

Finance

FY20 Actual FY21 Actual FY22 Projection FY22 Target FY23 Target

Long-Term Issue - Financial Management and Information

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

Strategies to address the Long-Term Issue

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

Strategic Result(s) to measure annual progress on Long-Term Issue

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

226	% of customers who are satisfied with the Finance Department	95%	91%	91%	95%	95%
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Long-Term Issue - Sustainable Financial Model


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

Strategies to address the Long-Term Issue

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

Strategic Result(s) to measure annual progress on Long-Term Issue

The City will maintain the ratings on G.O. bonds at the highest level.

227	 General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
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Long-Term Issue - Sustainable Financial Model

Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, personnel related costs will remain at or below 70% of total operating costs.

228	% of total operating expenses for payroll expenses	68.50%	67.27%	67.71%	70.00%	70.00%
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Strategic Result(s) to measure annual progress on Long-Term Issue

Annually, General Fund unbudgeted reserves will be maintained in the range of 14-20% of General Fund budget.

229	 % of general fund operating budget maintained in unbudgeted reserve	22.84%	23.79%	22.04%	20.00%	20.00%
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Strategic Result(s) to measure annual progress on Long-Term Issue

By 2025, long-term liabilities will be funded at the following levels:

- 100% for Employee Retirement System (ERS)
- 20% for retiree health insurance, also known as Other Post Employment Benefits (OPEB)

230	% of Employee Retirement System (ERS) liability funded	100%	100%	100%	100%	100%
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231	% of Other Post Employment Benefits (OPEB) liability funded	13.21%	13.84%	18.69%	13.31%	13.31%
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Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, property insurance reserves will be funded at two times the deductible.

232	# of deductibles funded by property insurance reserves	1.60	1.50	1.06	1.25	1.25
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Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, the percentage of General Fund revenue from sales and use tax will be below 65% due to greater diversification of revenue sources.

233	% of General Fund operating revenue from Sales and Use Tax	67%	69%	72%	65%	65%
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Long-Term Issue - Safety

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

Strategies to address the Long-Term Issue

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


Strategic Result(s) to measure annual progress on Long-Term Issue

By 2023, a culture of safety will be reflected by:

- The City injury rate will be at or below 7.5 injuries per 100 employees.
- 100% of employees will receive quarterly safety training.







234	# of injuries per 100 employees	11.48	13.64	13.64	8.00	8.00
235	% of employees that receive quarterly safety training	N/A	4%	73%	100%	100%

Administrative - Executive Leadership

236	 % of key measures and strategic results achieved	82%	64%	50%	N/A	N/A
237	% of customers reporting they are satisfied with financial information and reports	92%	88%	88%	92%	92%
238	% of customers reporting they are satisfied with the financial services received to manage their operations	91%	86%	86%	90%	90%
239	% of performance evaluations completed by the review date	93%	75%	85%	95%	95%









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Accounting and Financial Reporting - Accounting Systems						
240	 % of accounting system support requests resolved within 3 working days	97%	97%	97%	98%	98%
241	% of total capital assets that are in balance	97.22%	98.84%	99.48%	100.00%	100.00%
242	# of accounting system support requests resolved	1,776	2,006	2,167	1,750	1,750
Accounting and Financial Reporting - Financial Reporting						
243	 % of financial reports issued on time	89.79%	91.95%	93.49%	100.00%	100.00%
244	% of bank reconciliations completed on time	99.65%	100.00%	99.67%	100.00%	100.00%
245	% of customers who report they are satisfied with the financial information available to make decisions	85%	83%	83%	92%	92%
246	# of bank reconciliations completed	1,967	2,012	1,971	2,000	2,000
247	# of financial reports issued	211	217	200	192	192
Accounting and Financial Reporting - Payroll						
248	 % of employee payments processed accurately and on time	100%	100%	100%	100%	100%
249	% of compliance reports processed accurately and on time *	N/A	100%	99%	N/A	N/A
250	% of payroll-related vendor payments processed accurately and on time	100%	100%	100%	100%	100%
251	# of employee payments processed	142,198	133,334	143,818	147,670	147,670
252	# of payroll corrections processed	665	224	190	360	360
Administrative - Debt Management						
253	  General Obligation Bond Ratings	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa	AAA / Aaa
254	# of General Obligation bond issues outstanding	23	25	26	26	47
255	\$ of General Obligation debt outstanding	919,255,000	997,240,000	1,036,285,000	1,036,285,000	100,000,000
256	General Obligation Debt per capita	1,352	1,428	1,500	1,470	1,360
Community Enhancement - Community Development						
257	 \$ value of private investment per \$ value of TIF investment	9.58	19.14	N/A	5.00	5.00
258	# of TIF projects	23	25	25	5	5









