than the currently used pre-formed thermoplastic.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$365,300
	<b>Project Total</b>	<b>\$365,300</b>

**PUBLIC WORKS GENERAL PROJECTS TOTAL                      \$18,959,062**



**PUBLIC WORKS—BRIDGE PROJECTS.**

**Title** BRIDGE DATABASE MAINTENANCE PROGRAM  
**Project ID** B0000001368  
**Location** Citywide  
**Description** New program to maintain bridge database data for all City bridges.  
**Project Justification** Provide maintenance plan for citywide bridges, analyze critical repairs needed and provide prioritized listing with cost estimates, and provide technical assistance to staff on project implementation.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$30,000
<b>Project Total</b>	<b>\$30,000</b>

**Title** BRIDGE REPLACEMENT PROJECTS FOR FY 2015  
**Locations** Midwest Boulevard approximately 0.3 miles south of NE 59th Street  
**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** Due to load rating and overall condition of bridge, repairs and/or improvements are necessary.

**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$1,190,000
<b>Project Total</b>	<b>\$1,190,000</b>

**Title** MAY TO OK RIVER BRIDGE REPAIR  
**Project ID** B0702020003  
**Location** May Avenue over Oklahoma River  
**Description** Bridge repair at the Location listed below.  
**Project Justification** Repair is necessary on roller bearings and expansion joints on the west side of the bridge.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$2,723
<b>Project Total</b>	<b>\$2,723</b>

**Public Works - Bridges Total** **\$1,222,723**

**PUBLIC WORKS—DRAINAGE PROJECTS**

**Title** ANNUAL DAM INSPECTION AND MAINTENANCE  
**Project ID** B0000009953  
**Location** Citywide  
**Description** Annual Dam Inspection and Maintenance.  
**Project Justification** To provide funding for the required annual inspections and maintenance of various dams along the Oklahoma River.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$2,000
<b>Project Total</b>	<b>\$2,000</b>

**Title** BELLE ISLE SUPERSPAN TURNBUCKLE ADDITIONAL REPLACEMENT  
**Project ID** B0000009951  
**Location** I-44 and Classen Blvd.  
**Description** Belle Isle Superspan Turn-buckle additional replacement & repair.  
**Project Justification** Emergency repairs to the damage that occurred during flooding of 2013.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$26,325
<b>Project Total</b>	<b>\$26,325</b>

**Title** CANAL MAINTENANCE FACILITY ACCESS DRIVE  
**Project ID** B0000009950  
**Location** Canal Maintenance Facility  
**Description** Drainage Utility portion of the Canal Maintenance Facility Access Drive.  
**Project Justification** To provide vehicular access to the Canal Maintenance Facility.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$1,922
<b>Project Total</b>	<b>\$1,922</b>

**Title** CANAL ZONE G STACKED STONE WALL  
**Project ID** B0000009934  
**Location** Bricktown Canal Zone G. Canal Zone G Stacked Stone Wall Permanent Repair.  
**Description** Canal Zone G Stacked Stone Wall Permanent Repair.  
**Project Justification** Due to damage that has occurred to wall, repairs are necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$4,700
<b>Project Total</b>	<b>\$4,700</b>

**Title** CHANNEL CLEANING PROJECTS  
**Project ID** B0000009946, B0000009943  
**Location** Citywide  
**Description** Projects to remove debris, obstructions, and weeds.  
**Project Justification** Project is necessary in order to enhance community appearance and help reduce flooding.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$1,889,683
<b>Project Total</b>	<b>\$1,889,683</b>

**Title** CHISOLM CREEK DRAINAGE BASIN STUDY  
**Project ID** B0000009935  
**Location** Chisolm Creek  
**Description** Chisolm Creek Drainage Basin Study.  
**Project Justification** Funding is being provided for a drainage study of this basin.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$41,875
<b>Project Total</b>	<b>\$41,875</b>

**Title** CITYWIDE FENCE CONTRACT  
**Project ID** B0000009947, B0000009939  
**Location** Citywide  
**Description** To repair and replace downed or damaged existing fences or install new fences around City storm drainage channels, detention ponds, parks, parking lots, demolition sites, etc.  
**Project Justification** Due to flooding, storm winds, traffic accidents and vandalism, fencing around various City properties occasionally become damaged and needs to be repaired or replaced.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$464,651
<b>Project Total</b>	<b>\$464,651</b>

**Title** DAM INUNDATION STUDIES  
**Project ID** B0000009937  
**Location** 1) Dry Creek Detention Pond; 2) Lightning Creek Holding Pond A; 3) Lightning Creek Holding Pond.  
**Description** Studies on flood effects from dam breach/failure of multiple locations that Public Works is responsible for.  
**Project Justification** Required by the Oklahoma Department of Environmental Quality.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$20,146
<b>Project Total</b>	<b>\$20,146</b>

**Title** DEEP FORK CREEK BASIN  
**Project ID** C005001  
**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** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance of channels

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$601,106
<b>Project Total</b>	<b>\$601,106</b>

**Title** DRAINAGE CAPITAL CONTROL ACCOUNT  
**Project ID** B0000009956  
**Location** Citywide  
**Description** Drainage Capital Control Account in Stormwater Drainage Utility Fund.  
**Project Justification** To provide an account to hold funds until projects are identified.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$56,229
<b>Project Total</b>	<b>\$56,229</b>

**Title** DRAINAGE CLEANING EQUIPMENT  
**Project ID** B0704010006  
**Location** Citywide  
**Description** Drainage improvements/mapping & equipment which may include related ROW/A&E/utility relocation/landscaping/maintenance access ways and/or fencing.  
**Project Justification** To maintain good condition of drainage channels so that flow is not impeded.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$500,000
Stormwater Drainage Utility	\$460,290
<b>Project Total</b>	<b>\$960,290</b>

**Title** EMERGENCY STRUCTURAL REPAIRS TO EASTERN AVE. DAM  
**Project ID** B0000009952  
**Location** Oklahoma River Eastern Dam  
**Description** Emergency Structural Repair to Eastern Ave Dam.  
**Project Justification** To make repairs to dam that was damaged during the May 31, 2013 storm that topped the dam and caused erosion under the footing of the retaining walls on the north side and south sides of the spillway.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$150,000
<b>Project Total</b>	<b>\$150,000</b>

**Title** MAPPING DATA SYSTEMS  
**Project ID** B0704010008  
**Location** Citywide  
**Description** Drainage improvements/mapping & equipment which may include related ROW/A&E/utility relocation/landscaping/maintenance access ways and/or fencing.  
**Project Justification** To maintain data information systems and provide funding for upgrades and improvements.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
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2007 G.O. Bonds	\$2,000,000
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<b>Project Total</b>	<b>\$2,000,000</b>

**Title** MOWING CITYWIDE  
**Project ID** B0000009948, B0000009938  
**Location** Citywide  
**Description** This project consists of the removal of trash, noxious plants, debris, and mowing of City owned properties and detention ponds throughout the City.  
**Project Justification** Project is necessary in order to enhance community appearance and help reduce flooding.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
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Stormwater Drainage Utility	\$257,354
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<b>Project Total</b>	<b>\$257,354</b>

**Title** N. CANADIAN RIVER BASIN  
**Project ID** C005003  
**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** Between \$1 and \$10,000  
**Operating Cost Description** Maintenance of channels

<b>Capital Funding Source</b>	<b>FY 14-15</b>
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Capital Improvement Fund	\$107,214
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<b>Project Total</b>	<b>\$107,214</b>

**Title** NW 122ND AND PENNSYLVANIA DETENTION POND  
**Project ID** B0000009904  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$23,909
<b>Project Total</b>	<b>\$23,909</b>

**Title** OK RIVER HYDRAULIC SERVICE CONTRACT  
**Project ID** B0000009945  
**Location** Along Oklahoma River  
**Description** An annual contract to address both on-going maintenance needs and emergency response needs for the hydraulic systems on the three Oklahoma River dam and lock systems.  
**Project Justification** This continual rebuilding of the cylinders is the only proven way to prevent leaks and failures in the cylinders which contribute to parts of the river being unusable by the Oklahoma City Boathouse Foundation and the COTPA River Cruises.

**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$508,461
<b>Project Total</b>	<b>\$508,461</b>

**Title** PUBLIC WORKS RIVER MAINTENANCE FACILITY  
**Project ID** B0000009928  
**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 proper maintenance on the Oklahoma River.

