

# MISSION AND VISION STATEMENTS



## MISSION STATEMENT

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

## VISION STATEMENT

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

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



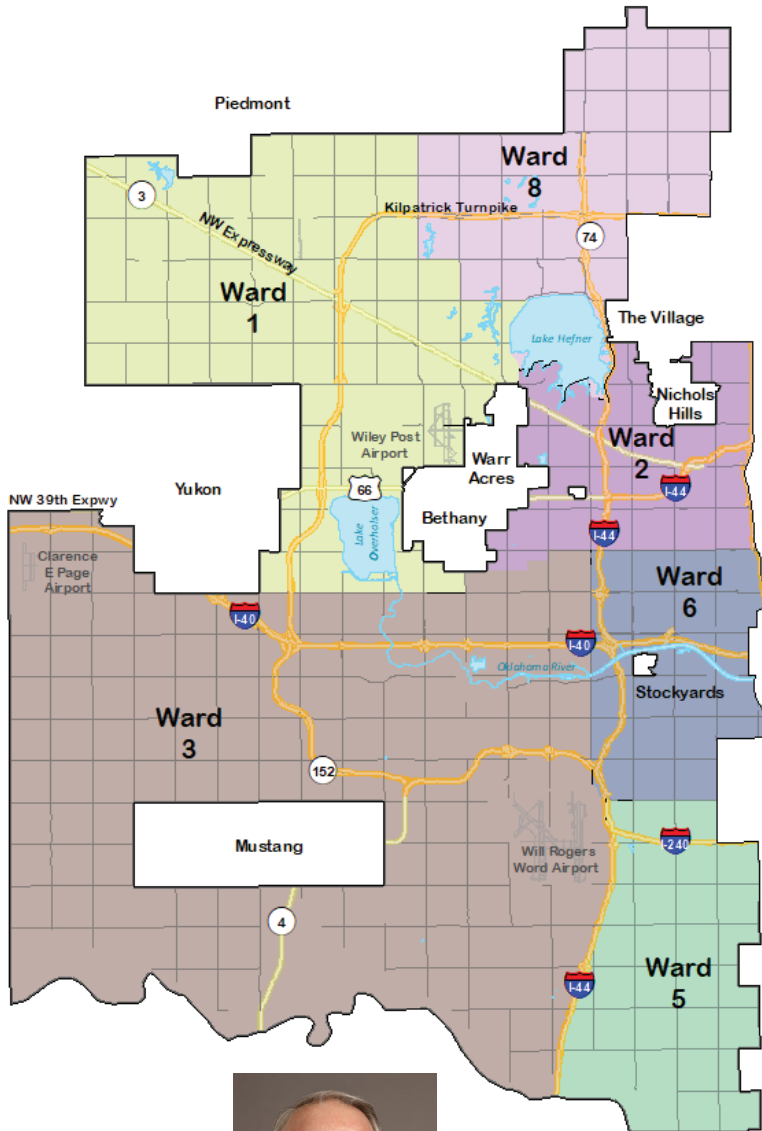
# MAYOR, CITY COUNCIL AND WARD BOUNDARIES