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Community Enhancement - Economic Development						
259	 % above the Oklahoma City MSA average wage for new jobs created through incentives	-14%	N/A	N/A	5%	5%
260	% of new jobs paying above the Oklahoma City MSA average wage	67%	N/A	N/A	35%	35%
261	# of companies receiving incentives	16	18	18	5	5
262	 # of jobs created	4,681	3,288	3,288	2,500	2,500
263	# of jobs created through incentives	2,086	195	195	1,500	1,500
264	\$ of private investment	959,962,000	213,050,000	213,050,000	150,000,000	150,000,000
Financial Planning and Management - Energy Management						
265	% change in energy consumption from previous fiscal year	-3%	5%	-3%	0%	0%
266	 Total energy usage for City operations (MMBTU)	1,757,555	1,841,696	1,786,638	1,464,472	1,464,472
267	# of utility accounts managed	2,530	2,624	2,640	2,506	2,506
Financial Planning and Management - Management and Budget						
268	 % of customers who report they are satisfied with the budget services and information provided to manage operations	87%	87%	87%	90%	90%
269	% of Employee Retirement System (ERS) liability funded	100%	100%	100%	100%	100%
270	 % of general fund operating budget maintained in unbudgeted reserve	22.84%	23.79%	22.04%	20.00%	20.00%
271	% of General Fund operating revenue from Sales and Use Tax	67%	69%	71%	65%	65%
272	% of Other Post Employment Benefits (OPEB) liability funded	13.21%	13.84%	18.69%	13.31%	13.31%
273	% of total operating expenses for payroll expenses	68.50%	67.27%	65.64%	70.00%	70.00%
Financial Planning and Management - Performance Management						
274	% of data entered on time	75%	72%	76%	95%	95%
275	 # of performance data certifications performed	90	61	61	80	80
276	# of measures managed	3,059	2,830	2,804	3,000	3,000



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Purchasing and Payment Processing - Payment Processing						
277	 % of vendor payments made in 30 calendar days or less from invoice date	89%	89%	88%	91%	91%
278	# of vendor payments processed	81,440	78,619	79,575	85,000	85,000
Purchasing and Payment Processing - Purchasing						
279	 % of purchase orders approved within four (4) hours	98%	98%	97%	98%	98%
280	 % of purchasing contracts approved on time	98%	99%	92%	95%	95%
281	% of purchase orders encumbered after invoice date	8%	9%	11%	10%	10%
282	% of purchases under \$5,000 made with the purchasing card	89%	91%	92%	90%	90%
283	# of employees and vendors trained	336	184	292	300	300
284	# of purchasing contracts approved	774	633	596	654	654
Revenue Management - Revenue Enforcement						
285	 \$ of delinquent and noncompliant revenues collected	1,189,580	1,725,872	1,252,943	900,000	900,000
Revenue Management - Treasury						
286	 % of portfolio yield compared to the 0-3 year US Treasury Index benchmark	111%	108%	84%	100%	100%
287	% of City and Trust revenue recorded through Treasury within 2 business days	95.83%	92.30%	88.55%	92.00%	92.00%
288	% of customers who are satisfied with banking services provided by the Treasury division	92%	83%	83%	94%	94%
289	# of assessment districts invoiced	2,625	2,436	3,585	2,900	2,900
290	\$ of City and Trust revenue recorded by Treasury	1,415,962,926	1,469,345,206	1,395,352,326	1,178,000,000	1,178,000,000
Risk Management - Insurance						
291	 % of property losses per premium paid	0.00%	44.71%	4.85%	0.00%	0.00%
292	# of deductibles funded by property insurance reserves	1.60	1.50	1.06	1.25	1.25
293	\$ amount of property losses	174,835	801,897	246,730	400,000	400,000
294	Total value of City property insured (total insured value-TIV)	3,418,342,024	3,418,342,024	4,300,000,000	4,300,000,000	4,300,000,000




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Risk Management - Insurance

295	# of property claims	N/A	12	3	N/A	N/A
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Risk Management - Workers' Compensation and Workplace Safety

296	 Estimated Cost per Claim	4,349.70	139,638.71	147,400.68	6,000.00	6,000.00
297	# of injuries per 100 employees	11.48	13.64	13.64	8.00	8.00
298	% of employees that receive quarterly safety training	N/A	4%	27%	100%	100%
299	# of training courses offered	56	55	51	24	24
300	# of work days lost due to OJI	15,993	17,042	15,367	9,500	9,500
301	\$ Total for workers' compensation	24,621,561.20	27,387,979.16	40,256,816.79	13,150,000.00	13,150,000.00
302	# of OJI claims filed	56	55	38	680	680