**Operating Cost** Between \$10,001 and \$50,000  
**Operating Cost Description** Utilities, maintenance and supplies

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Stormwater Drainage Utility	\$6,000
<b>Project Total</b>	<b>\$6,000</b>

**Title** STRUCTURAL REPAIRS TO BRUM AVE. DAM  
**Project ID** B0000009954  
**Location** Oklahoma River Brum Dam  
**Description** Structural Repairs to Brum Dam.  
**Project Justification** To make necessary repairs to dam, due to age and condition of structure.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
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Stormwater Drainage Utility	\$175,000
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<b>Project Total</b>	<b>\$175,000</b>

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**Title** STRUCTURAL REPAIRS TO MAY AVE. DAM  
**Project ID** B0000009955  
**Location** Oklahoma River May Ave. Dam  
**Description** Structural Repair to May Ave. Dam.  
**Project Justification** To make necessary repairs to dam, due to age and condition of structure.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
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Stormwater Drainage Utility	\$175,000
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<b>Project Total</b>	<b>\$175,000</b>

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**Title** STORMWATER QUALITY FLEET REPLACEMENT  
**Project ID** C30009  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
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Stormwater Drainage Utility	\$56,000
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<b>Project Total</b>	<b>\$56,000</b>

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**Public Works - Drainage Total** **\$7,527,865**



**PUBLIC WORKS—LIBRARY PROJECTS**

<b>Title</b>	NORICK LIBRARY PROJECT	
<b>Project ID</b>	C10089	
<b>Location</b>	300 Park Avenue	
<b>Description</b>	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 leak issues.	
<b>Project Justification</b>	Water leaks are creating environmental and structural concerns so repairs are necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$23,514
	<b>Project Total</b>	<b>\$23,514</b>
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	<b>Public Works Library Total</b>	<b>\$23,514</b>

**PUBLIC WORKS—STREET PROJECTS**

<b>Title</b>	APD# 1622 STONE CREEK ADDITION	
<b>Project ID</b>	B0000008598	
<b>Location</b>	SE 134th & Sunnyslane	
<b>Description</b>	Assessment District funding for the Stone Creek Addition.	
<b>Project Justification</b>	On 4/24/2012, the City Council approved a petition signed by the property owners on Stone Creek Drive in the Stone Creek Addition requesting the creation of a Street Improvement Assessment District.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Street and Alley	\$12,264
	<b>Project Total</b>	<b>\$12,264</b>
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<b>Title</b>	CANADIAN COUNTY PROJECT TESTING	
<b>Project ID</b>	B0000008487	
<b>Location</b>	Ward 1 Canadian County	
<b>Description</b>	Various testing that is required before a street project can begin.	
<b>Project Justification</b>	This account is used for pre-construction testing before G.O. Bond funding is available.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Street and Alley	\$1,000
	<b>Project Total</b>	<b>\$1,000</b>
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<b>Title</b>	CITYWIDE STREET REPAIR	
<b>Project ID</b>	B0000008599	
<b>Location</b>	Citywide	
<b>Description</b>	Unit Price Street Repair Contract	
<b>Project Justification</b>	Project is to establish unit price amounts for when work is needed the contractor can be contacted and the price has already been established.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Street and Alley	\$93,391
	<b>Project Total</b>	<b>\$93,391</b>

**Title** CLASSEN CURVE LIGHTING  
**Project ID** B0000008484  
**Location** Classen Curve, NW Grand Blvd. to NW 53rd St.  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Street and Alley	\$3,156
<b>Project Total</b>	<b>\$3,156</b>

**Title** CLEVELAND COUNTY PROJECT TESTING  
**Project ID** B0000008488  
**Location** Ward 4 Cleveland County  
**Description** Various testing that is required before a street project can begin.  
**Project Justification** This account is used for pre-construction testing before G. O. Bond funding is available.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Street and Alley	\$280
<b>Project Total</b>	<b>\$280</b>

**Title** COMPARISON CONCRETE TO ASPHALT  
**Project ID** B0000008498  
**Location** Citywide  
**Description** Comparison of concrete to asphalt (depth equivalence).  
**Project Justification** To determine at what depth of asphalt would it take to get the same strength as concrete.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Street and Alley	\$1,121
<b>Project Total</b>	<b>\$1,121</b>

<b>Title</b>	OKLAHOMA COUNTY PROJECT TESTING	
<b>Project ID</b>	B0000008332	
<b>Location</b>	Oklahoma County	
<b>Description</b>	Various testing that is required before a street project can begin.	
<b>Project Justification</b>	This account is used for pre-construction testing before G.O. Bond funding is available.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Street and Alley	\$1,822
	<b>Project Total</b>	<b>\$1,822</b>

<b>Title</b>	PAVEMENT DATA COLLECTION	
<b>Project ID</b>	B0000008602	
<b>Location</b>	Citywide	
<b>Description</b>	Automated Pavement Data Collection System.	
<b>Project Justification</b>	Provides street condition index for streets surveyed and assists in the scheduling of resurfacing projects.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$8,610
	<b>Project Total</b>	<b>\$8,610</b>

<b>Title</b>	PAVEMENT MARKING (CITYWIDE)	
<b>Project ID</b>	B0701040022	
<b>Location</b>	Citywide	
<b>Description</b>	The primary use of this contract is the restriping of streets microsurfaced by the Street Maintenance Division.	
<b>Project Justification</b>	After resurfacing streets, they need to be re-marked to identify the driving lanes.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$225,053
	<b>Project Total</b>	<b>\$225,053</b>

<b>Title</b>	PUBLIC WORKS GRANT PROJECTS	
<b>Project ID</b>	C00087	
<b>Location</b>	Citywide	
<b>Description</b>	Various Street, Streetscape, and Trail projects that have been awarded grant funds to assist in their construction.	
<b>Project Justification</b>	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.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Actual cost will be dependent upon the individual projects that are funded.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Special Purpose Funds	\$2,387,620
	<b>Project Total</b>	<b>\$2,387,620</b>

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<b>Title</b>	RESIDENTIAL CRACK SEALING EQUIPMENT	
<b>Project ID</b>	C005004	
<b>Location</b>	Citywide	
<b>Description</b>	Purchase of residential crack sealing equipment	
<b>Project Justification</b>	To increase the life expectancy of the pavement in residential areas of the City.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$3,406
	<b>Project Total</b>	<b>\$3,406</b>

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<b>Title</b>	SE 49TH ST PAVING IMPROVEMENTS	
<b>Project ID</b>	B0000008476	
<b>Location</b>	SE 49th Street at Tinker AFB	
<b>Description</b>	Paving Improvements at Tinker AFB / Agreement with OIA	
<b>Project Justification</b>	Paving improvements are necessary to provide for a good surface for heavy Tinker AFB traffic.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Street and Alley	\$21,091
	<b>Project Total</b>	<b>\$21,091</b>

<b>Title</b>	SIDEWALK PROJECTS	
<b>Project ID</b>	C10100	
<b>Location</b>	Citywide	
<b>Description</b>	Construction of sidewalks throughout the City.	
<b>Project Justification</b>	This project continues the City's efforts to create a more walkable community. Expanding and improving sidewalks throughout the city will improve accessibility, safety and quality of life.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$4,100,000
	<b>Project Total</b>	<b>\$4,100,000</b>

<b>Title</b>	STREET RECONSTRUCTION PROJECTS FOR FY 2014-2015	
<b>Locations</b>	Council Rd., State Highway 152 to Interstate 40 NW 8th St., Shartel Ave. to Walker Ave, NW 10th St., MacArthur Blvd. to Rockwell Ave. NW 10th St., Meridian Ave. to MacArthur Blvd. NW 10th St., Portland Ave. to Meridian Ave. NW 10th St., Rockwell Ave. to Council Rd. NW 10th St., Walker Ave. to Western Ave. NW 11th St., Shartel Ave. to Walker Ave. NW 23 <sup>rd</sup> St., Ann Arbor to Peniel Ave. Project 180 Downtown Projects Western Ave. / NW 36 <sup>th</sup> St. to NW 63 <sup>rd</sup> St.	
<b>Description</b>	Reconstruction/construction/repair/resurfacing/ and /or improvements of streets which may include A&E/signals/signs/markings/devices/conduit/lighting/drainage/ intersection improvements/ROW/utilities/sidewalks/furniture and/or landscaping and irrigation systems.	
<b>Project Justification</b>	Due to age and condition of streets, improvements are necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	2007 G.O. Bonds	\$16,105,000
	CIP Fund	\$1,000,000
	<b>Project Total</b>	<b>\$17,105,000</b>