Bradley Carter  
Ward 1



Barbara Peck  
Ward 3



Mark K. Stonecipher  
Ward 8



James Cooper  
Ward 2



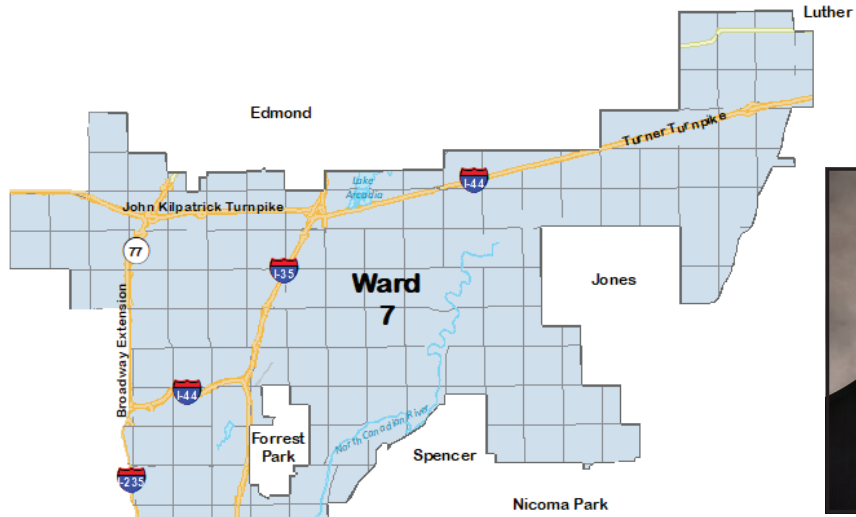
JoBeth Hamon  
Ward 6



Matt Hinkle  
Ward 5



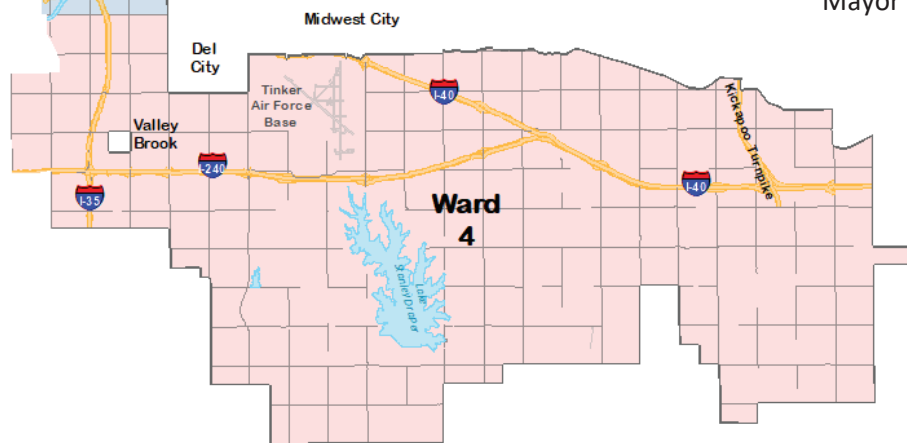
Nikki Nice  
Ward 7



David Holt  
Mayor



Todd Stone  
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 the most recent completed fiscal year, the adopted budget including amendments for the prior fiscal year, and the proposed budget. The annual budget governs City programs and finances for the fiscal year, beginning July 1 and ending June 30.

This document contains six sections separated by divider pages and a second volume that contains detailed performance information. Major divider pages denote the content of each section. These sections are further segmented into sub-components. For example, the Departmental Budgets 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, performance information, 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 and budget for each of the departments. At the beginning of this section, there is a Reader's Guide to explain the 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 \$50,000. Past and future Bond and Debt Service requirements are also described in this section.
- The Appendix contains budget guidelines and controls that describe the legal and policy requirements associated with budget development and implementation. This section also includes the required statement of compliance with the City's financial policies and practices and a glossary of terms utilized in this document.
- The Performance Supplement provides an in-depth look at the major issues being faced by departments, their strategies for dealing with those issues, and the strategic results they are tracking on each issue. In addition, the Supplement provides a listing of all performance measures for each department.

# MESSAGE FROM THE CITY MANAGER



## The City of OKLAHOMA CITY

### THE HONORABLE MAYOR AND CITY COUNCIL:

I am pleased to present to you the proposed Fiscal Year 2024-2025 (FY25) budget. This year marks our first budget reduction in several years. Strong sales tax growth in fiscal years 2022 and 2023 allowed us to add staff and enhance services to our residents. That momentum, despite slowing revenue growth in the current fiscal year (FY24), has allowed us to continue to open new facilities and add services, such as the Willa D. Johnson Center and the addition of the first Bus Rapid Transit Line. Unfortunately, this sluggish growth trend is projected to continue over the next fiscal year. If accurate, that projection will make the 2nd consecutive year that growth has been below 2%. Accordingly, to provide the same service levels in Fiscal Year 2025 it was necessary for departments to propose reductions in the amount of 2% in most cases and 0.75% for Police and Fire due to the size of their respective budgets.

The FY25 budget totals \$2.0 billion, which is an increase of \$85 million compared to the Fiscal Year 2024 amended budget as of Jan 1, 2024. This proposed budget reaches a new high-water mark for the city, as the first year we've exceeded \$2.0 billion. To reconcile the budget reductions requested above with the increase of the prior statement we need to separate the operating from non-operating funds. Operating funds decreased by over \$3 million as departments cut back on positions and expenses. Meanwhile non-operating funds increased \$80 million driven primarily by the MAPS 4 Program Fund.