<b>Title</b>	STREET RESURFACING PROJECTS FOR FY 2014-2015
<b>Locations</b>	<p>Area bounded by Anderson Rd. and Hiwassee Rd., SE 74th St. and SE 89th St.</p> <p>Area bounded by Douglas Blvd. and Post Rd., SE 29th St. and SE 44th St.</p> <p>Area bounded by Eastern Ave. and Bryant Ave., SE 89th St. and SE 104th St.</p> <p>Area bounded by Eastern Ave. and Bryant Ave., SE 29th St. and SE 44th St.</p> <p>Area bounded by Kelley Ave. and MLK Blvd., NE 23rd St. and NE 10th St.</p> <p>Area bounded by Meridian Ave. and Portland Ave., NW 50th St. and NW 36th St.</p> <p>Area bounded by Meridian Ave. and Portland Ave., NW 36th St. and NW 23rd St.</p> <p>Area bounded by Pennsylvania Ave. and Western Ave., SW 89<sup>th</sup> St. and SW 104<sup>th</sup> St.</p> <p>Bryant Ave., SE 89<sup>th</sup> St. to SE 104<sup>th</sup> St.</p> <p>Chadbrooke North</p> <p>Chisholm Creek Subdivision</p> <p>Citywide Microresurfacing Control Account</p> <p>Citywide Repair Control Account</p> <p>Citywide Resurfacing Control Account</p> <p>Classen Blvd., NW 13th St. to NW 16th St.</p> <p>Classen Blvd., W. Main St. to NW 10<sup>th</sup> St.</p> <p>Council Rd., Wilshire Rd. to Hefner Rd.</p> <p>County Line Rd. to Council Rd. Neighborhood Resurfacing</p> <p>County Line Rd, South of NW 10th St.</p> <p>County Line Rd, SW 59th St. to SW 44th St.</p> <p>Earlywine Trail</p> <p>Grand Blvd. and Byers Ave. Intersection Improvements</p> <p>Hefner Rd, Broadway Extension to Midwest Blvd.</p> <p>Hudson/Harvey, NW 63rd and Wilshire</p> <p>Linwood Diagonal, Linwood Blvd. to N. Western Ave.</p> <p>Medley Park Trail</p> <p>Memorial Rd., Pennsylvania Ave. to Western Ave.</p> <p>Meridian Ave., NW 36th St. to NW 50th St.</p> <p>I-240 Frontage Rd., May Ave. to Pennsylvania Ave.</p> <p>N. Sara Rd., NW 10<sup>th</sup> St. to NW 39<sup>th</sup> Expressway</p> <p>NE 36th St., Anderson Rd. to Hiwassee Rd.</p> <p>NE 36th St., Hiwassee Rd. to Henney Rd..</p> <p>NE 36th St., Post Rd. to Westminster Rd.</p> <p>NE 36th St., Westminster Rd. to Anderson Rd.</p> <p>NE 50th St., Post Rd. to Westminster Rd.</p> <p>NE 150<sup>th</sup> St., Post Rd. to Westminster Rd.</p> <p>NW 10<sup>th</sup> St., Portland Ave. to May Ave.</p> <p>NW 16th St., to NW 23rd St. Neighborhood Resurfacing</p> <p>NW 122nd St. and Rockwell—Summit Place</p>

NW 122<sup>nd</sup> St., Hefner Parkway to N. May Ave.  
 NW 164<sup>th</sup> St., Sara Rd to County Line Rd.  
 NW 63rd St., Meridian Ave. to City Limits  
 Piedmont Rd. to Mustang Rd. Neighborhood Resurfacing  
 Quiet Zone in Ward 6  
 Reno Ave. to I-40 Neighborhood Resurfacing  
 S. High Ave., SE 44<sup>th</sup> St. to SE 29<sup>th</sup> St.  
 S. I-240 Frontage Rd, May Ave. to Pennsylvania Rd.  
 S. Western Ave., SW 59<sup>th</sup> St. to SW 44<sup>th</sup> St.  
 SE 89th St., Eastern Ave. to Bryant Ave.  
 SE 104<sup>th</sup> St., Bryant Ave. to Sunnyslane Rd.  
 SE 149<sup>th</sup> St., Choctaw Rd to Indian Meridian  
 SE 149th St., Dobbs Rd. to Harrah Rd.  
 SE 149th St., Midwest Blvd. to Post Rd.  
 SE 149<sup>th</sup> St., Post Rd to Choctaw Rd  
 SE 149<sup>th</sup> St., Sunnyslane Rd. to Midwest Blvd.  
 SE 149<sup>th</sup> St., Triple X Rd. to Peebly Rd.  
 SW 15<sup>th</sup> St., S. Czech Hall Rd. to S. Mustang Rd  
 SW 29<sup>th</sup> St., Council Rd. to County Line Rd.  
 SW 44<sup>th</sup> St., S. Mustang Rd. to S. Sara Rd.  
 SW 59th St., Czech Hall Rd. to Cemetery Rd.  
 SW 59th St., Mustang Rd. to Czech Hall Rd.  
 SW 59<sup>th</sup> St., S. Sara Rd. to S. Morgan Rd.  
 SW 59<sup>th</sup> St., Sara Rd. to Mustang Rd.  
 SW 119<sup>th</sup> St., Meridian Ave. to I-44  
 SW 149<sup>th</sup> St., May Ave. to Pennsylvania Ave.  
 Wilshire Ave., to Britton Rd. Neighborhood  
 W. Hefner Rd., NW Expressway to County Line Rd.  
 W. Memorial Rd., N. Council Rd. to N. Rockwell Ave  
 Western Ave., NW 36th St. to NW 63rd St.  
 Western Ave., SW 89th St. to SW 104th St.

**Description** Resurfacing of the streets at the locations listed above.  
**Project Justification** Due to age and condition of streets, resurfacing is necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
Capital Improvement Fund	\$14,942,175
Street and Alley Capital Fund	\$892,222
2007 G.O. Bond Funds	\$20,626,000
<b>Project Total</b>	<b>\$36,460,397</b>



<b>Title</b>	STREETS UNLISTED CONTROL ACCOUNT	
<b>Project ID</b>	B0701040001	
<b>Location</b>	2007 GOB Proposition 1 Unlisted A Control Account	
<b>Description</b>	To provide funds for the purpose of constructing, reconstructing, improving, and repairing streets. Unlisted A. Control Account	
<b>Project Justification</b>	Project is needed to establish a control account for unlisted funds as approved by the citizens of Oklahoma City.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	2007 G.O. Bonds	\$4,000,000
	<b>Project Total</b>	<b>\$4,000,000</b>

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<b>Title</b>	STREET WIDENING PROJECTS FOR FY 2014-2015	
<b>Locations</b>	NE 122nd St., Coltrane Rd. to Sooner Rd. NW 122nd St., Council Rd. to County Line Rd. NW 150th St., Portland Ave. to Meridian Ave. NW 164th St., Portland Ave. to May Ave. NW 178th St., Portland Ave.. to 1/2 mile West of Portland Ave.	
<b>Description</b>	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, and/or landscaping & irrigation systems.	
<b>Project Justification</b>	Due to age and condition of the street and high traffic volumes, improvements are necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	2007 G.O. Bonds	\$15,250,000
	<b>Project Total</b>	<b>\$15,250,000</b>

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<b>Public Works Streets Total</b>	<b>\$79,674,211</b>
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**PUBLIC WORKS—TRAFFIC PROJECTS**

<b>Title</b>	TRAFFIC PROJECT GROUP 4	
<b>Project ID</b>	C200188	
<b>Location</b>	Sooner Rd. and SE 82nd; OCU Driveway/Princeton Lane and NE 136th St.	
<b>Description</b>	Traffic Improvements as approved by City Council.	
<b>Project Justification</b>	Improvements are necessary to make locations safe for the traveling public.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance of signals.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$47,357
	<b>Project Total</b>	<b>\$47,357</b>
<hr/>		
<b>Title</b>	2 -WAY DEAN A. MCGEE TO NW 6TH	
<b>Project ID</b>	C200189	
<b>Location</b>	Dean A. McGee to NW 6th	
<b>Description</b>	The development of two way streets from Reno to NW 10th. Project 180 is funding the conversion to 2 way from Reno to Dean A. McGee. Funding is needed to take it from Dean A. McGee to NW 6th.	
<b>Project Justification</b>	To convert the signalization and other traffic signs and devices from one-way to two-way.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	Capital Improvement Fund	\$204,500
	<b>Project Total</b>	<b>\$204,500</b>
<hr/>		
<b>Title</b>	REMINGTON PARK, MLK BLVD., CALIFORNIA TO I-44	
<b>Project ID</b>	B0703010011	
<b>Location</b>	Remington Park Martin Luther King Boulevard, California to I-44	
<b>Description</b>	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 costs.	
<b>Project Justification</b>	Project is needed for the purpose of interconnecting and synchronizing traffic signals in this corridor.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	2007 G.O. Bonds	\$86,000
	<b>Project Total</b>	<b>\$86,000</b>

<b>Title</b>	RENO AVE, MARTIN LUTHER KING BLVD. TO MUSTANG RD.	
<b>Project ID</b>	B0703010012	
<b>Location</b>	Reno Avenue/ Martin Luther King Boulevard to Mustang Road	
<b>Description</b>	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 costs.	
<b>Project Justification</b>	Project is needed for the purpose of interconnecting and synchronizing traffic signals in this corridor.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	2007 G.O. Bonds	\$750,000
	<b>Project Total</b>	<b>\$750,000</b>
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<b>Title</b>	SE 29TH ST., PORTLAND AVE. TO I-35	
<b>Project ID</b>	B0703010013	
<b>Location</b>	SE 29th St., Portland Ave. to I-35	
<b>Description</b>	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 costs.	
<b>Project Justification</b>	Project is needed for the purpose of interconnecting and synchronizing traffic signals in this corridor.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	2007 G.O. Bonds	\$859,000
	<b>Project Total</b>	<b>\$859,000</b>
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<b>Title</b>	SE GRAND BLVD., RENO AVE. TO SE 29TH ST.	
<b>Project ID</b>	B0703010014	
<b>Location</b>	SE Grand Blvd., Reno Ave. to SE 29th St.	
<b>Description</b>	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 costs.	
<b>Project Justification</b>	Project is needed for the purpose of interconnecting and synchronizing traffic signals in this corridor.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	2007 G.O. Bonds	\$171,000
	<b>Project Total</b>	<b>\$171,000</b>

**Title** SHIELDS BLVD., SE 23RD ST. TO SE 89TH ST.  
**Project ID** B0703010015  
**Location** Shields Blvd., SE 23rd St. to SE 89th St.  
**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 costs.  
**Project Justification** Project is needed for the purpose of interconnecting and synchronizing traffic signals in this corridor.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$283,000
<b>Project Total</b>	<b>\$283,000</b>

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**Title** WALKER AVE., SW 25TH ST. TO SW 104TH ST.  
**Project ID** B0703010016  
**Location** Walker Ave., SW 25th St. to SW 104th St.  
**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 costs.  
**Project Justification** Project is needed for the purpose of interconnecting and synchronizing traffic signals in this corridor.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$283,000
<b>Project Total</b>	<b>\$283,000</b>

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**Title** WESTERN AVE., NW 36TH ST. TO NW 63RD ST.  
**Project ID** B0703010017  
**Location** Western Ave., NW 36th St. to NW 63rd St.  
**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 costs.  
**Project Justification** Project is needed for the purpose of interconnecting and synchronizing traffic signals in this corridor.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$307,000
<b>Project Total</b>	<b>\$307,000</b>

**Title** WESTERN AVE., SW 25TH ST. TO SW 89TH ST.  
**Project ID** B0703010018  
**Location** Western Ave., SW 25th St. to SW 89th St.  
**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 costs.  
**Project Justification** Project is needed for the purpose of interconnecting and synchronizing traffic signals in this corridor.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$259,000
<b>Project Total</b>	<b>\$259,000</b>

**Title** TRAFFIC UNLISTED CONTROL ACCOUNT  
**Project ID** B0703030001  
**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 is needed to establish a control account for unlisted funds as approved by the citizens of Oklahoma City.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
2007 G.O. Bonds	\$225,000
<b>Project Total</b>	<b>\$225,000</b>

**Public Works Traffic Total \$3,474,857**

# UTILITIES CAPITAL PROGRAM AND BUDGET

## SOLID WASTE MANAGEMENT PROJECTS

<b>Title</b>	MOBILE EQUIPMENT	
<b>Project ID</b>	OCEAT00002	
<b>Location</b>	Citywide	
<b>Description</b>	Replacement of pick-up trucks, refuse trucks, side loaders, and other mobile equipment.	
<b>Project Justification</b>	Deterioration of current equipment has resulted in equipment reaching the end of its useful life.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance of new equipment.	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Environmental Asst	\$3,159,000
	<b>Project Total</b>	<b>\$3,159,000</b>

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<b>Title</b>	WASTE CART PURCHASES	
<b>Project ID</b>	OCEAT00003	
<b>Location</b>	Citywide	
<b>Description</b>	Replacement of recycle bins and Big Blue waste carts and the addition of carts for expanded service.	
<b>Project Justification</b>	Normal wear and tear requires replacement of waste carts and the expanded cart service requires additional cart purchases on a yearly basis.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Environmental Asst	\$1,050,000
	<b>Project Total</b>	<b>\$1,050,000</b>

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<b>Solid Waste Management Total</b>	<b>\$4,209,000</b>
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**WASTEWATER PROJECTS**

<b>Title</b>	CHISHOLM CREEK WASTEWATER RENEWALS AND REPLACEMENTS	
<b>Project ID</b>	ZCCWWT	
<b>Location</b>	22000 N. Western Ave.	
<b>Description</b>	Chisholm Creek Wastewater Treatment Plant renewal and/or replacements.	
<b>Project Justification</b>	To provide for renewal and/or replacement of component parts within wastewater treatment plants.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Water Utility Trust	\$206,240
	<b>Project Total</b>	<b>\$206,240</b>

<b>Title</b>	CITY WIDE SANITARY SEWER RENEWALS AND REPLACEMENTS	
<b>Project ID</b>	ZMAIN	
<b>Location</b>	Citywide	
<b>Description</b>	To provide for renewal and replacement of functionally and/or structurally deficient sanitary sewer lines.	
<b>Project Justification</b>	Due to age and condition of lines, renewals and/or replacement become necessary.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Water Utility Trust	\$7,115,280
	<b>Project Total</b>	<b>\$7,115,280</b>

<b>TITLE</b>	COMPUTER SYSTEM UPGRADE	
<b>Project ID</b>	ZCOMPUG	
<b>Location</b>	Citywide	
<b>Description</b>	Computer System Upgrades	
<b>Project Justification</b>	Upgrades are necessary to provide the best service in the most efficient manner. Includes plant technology and SCADA updates, as needed.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Water Utility Trust	\$516,600
	<b>Project Total</b>	<b>\$516,600</b>

**Title** DEER CREEK WWT PLANT RENEWALS AND REPLACEMENTS  
**Project ID** ZDCWWT  
**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.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$412,480
<b>Project Total</b>	<b>\$412,480</b>

**Title** EMERGENCY PROJECTS  
**Project ID** ZEMERG  
**Location** Citywide  
**Description** Wastewater Related Emergency Projects.  
**Project Justification** To provide for wastewater related emergencies such as collapse of sewer line, failure of sewage lift station, or breakdown of components within treatment plants.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$1,134,320
<b>Project Total</b>	<b>\$1,134,320</b>

**Title** GENERAL WASTE WATER TREATMENT PLANT IMPROVEMENTS  
**Project ID** ZGENWWTPIM  
**Location** Citywide  
**Description** Wastewater treatment plant modifications and upgrades..  
**Project Justification** Necessary to provide reliable wastewater treatment and to meet new regulations and discharge permit limits.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$6,290,320
<b>PROJECT TOTAL</b>	<b>\$6,290,320</b>



**Title** LIFT STATION RENEWALS AND REPLACEMENTS  
**Project ID** ZLIFTS  
**Location** Citywide  
**Description** Lift station renewals and/or replacements.  
**Project Justification** To provide renew and/or replacement parts for wastewater lift stations.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$309,360
<b>PROJECT TOTAL</b>	<b>\$309,360</b>

**TITLE** MAIN RELOCATIONN  
**Project ID** ZRELOC  
**Location** Citywide  
**Description** To provide for relocations of utilities within street right-of-way for street widening projects undertaken by Public Works department.  
**Project Justification** Some mains require relocation as part of street widening/reconstruction projects.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$1,031,200
<b>Project Total</b>	<b>\$1,031,200</b>

**Title** N CANADIAN WASTEWATER RENEWALS AND REPLACEMENTS  
**Project ID** ZNCWWT  
**Location** 12800 N. Anderson Rd.  
**Description** North Canadian Wastewater Treatment Plant renewal and/or replacements.  
**Project Justification** To 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.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$2,578,000
<b>Project Total</b>	<b>\$2,578,000</b>

<b>Title</b>	ODOR CONTROL IMPROVEMENTS	
<b>Project ID</b>	ZODORCTL	
<b>Location</b>	Citywide	
<b>Description</b>	Installation of odor control systems at various wastewater treatment plants and lift stations	
<b>Project Justification</b>	As growth and development continue to occur within close proximity to wastewater treatment plants & lift stations, installation of odor control systems at various Locations will be necessary to minimize odor around the plants.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Water Utility Trust	\$2,062,400
	<b>Project Total</b>	<b>\$2,062,400</b>

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<b>Title</b>	OTHER GROWTH AND EXPANSION	
<b>Project ID</b>	ZOGEXP	
<b>Location</b>	Citywide	
<b>Description</b>	Other Growth & Expansion	
<b>Project Justification</b>	As growth and 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 cuts.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Water Utility Trust	\$2,784,240
	<b>Project Total</b>	<b>\$2,784,240</b>

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<b>Title</b>	OTHER INTERCEPTORS	
<b>Project ID</b>	ZOINTC	
<b>Location</b>	Citywide	
<b>Description</b>	Other Interceptors.	
<b>Project Justification</b>	Project is needed to budget for future interceptors that will be needed in various locations within the City.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Water Utility Trust	\$5,156,000
	<b>Project Total</b>	<b>\$5,156,000</b>