The General Fund is the City's primary operating fund and is budgeted at \$615.2 million, a decrease of \$1.8 million (0.3%) compared to FY24's amended budget. The budget includes funding for 5,117 full-time positions, which is an increase of 9 positions from FY24 total.

### Budget Development

This year's budget process had two primary objectives: 1) Preserve service levels for our residents; 2) Continue to make progress on our long-term strategies to address homelessness, taskforce recommendations, and capital projects.

As previously discussed, this year's sales tax is running at less than 2% with the next predicted to also be lackluster. Supporting revenues, such as franchise fees, have also retracted in the current year, leaving us \$4 million under projection in FY24; and a forecast in FY25 of less than FY24. Meanwhile, expense line items have increased across contract services, supplies, and our most notably our personnel costs.

A full discussion of our various revenue sources can be found in the Revenue Summary section of the budget book on page B-2.

The City has retained its top-tier AAA rating from both Standard & Poor's and Moody's on our 2024 General Obligation bonds. The ability to fund our capital projects with debt issuance at the best

# MESSAGE FROM THE CITY MANAGER

possible rates is a critical component of OKC's financial plan. More than \$100 million dollars is directed annually to streets, buildings, and other infrastructure across OKC.

## **Better Streets, Safer City**

Collections ended March 31, 2020 for the temporary one cent Better Streets, Safer City sales tax, but projects are expected to continue as these funds wind down. Collections in the fund totaled over \$263 million. Work will continue in FY25 with a budget of \$67.9 million for projects that have already begun and those that have been identified by the Citizens Advisory Board.

## **MAPS 3**

Approved by voters in 2009, MAPS 3 is a \$777 million capital improvement program. MAPS 3 has funded construction of the Oklahoma City Streetcar, RiverSport Rapids whitewater facility and rowing infrastructure on the Oklahoma River, the Bennett Event Center at the Oklahoma State Fairgrounds, Scissortail Park, several Senior Health and Wellness Centers, and trails and sidewalks throughout the city. In FY25, the remaining funds and interest earnings are budgeted for a total of \$34.5 million to complete the remodel of Union Station and finish other projects already underway.

## **MAPS 4**

This eight-year one cent General Fund sales tax is collected in the non-operating portion of the General Fund and transferred to the MAPS 4 Program Fund where the various projects will be funded. The MAPS 4 Implementation Plan was adopted by City Council on September 14, 2021 and guides the timing of all 16 projects. With sales tax performance higher than forecasted since collections began in April of 2020, Council approved a revised implementation plan on Aug. 16, 2022 that increased projected funding by \$100 million. The FY25 budget for the MAPS 4 Program is \$367.6 million as projects from each of the 16 categories start to enter into the construction phase this fiscal year.

## **Major Budget Changes**

This year required reductions across most departments. Many of the departments proposed reductions to vacant positions, reductions in non-critical line-item expenses and finally filled positions to achieve the necessary cuts. I will address many of these changes here organized by function and department, but more detail on the changes in each department can be found in Section C of the budget book.

## **Public Safety**

Public Safety is a critical, core function of the City and accounts for almost 60% of the General Fund. The Fire department added new services in FY25, while the Police Department focused on alignment of its existing positions with workload.

The Fire Department adds 20 civilian positions in FY25 to stand up a Crisis Response Program. The program will be funded primarily by the General Fund and a portion of a recurring opioid settlement. The Crisis Response Program's mission will be to respond to higher acuity mental health calls and overdoes calls with teams of paramedics and mental health professionals. This exciting new program will collaborate with Police Department response and offer our residents medical assessments, clinical assessments, and follow on services during their most vulnerable life experiences. It is expected that this alternative response approach will also alleviate pressure on more traditional responses from Fire and Police uniformed personnel.

## MESSAGE FROM THE CITY MANAGER

Addressing a similar need, Fire adds 3 Senior Dispatchers to address rising call volumes. Increased workload on these positions has caused a steady decline in the number of incidents dispatched within 60 seconds since FY21.