**Title** PUBLIC WORKS REIMBURSEMENTS  
**Project ID** ZPWREM  
**Location** Citywide  
**Description** Reimbursements to Public Works on Capital Projects.  
**Project Justification** Public Works performs inspection services on wastewater projects.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$309,360
<b>Project Total</b>	<b>\$309,360</b>

**Title** RECURRING EQUIPMENT REPLACE  
**Project ID** ZEQUIP  
**Location** Citywide  
**Description** Recurring mobile equipment replacement.  
**Project Justification** Due to age and condition of equipment, replacements become necessary.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$1,031,200
<b>Project Total</b>	<b>\$1,031,200</b>

**Title** S CANADIAN WASTEWATER RENEWALS AND REPLACEMENTS  
**Project ID** ZSCWWT  
**Location** 15924 S. May Ave.  
**Description** South Canadian Wastewater Treatment Plant renewal and/or replacements.  
**Project Justification** To 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.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$412,480
<b>Project Total</b>	<b>\$412,480</b>

**Title** WATER/WASTEWATER LABS  
**Project ID** ZWWLAB  
**Location** 3827 W. Hefner Rd  
**Description** Water/Wastewater laboratory equipment.  
**Project Justification** Equipment is required to test water in order to meet Federal and State requirements.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$113,432
<b>Project Total</b>	<b>\$113,432</b>

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**Wastewater Total** **\$31,461,912**

**WATER PROJECTS**

**Title** CITYWIDE WATER MAIN RENEWALS AND REPLACEMENTS  
**Project ID** XMAIN  
**Location** Citywide  
**Description** Citywide water main renewals and replacements.  
**Project Justification** To provide for renewal and replacement of water lines.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$4,124,800
<b>Project Total</b>	<b>\$4,124,800</b>

**Title** DRAPER PLANT RENEWALS AND REPLACEMENTS  
**Project ID** XDRPRR  
**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 buildings and/or structures. Each building and structure is made up of many stationary and moving parts that need to be renewed and replaced to provide the best service.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$721,840
<b>Project Total</b>	<b>\$721,840</b>

**Title** DRAPER WATER TREATMENT PLANT EXPANSION  
**Project ID** XDRPEXP  
**Location** 13700 S Douglas Blvd.  
**Description** Expansion of Draper Water Treatment Plant  
**Project Justification** As Oklahoma City continues to grow, expansion of the Draper Water Treatment Plant is necessary in order to meet the increasing demand. Raw water from southeast Oklahoma is pumped to Lake Stanley Draper, so upgrading this treatment plant is vital.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$10,312,000
<b>Project Total</b>	<b>\$10,312,000</b>

**Title** DRAPER/HEFNER INTERCONNECTION  
**Project ID** XRWLHD  
**Location** Hefner Rd.  
**Description** Treated water transmission—Draper to Hefner water line.  
**Project Justification** Additional supply projected to be needed in north service area by 2016.  
**Operating Cost** Between \$1 an \$10,000  
**Operating Cost Description** Pumping costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$1,546,800
<b>Project Total</b>	<b>\$1,546,800</b>

**Title** EMERGENCY PROJECTS  
**Project ID** XEMERG  
**Location** Citywide  
**Description** Water Emergency Projects as identified. Department deals with a number of emergencies during the operation of raw water supply and potable water distribution. Funds are allocated every fiscal year to pay for these emergencies.  
**Project Justification** To fund all emergency projects for raw and potable water distribution and treatment systems related to emergencies.

**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$515,600
<b>Project Total</b>	<b>\$515,600</b>

**Title** EQUIPMENT REPLACEMENT  
**Project ID** XEQUIP  
**Location** Citywide  
**Description** Mobile equipment replacement.  
**Project Justification** Replacement of the old equipment is needed in order to provide continued service.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$850,740
<b>Project Total</b>	<b>\$850,740</b>

**Title** HEFNER PLANT RENEWALS AND REPLACEMENTS  
**Project ID** XHEFNRR  
**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 buildings and/or structures. Each building and structure is made up of many stationary and moving parts that need to be renewed and replaced to provide the best service.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$1,134,320
<b>Project Total</b>	<b>\$1,134,320</b>

**Title** LINE MAINTENANCE DIVISION PROJECTS  
**Project ID** XLMDPS  
**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** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$77,340
<b>Project Total</b>	<b>\$77,340</b>

**Title** NORTHWEST EXTENSION  
**Project ID** WNWEXT  
**Location** Northwest part of Oklahoma City  
**Description** North and Northwest extension of large transmission main from Hefner Water Treatment Plant.  
**Project Justification** As Oklahoma City continues to grow in NW sections, water transmission mains are necessary to provide additional water pressure and flow. These mains will also strengthen the distribution systems and provide more reliable water service in the event of pipe failures.  
**Operating Cost** No additional operating costs

<b>Capital Funding Source</b>	<b>FY 14-15</b>
OKC Water Utility Trust	\$10,312,000
<b>Project Total</b>	<b>\$10,312,000</b>

<b>Title</b>	POLICY "A" PROJECTS	
<b>Project ID</b>	XPLCYA	
<b>Location</b>	Citywide	
<b>Description</b>	If a development is located at a distance more than 100' from an existing water main & there is a potential for growth in the area, Policy "A" can be used.	
<b>Project Justification</b>	The department receives money from the developer for the construction of the water main required for a development and then adds money to upsize the water main to accommodate future growth.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Water Utility Trust	\$103,120
	<b>Project Total</b>	<b>\$103,120</b>

<b>Title</b>	PUBLIC WORKS REIMBURSEMENTS	
<b>Project ID</b>	XPWDRE	
<b>Location</b>	Citywide	
<b>Description</b>	Public Works Reimbursement Projects.	
<b>Project Justification</b>	Public Works performs inspection services on water projects..	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Water Utility Trust	\$309,360
	<b>Project Total</b>	<b>\$309,360</b>

<b>Title</b>	RELOCATION FOR ROAD PROJECTS	
<b>Project ID</b>	XROADS	
<b>Location</b>	Citywide	
<b>Description</b>	Project provides funding for certain water line relocations, due to construction of road projects.	
<b>Project Justification</b>	Water lines must be moved due to road construction projects to prevent collapse.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Water Utility Trust	\$536,224
	<b>Project Total</b>	<b>\$536,224</b>



**Title** RESERVOIR MAINTENANCE  
**Project ID** XRESRV  
**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** No additional operating costs

Capital Funding Source	FY 14-15
OKC Water Utility Trust	\$412,480
<b>Project Total</b>	<b>\$412,480</b>

**Title** SE OKLAHOMA RAW WATER SUPPLY  
**Project ID** XSERAW  
**Location** Citywide  
**Description** SE Oklahoma Raw Water Supply  
**Project Justification** Engineering, environmental studies, and construction related to bring raw water from SE Oklahoma.  
**Operating Cost** No additional operating costs

Capital Funding Source	FY 14-15
OKC Water Utility Trust	\$21,448,960
<b>Project Total</b>	<b>\$21,448,960</b>

**Title** UTILITY CUSTOMER SERVICE PROJECTS  
**Project ID** XUCSPR  
**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** No additional operating costs

Capital Funding Source	FY 14-15
OKC Water Utility Trust	\$567,160
<b>Project Total</b>	<b>\$567,160</b>

**Water Total** **\$52,972,744**

# ZOO CAPITAL IMPROVEMENT BUDGET

<b>Title</b>	VETERINARY HOSPITAL	
<b>Project ID</b>	C90009	
<b>Location</b>	2000 Remington Place	
<b>Description</b>	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.	
<b>Project Justification</b>	Due to age, condition, and insufficient space of current facility, construction of a new facility is needed.	
<b>Operating Cost</b>	No additional operating costs	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Zoological Trust	\$2,500,000
	<b>Project Total</b>	<b>\$2,500,000</b>

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<b>Title</b>	ZOO MISCELLANEOUS CAPITAL	
<b>Project ID</b>	C90008	
<b>Location</b>	Zoo	
<b>Description</b>	Funding for vehicle replacements and roof repairs of the Zoo facilities.	
<b>Project Justification</b>	Due to age and condition of fleet and roofs, replacement and repairs are necessary.	
<b>Operating Cost</b>	Between \$1 and \$10,000	
<b>Operating Cost Description</b>	Maintenance of vehicles	
	<b>Capital Funding Source</b>	<b>FY 14-15</b>
	OKC Zoological Trust	\$500,000
	<b>Project Total</b>	<b>\$500,000</b>

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<b>Zoo Total</b>	<b>\$3,000,000</b>
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## 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 \$1,000 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 \$1,000 dollars of net assessed value.

In addition to paying the principal and interest on 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 be amended during the fiscal year to address any differences that exist between the adopted budget and the final budget approved by the County Excise Board.

The City retired approximately \$43.1 million in General Obligation bonded debt and issued \$107 million in FY 2014, leaving the total General Obligation Bond indebtedness at the end of FY 2014 at \$633.6 million. That total averages \$1,109 per capita for FY 2014 compared to \$1,021 per capita at the end of FY 2013.



*New Fire Station #26 located at 7025 SW 119th St.  
Paid for with General Obligation Bond Funds.*

On March 30, 2009, Standard & Poor's rating service announced 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 upgraded its rating to 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. In each year since then, the two rating agencies have reaffirmed those top ratings for Oklahoma City's General Obligation Bond debt.

**AAA**

City of Oklahoma City's "AAA" Bond Rating by Standard & Poor's reaffirmed in 2014.



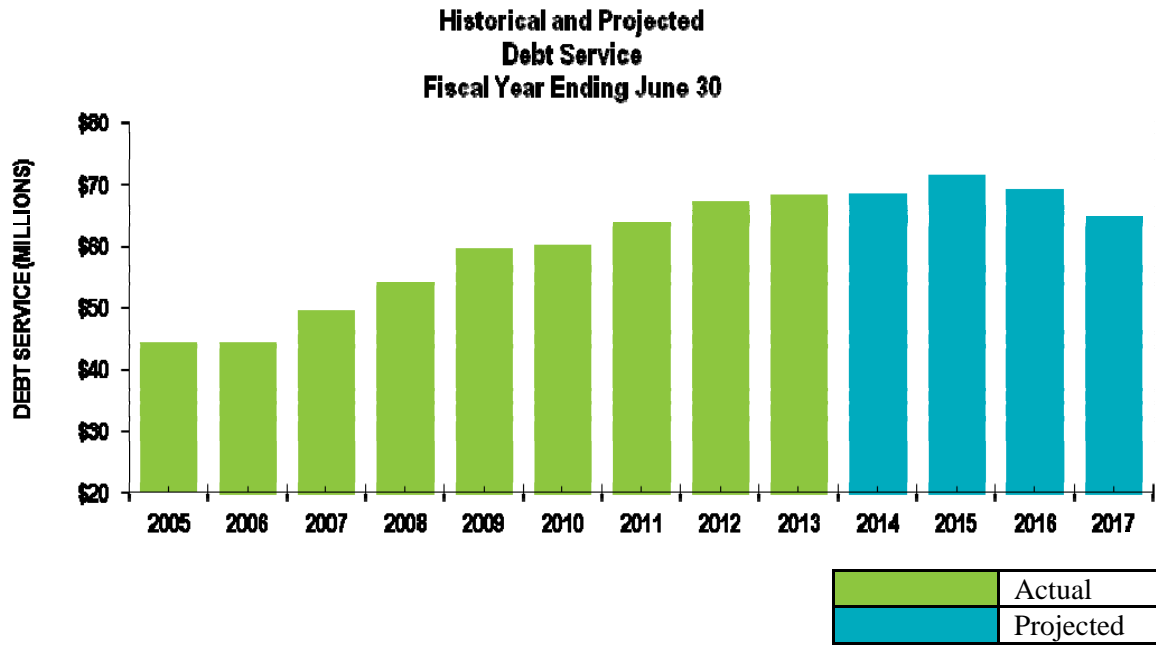
*Renovated Lycan Conservatory at Will Rogers Gardens  
Paid for by 2007 General Obligation Bond Funds*

## DEBT SERVICE

	Actual FY 12-13	Adopted FY 13-14	Proposed FY 14-15
<b>Revenues</b>			
Ad Valorem (Property Tax)	\$76,892,812	\$78,664,335	\$68,182,063
Interest	478,227	500,000	300,000
Other Revenue	6,510,688	4,000,000	2,500,000
Fund Balance	0	11,736,227	18,464,930
<b>Total Revenues</b>	<b>\$83,881,727</b>	<b>\$94,900,562</b>	<b>\$89,446,993</b>
<b>Expenditures - Non-Departmental</b>			
<i>Debt Service:</i>			
Judgments	\$2,299,315	\$3,729,746	2,613,797
Judgment Interest	95,642	250,452	144,676
Fiscal Agency Fees	1,001,820	750,000	300,000
Bond Retirement	43,985,000	43,070,000	47,860,000
Interest on Bonds	24,417,486	25,575,007	27,712,243
Reserve For Future Debt Service Payments	0	21,525,357	10,816,277
<b>Total Expenditures</b>	<b>\$71,799,263</b>	<b>\$94,900,562</b>	<b>\$89,446,993</b>
<b>Use of Fund Balance</b>			
Beginning Fund Balance	\$48,557,150	\$60,639,613	\$70,428,743
Additions/(Reductions) to Fund Balance	12,082,464	9,789,130 *	(7,648,653) **
<b>Ending Fund Balance</b>	<b>\$60,639,613</b>	<b>\$70,428,743 *</b>	<b>\$62,780,090 **</b>

\* Estimated.

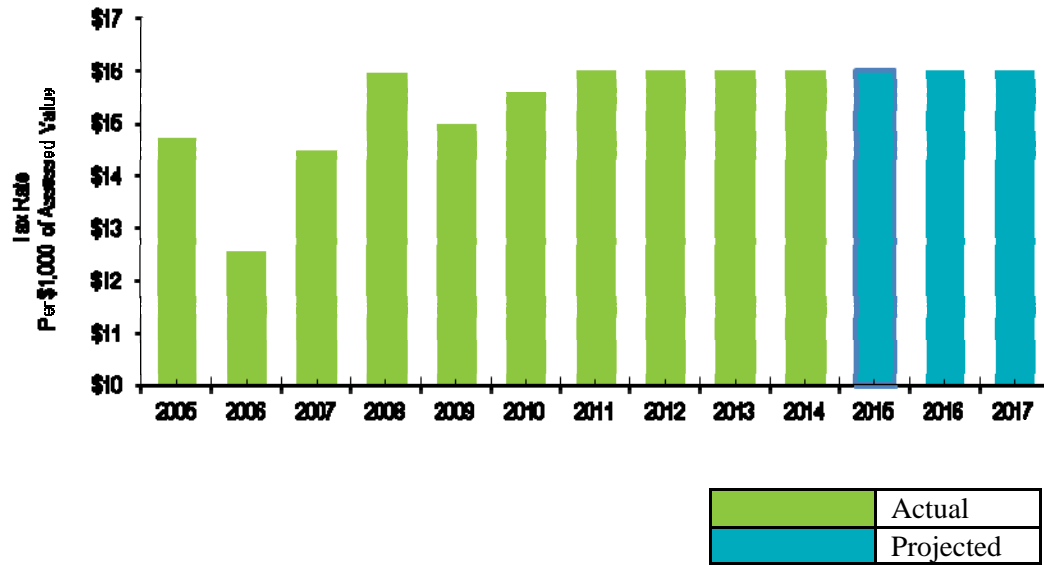
\*\* Assumes budgeted revenues and expenditures.



NOTE: This information includes debt service for bonds anticipated to be issued.

Fiscal Year	Debt Service
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	\$67,171,045
2013	\$68,402,486
2014	\$68,645,006
2015	\$71,593,932
2016	\$69,273,682
2017	\$64,758,532

**Property Tax Rate for  
Debt Service  
Fiscal Year Ending June 30**



Fiscal Year	Tax Rate*
2005	\$15.55
2006	\$14.73
2007	\$12.53
2008	\$15.95
2009	\$14.97
2010	\$14.77
2011	\$15.91
2012	\$15.98
2013	\$16.00
2014	\$15.99
2015	\$15.99
2016	\$15.99
2017	\$15.99

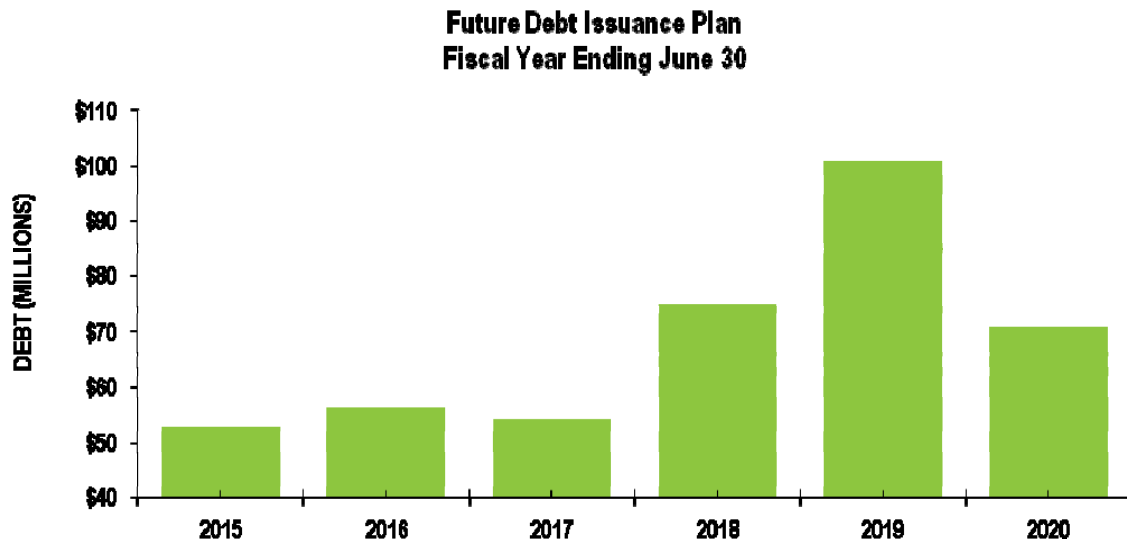
NOTE: This information includes tax rates for anticipated bond issues. Although there is no limit in Oklahoma State Law, the Mayor and City Council follow an informal policy of keeping the mill levy/tax rate at or below \$16.00 per thousand dollars of net assessed value.