The Municipal Court Department deletes a net of 2 positions.

- Deletes Probation Officer funded in the Juvenile Justice Fund
- Deletes Office Clerk in Probation Services
- Deletes Office Coordinator in Probation Services
- Deletes Quality Control Coordinator
- Adds 2 Senior Customer Service Representatives

The Police Department reduces a net of 3 civilian support positions in FY25 across a variety of programs:

- Adds two Administrative Specialists to the Training and Human Resources Program to assist with to assist with recruiting
- Adds a Crime Analyst to the Traffic Safety Program to assist with analyzing software and forecasting traffic causes and trends
- Adds funding to the Real Time Information Center for FY25 operations to provide resources to department in assisting efforts to address and deter crime
- Deletes a vacant Administrative Support Technician from the Special Operations Program
- Deletes a vacant Latent Print Examiner from the Investigations Program
- Deletes two vacant Office Assistants from the Patrol Program
- Deletes two vacant Community Relation Coordinators from the Investigations Support Program
- Deletes two vacant Police Service Technicians from the Police Operations Program

In addition to position changes, the F25 Police Budget also includes \$9.5 million in funding toward Capital construction and remodeling costs and additional funding for supplies, equipment and Contingency, from the Police Sales Tax Fund.

### **Public Services**

Public Services, at 19% of the General Fund budget, are the functions most residents interact with on a regular basis and that are used to plan, construct, maintain, and operate the City's infrastructure. Public Services are also what our residents as indicated that they are most concerned by, in our annual resident survey.

The Airports Department's budget concerned itself with updates to its exiting positions to achieve better alignment with the current type and amount of work. It proposed several changes in position type, that ultimately netted to zero positions added and deleted.

## MESSAGE FROM THE CITY MANAGER

The Public Works Department deletes a net of 5 positions across multiple programs. Examples include:

- Admin Coordinator
- Safety Analyst
- Civil Engineer 2
- Concrete Finisher

The Development Services Department reduces three positions across its different divisions:

- Deletes a vacant Code Inspector Provisional from the Code Inspection Program
- Deletes a vacant Unit Operations Leader from the Permits and Licensing Program
- Deletes a vacant Business Intelligence Specialist from the Development Center

The Planning Department changes a position type in the Subdivision and Zoning division to better support long range planning and urban redevelopment and revitalization. It also moved primary responsibility of the SHINE contract to the Utilities Department.

The Public Transportation and Parking Department increases the City subsidy to COTPA by \$3.5 million in FY25 to support increases in contract rates for the Street Car, parts and maintenance in its bus operations program, and overtime wages.

The Utilities Department adds a SCADA System Analyst funded by the Tinker Air Force Base contract and moves some of its operational expenses related to the Root and FOG programs out of its City funds and into the Trust.

### Culture and Recreation

The next largest function in the General Fund is culture and recreation at 12%. Within the Parks and Recreation Department budget is where several public-private partnerships are funded such as the City's operations contracts with the Civic Center Foundation, Myriad Gardens Foundation, Scissortail Park Foundation, RiverSport Whitewater Facility and the First Americans Museum. Other contracts funded through the Non-Departmental budget fund operations at the Paycom Center and the Oklahoma City Convention Center.

The Parks and Recreation Department adds funding for the opening of the Woodson Park East Sports Complex as well as 3 maintenance positions to support that operation. The department is also negotiating the repurpose of two of its facilities. Minnis Lakeview Center has historically underperformed due to low population density. The building is partially leased by Community Action Agency, and it is proposed that they expand their lease to the entire facility. Likewise, Schilling Community Center, located on the east side of OKC, is also underperforming at about 30% less than other community centers. The department is negotiating an agreement with the Police Athletic League to take over operation of the facility.

### General Government

General Government is the smallest function in Oklahoma City's General Fund at 9.0%. This function



## MESSAGE FROM THE CITY MANAGER

encompasses central services like Information Technology, General Services, Finance, and Human Resources as well as City leadership through offices that report directly to the City Council - the City Manager's Office, Municipal Counselor's Office and the Office of City Auditor.