\*Per \$1,000 of Assessed Value

## REMAINING BOND AUTHORIZATION ISSUANCE PLAN

### Remaining Authorization

2007 GO Bonds	\$347,755,000
2007 GOLT Bonds	<u>24,000,000</u>
Total	\$371,755,000



	GO Bonds	GOLT Bonds	Total
2015	58,820,000	0	58,820,000
2016	56,240,000	0	56,240,000
2017	54,340,000	0	54,340,000
2018	64,695,000	10,000,000	74,695,000
2019	86,830,000	14,000,000	100,830,000
2020	<u>70,870,000</u>	<u>0</u>	<u>70,870,000*</u>
	\$391,795,000	\$24,000,000	\$415,795,000

\*Capacity in 2020 exceeds the 2007 G.O. Bond Authorization by approximately \$44 million.



# MAJOR ACCOMPLISHMENTS

## SIGNIFICANT GENERAL OBLIGATION PROJECTS COMPLETED IN FY 2014

### BRIDGE PROJECTS

- South of SE 59th St. and South Sooner Rd.
- West of North MacArthur Blvd. and Hefner Rd.
- West of North MacArthur Blvd. and Hefner Rd.
- Wilshire Blvd and Bryant Ave.

### DRAINAGE PROJECTS

- NW 25th St. and Peniel Ave. Phase II
- Within an area bounded by NW 10th St., Reno Ave., Rockwell Ave., and Portland Ave.

### FIRE PROJECTS

- Fire Station #1 Repairs
- New Fire Station #26 near SW 104th St. and Council Rd.

### LIBRARY PROJECTS

- Northwest Library

### PARKS PROJECTS

- Katy Trail—NE 4th St. and High Ave. Northeast along Katy Railroad to NE Grand Blvd., and NE 33rd St. to NE Grand Blvd. to I-44
- Kitchen Lake Park
- Lake Stanley Draper Trail—North along Midwest Blvd.
- Oklahoma River Bricktown Canal connection/transition improvements
- Will Rogers Park—Lycan Conservatory

### POLICE PROJECTS

- Police Property Room Remodel Project

### STREETS AND PAVING PROJECTS

- Citywide on street bike trail improvements—40 routes
- Film Row District Streetscape, Sheridan Ave. between Dewey Ave. and Shartel Ave.
- Resurfacing of Council Rd., NW 122nd St. to Memorial Rd.
- Resurfacing of the intersection of NW 164th St. and Pennsylvania Ave.
- Resurfacing of May Ave., NW 164th St. to NW 178th St.
- Resurfacing of MacArthur Blvd., Memorial Rd. to NW 150th St.
- Resurfacing of NE 13th St., Lincoln Blvd. to Lottie St.
- Resurfacing of NW 192nd St., Portland Ave. to May Ave.
- Resurfacing of Pennsylvania Ave., NW 164th St. to NW 178th St.

- Resurfacing of right turn lane at NW 10th St. and Portland Ave.
- Resurfacing of SW 15th St., MacArthur Blvd to 4,000 feet West
- Resurfacing of streets in the area between Pennsylvania Avenue, Western Avenue, SW 44th Street, SW 59th Street
- Resurfacing of streets in the area between NE 8th St., NE 6th St., Lincoln Blve., and Kelley Ave.
- Resurfacing of streets in the area between Western Ave., I-235, NW 23rd St., NW 10th St.
- Resurfacing of Western Ave., SW 164th St. to SW 179th St.
- Widening of Rockwell Ave., Memorial Rd. to 1/2 mile North

## 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 fifteen 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 and related materials to the Mayor and City Council.
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 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 635-637.**

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.

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 count as a miscellaneous expense for purposes of the Municipal Budget Act because what it will be used for cannot be known.

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 expend-

ditures 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 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 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. The Finance Director may authorize transfers between account classes (categories of budget as described in the Municipal Budget Act) within any department.

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 of 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 therefore; 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.

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.

**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.

**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.

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 Principle

	<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

	MAXIMUM %	MINIMUM %
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 obligation 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.

# 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.
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 AND FINANCIAL PLANNING POLICIES

A RESOLUTION ADOPTING BUDGETING AND FINANCIAL PLANNING POLICIES, ADOPTED BY THE CITY COUNCIL FEBRUARY 15TH, 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 2013.
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, 2013 is estimated at \$61,345,704 or 15.30% 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. **Borrowing for Operations.** This budget will not require any fund to borrow for ongoing operations.
9. **Balanced Budget.** The budget is balanced in accordance with the Municipal Budget Act. Estimated revenues, including budgeted fund balance, meet or exceed anticipated expenditures.
10. **Spending for Capital Projects.** City policy is that non-recurring revenue be used for capital and one-time expenses. The budget meets this requirement.
11. **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 2013-2014

Operating Only		FY 14-15 Adopted Budget	FY 14-15 Budgeted Contingency (a)	Contingency as a % of Budget (b)	Projected Unbudgeted Fund Balance (c)	Fund Bal. as a % of Budget (d)
(e)	General Fund	\$413,906,483	\$8,314,783	2.01%	\$58,449,506	14.12%
(g)	Court Admin. and Training Fund	2,301,589	125,481	5.45%	848,693	36.87%
	Fire Sales Tax Fund	41,005,686	2,211,819	5.39%	1,449,939	3.54%
(e,g)	Hotel/Motel Tax Fund	12,267,190	0	0.00%	6,899,064	56.24%
(e,g)	MAPS Operations Fund	1,043,026	0	0.00%	5,001,267	479.50%
(e,g)	MAPS 3 Use Tax	35,685,648	0	0.00%	14,041,120	39.35%
	Medical Service Program Fund	6,865,353	1,251,891	18.23%	429,165	6.25%
(e,g)	OCMAPS Sales Tax Fund	1,353,824	27,600	2.04%	528,193	39.01%
(e)	Police & Fire Cap. Equip. Use Tax	375	0	0.00%	0	0.00%
	Police Sales Tax Fund	40,189,433	2,073,444	5.16%	4,267,674	10.62%
(e)	Storm Water Drainage Utility Fund	15,891,221	315,003	1.98%	4,804,878	30.24%
(e,f)	Zoo Sales Tax Fund	13,568,403	0	0.00%	0	0.00%
<b>Funds Supported by the General Fund or Other Entities</b>						
(e)	Airports	\$16,909,301	\$336,882	1.99%	\$141,180	0.83%
	Emergency Management Fund	8,077,417	273,961	3.39%	789,893	9.78%
(e)	Internal Service Fund	53,488,524	729,782	1.36%	2,142,299	4.01%
(e,h,i)	Trans. and Parking Ent. Fund	2,552,969	45,274	1.77%	0	0.00%
(e,h)	Solid Waste Mgmt. Cash Fund	11,770,175	193,381	1.64%	820,122	6.97%
(e,h)	Wastewater Utility	28,242,841	480,000	1.70%	532,161	1.88%
(e,h)	Water Utility	57,727,548	1,150,000	1.99%	1,068,947	1.85%

### 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 to 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.
- (i) All expenditures managed in these funds are expended on behalf of trust and other funds. Expenditures are

## 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 recognizes revenues, when earned, and expenses, when incurred, as opposed to recognizing revenues when received and expenses when paid. The accrual basis of accounting is used in proprietary fund types and the pension trust fund.

**ADA** – Americans with Disabilities Act. Enacted in 1990 and amended in 2008, as a wide-ranging civil rights law that prohibits discrimination based on disability. In regards to public entities, the act also mandates compliance with specific physical and procedural access regulations to all service and programs offered.

**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.

**A/E or A&E** – Architect and engineering services.

**AFSCME** – American Federation of State, County and Municipal Employees. This bargaining unit represents non-uniform and non-management City employees.

**Agenda** – A list or outline of items to be considered or performed by the governing body.

**Allocation** – Part of a lump-sum appropriation designated for expenditure by specific organizational units and/or for special purposes, activities or objects.

**Appropriation** – An authorization granted by a legislative body to make expenditures and incur obligations for specific purposes, usually limited in amount and duration.

**Arbitrage** – A requirement that if the investment earnings on tax-exempt bond proceeds exceed the interest paid on the bond issue, then the excess earnings above the interest paid on the bonds must be forwarded to the U.S. Treasury.

**ARRA** – American Recovery and Reinvestment Act. Enacted in 2009, 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. An economic development grant program designed to assist cities with the redevelopment of abandoned and underused industrial and commercial facilities impacted by environmental contamination.

**BID** – Business Improvement District. 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** – A financial plan containing an estimate of proposed revenues and expenditures for a given period (for Oklahoma City the budget is adopted on a fiscal year basis). 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 basis of accounting used for the purpose of budgeting. The City uses a modified cash and expenditures basis. This means that revenues are not recognized until they are received and expenditures are recognized when they are incurred or committed not when the funds are actually spent.

**Budgeted Fund Balance** – The amount of the carryover or Fund Balance from the prior year that is projected to be used to fund expenditures in the budget. Budgeted Fund Balance is counted as revenue for budget purposes.

**Budgeted Reserve** – See Contingency.

**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. Created in 1979, a program for establishing a body of standards for law enforcement professionals and administering an accreditation process.

**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.

**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.

**CWA** – Clean Water Act. Enacted in 1972, the Act establishes the basic structure for regulating discharges of pollutants into the waters of the United States and regulating quality standards for surface waters.

**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.

**CNG** - Compressed Natural Gas. CNG is a fossil fuel and clean burning alternative to gasoline, diesel and propane.

**COBRA** – Consolidated Omnibus Budget Reconciliation Act. Enacted in 1985, a portion of the Act sets forth requirements for employers and employees with regard to health insurance after leaving employment.

**Contingency** – An amount designated in the budget of a specific fund for use in unforeseen circumstances.

**COTPA** – Central Oklahoma Transportation and Parking Authority. Established in 1966, COTPA provides public transit services 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.

**Debt Service** –The amount owed for principal and interest of bonds and other debt instruments according to a predetermined payment schedule.

**Dedicated Revenues** – Income that is restricted by law to fund specific purposes.

**Demand Measure** – A specific type of performance measure used in the City’s Leading for Results process referring to the number of total units of service expected to be requested or required.

**Department** – Identifies the highest level in the formal City organization; a grouping of Lines of Business and Programs that serve a common purpose. Department is synonymous with agency.

**Division** – Identifies the second highest level in the formal City organization; a grouping of programs centered around specific activities. With the implementation of Leading for Results, divisions are now identified as Lines of Business. See Line of Business.

**DOE** – Department of Energy. The federal agency whose mission is to advance energy technology and promote related innovation in the United States.

**DOJ** – Department of Justice. The federal agency responsible for criminal investigation and law enforcement.

**EEOC** – Equal Employment Opportunity Commission. The federal agency tasked with ending employment discrimination in the United States.

**Efficiency Measure** – A specific type of performance measure used in the City’s Leading for Results process measuring cost or expenditure per Output or Result.

**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.

**Enterprise Fund** – Funds where the costs are financed primarily through user charges.

**EPA** – Environmental Protection Agency. The agency of the federal government charged with protecting human health and with safeguarding the natural environment (air, water, and land).

**Excise Tax** – Taxes paid when purchases are made on specific goods or activities and often included in the price of the product or service. An example would be taxes on tobacco.

**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.

**FAA** – Federal Aviation Administration. The federal agency responsible for the regulation of civil aviation and overseeing the development of air traffic control.

**FEMA** – Federal Emergency Management Agency. An agency of the United States Department of Homeland Security established to coordinate the response to disaster that has occurred in the United States and overwhelms the resources of local and state authorities.

**Fiscal Year (FY)** – 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. Enacted in 1938, 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. This bargaining unit represents sworn law enforcement officers.

**Franchise Tax** – A gross receipts tax assessed on public utilities granted a franchise by the voters for use of City rights of way.

**Fund** – 1.) For budgetary purposes, it is an accounting entity used for segregating revenues and expenditures for specific purposes; 2.) 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.

**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. An educational awareness program sponsored by the Oklahoma City Police.

**HIDTA** – High Intensity Drug Trafficking Area. Established in 1990, a drug-prohibition enforcement program that identifies certain areas for increased law enforcement activity.

**Hiring Freeze** – A temporary restriction on hiring in order to achieve financial savings.

**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. This bargaining unit represents professional 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** – Intermodal Surface Transportation Efficiency Act. Enacted in 1991, a federal law that allows for the distribution of funds for highway, mass transportation, trails, and other transportation purposes. Oklahoma City uses ISTEA funds for highway improvement projects and for a network of trails around the City.

**Issue Statement** – Identifies the critical trends that will impact the department and its customers over the next two to five years.

**Key Results** – Performance measures assigned to each City Council priority that are indicators of the City’s ability to make progress in achieving or maintaining the priorities.

**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 all City departments to develop strategic business plans, the performance-based program budget and related performance measures to document the results achieved by departmental 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.

**Listed Project** – A capital improvement project listed for funding in a specific bond issuance statement.

**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 MCA, 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.

**Mill Levy** – The percentage rate of total taxable property values needed for General Obligation bond debt service and judgments often referenced as property tax rate.

**Mission** – A clear, concise statement of the purpose for the entire department focused on the broad yet distinct results the department will achieve for its customers.

**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.

**MS 4 Permit** – Municipal separate storm water program that operates under approval by the Oklahoma Department of Environmental Quality.

**NDC** –National Drug Control a.k.a. Office of National Drug Control Policy. Created in 1988, a component of the Executive Office of the President responsible for the coordination drug-control efforts and funding.

**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. OCAT was established on April 1, 1956 to 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. OCEDT 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. OCMFA was established on November 16, 1976 to 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 the financing and operating 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. OCWUT 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. 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. ODOC 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.

**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. OPEBT 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 other expenditures that do not fit in the remaining classifications.

**Output Measure** – A specific type of performance measure used in the City’s Leading for Results process referring to the amount produced or workload.

**Performance Based Budgeting** – Structures the budget around allocating resources to programs and the results expected from each program. The results from each program are conveyed through performance measures.

**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** – Identifies the third highest level in the formal City organization in which a specific activity is carried out. A program is characterized by a grouping of related activities and services for a common objective. In the Leading for Results format, programs replaced sections and 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 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 Prior Year Encumbrances** – An amount budgeted as revenue to provide budget authority for items encumbered in one year which will not be received and paid for until a future year.

**Result Measure** – A specific type of performance measure used in the City’s Leading for Results process measuring the degree to which the customer experiences the desired impact or benefit.

**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 consultants, suppliers and other companies to submit a formal offer to provide a specific product or service. The Proposals are then reviewed and scored on a set of criteria to select a vendor or vendors to negotiate a contract to provide the product or service.

**Right-of-Way** – A passageway reserved or granted over land for purposes of transportation or maintenance of existing services.

**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, a section was reorganized into a Program. Previously, a Division may have consisted of several sections. See Program.

**SID** – Special Improvement District. 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 for receipts from revenue sources that have been earmarked for specific activities and related expenditures.

**Strategic Result** – Two to five year goals that, if achieved, demonstrate how departments are responding to issues.

**Strategy** – A tactic accomplished by departments operationally that contributes to achieving Strategic Result goals.

**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 public trust created by a municipality to issue obligations and enter into financing for the benefit of the municipality.

**TSA** – Transportation Security Administration. The federal agency in charge of security standards for passenger and freight transportation in the United States.

**Unbudgeted Reserve** – The amount of fund balance that is not budgeted and available for cash flow purposes.

**Use Tax** – A consumption tax assessed on products/services used or stored by a resident of the assessing state but purchased outside the state and where a sales tax was not paid on the purchase.

**USDOC** – United States Department of Commerce. The Cabinet department of the United States government concerned with promoting economic growth, technology, entrepreneurship and business development, environmental stewardship and statistical research and analysis.

**Vacancy Discount** – Projected salary savings from personnel turnover. The discount is budgeted as a percentage of the budgeted salary, insurance and retirement for departments in funds with significant Personal Services expenses. In FY 14, the discount is 2.0% of combined salary, insurance and retirement for civilian positions, and 1.5% for uniform Police and Fire positions.

**Vision** – The guiding beliefs of Oklahoma City that serve as a basis for all strategic business planning.

**Weed and Seed** – 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.

**WRWA** – Will Rogers World Airport. WRWA is the commercial airport for the City of Oklahoma City with over 1.9 million boarding passengers each year.



The City of  
**OKLAHOMA CITY**