The City Manager's Office adds no positions for FY25. Public Information and Marketing adds funding for ongoing maintenance costs in the Print Shop Program. The Metropolitan Area Projects (MAPS) Program makes up the majority of the department's budget, the non-operating portion, which for FY25 makes up 95% of the City Manager's department budget due to the MAPS Program having large scale community enhancement projects for residents.

The Finance Department deletes 3 positions across its Procurement, Risk, and Accounting functions.

The General Services Department reduces a Skilled Trades Position and lowers its fuel budget based on projection.

The Human Resources Department Adds revenue from Oklahoma City Municipal Facilities Authority to the Total Rewards program to fund one Employee Benefits Coordinator position.

The Information Technology Department has a net reduction of 1 position to make its requested budget target.

The Municipal Counselor's Office adds a Municipal Counselor funded by the Utilities Department to address their growing needs for legal support.

### **Council Strategic Priorities**

The City Council priorities provide guidance for department business plans and budget preparation.

The City Council's Strategic Priorities are:

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

We continue to direct our budget changes to address these priorities. The full descriptions of these priorities and the results used to monitor progress in each area are discussed on page A-11.

The City conducts an annual resident survey every year to better inform our planning based on the priorities of our residents. The annual resident survey returned unsurprising but still with informative results for this most recent year. Improving streets continues to be the number one priority of our residents and we are striving to improve Oklahoma City roads through our General Obligation Bond program, which is heavily weighted to streets. Our results in areas such as satisfaction with overall customer service, utility services, public safety, and overall ratings of the city as a place to live, work,

## MESSAGE FROM THE CITY MANAGER

raise children, retire and visit rank top among our peer cities. The survey, along with our internal performance measurement process, helps track how we are doing at delivering services.

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

City Council has adopted policies to guide financial planning and budget decisions. A summary of these policies can be found online at <https://www.okc.gov/departments/finance/policies> and a table addressing policy compliance is on page F-20.

### **Conclusion**

The next fiscal year continues the economic slowdown our economist correctly predicted would emerge in the current year. It seems likely that this lethargic growth will span at least a portion of next year, but I remain hopeful that that the trend will be short lived. Despite this optimism, I believe that we have made the necessary financial decisions based on the figures we have at this time. I'm proud that despite these small reductions across many of our departments, we still expect to deliver the high level of services our residents have come to expect.

Respectfully submitted,



Craig Freeman

# COUNCIL PRIORITIES AND KEY RESULTS

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

## Preamble

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



### Promote safe, secure, and thriving neighborhoods

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY23 Actual	FY24 Estimate	FY24 Target	FY25 Target
Police	% of person crimes cleared by arrest, prosecution or other means	57%	58%	70%	70%
	% of property crimes cleared by arrest, prosecution or other means	23%	24%	30%	30%
	% of residents who report they feel safe	50%	50%	60%	60%
	% of Life Threatening calls (Priority 1) responded to within 9 minutes 30 seconds from the time a 911 call is answered until officer arrival	62%	60%	80%	80%
Fire	% of emergency incidents responded to within 7 minutes	70%	71%	70%	70%
EMSA	% of EMSA/Police Call Taker incidents dispatched in 2 minutes	86%	87%	70%	70%
Planning	% of residents who are satisfied with the overall quality of their neighborhood	69%	71%	65%	65%
Development Services	% of property maintenance and code violations resolved voluntarily	77%	82%	75%	75%



### Continue to pursue social and criminal justice initiatives

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY23 Actual	FY24 Estimate	FY24 Target	FY25 Target
Police	% of residents who report they feel safe	50%	50%	60%	60%
	% of officers who have received procedural justice training	100%	100%	100%	100%
	% change in the number of people incarcerated for municipal charges	-12%	-10%	-15%	-15%
	# of prisoner days utilized by Oklahoma City at the Oklahoma County Jail	3,282	8,825	2,500	2,500
Planning	# of people who are homeless in Oklahoma City according to the Point-In-Time Count	1,436	1,436	1,200	1,200
	# of federally assisted affordable rental housing units	9,876	10,644	9,022	9,022



### Uphold high standards for all city services

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY23 Actual	FY24 Estimate	FY24 Target	FY25 Target
City Manager's Office	% of residents satisfied with the quality of City Services	66%	66%	75%	75%
	% of service requests received through the Action Center acted upon within 10 working days	95%	94%	96%	96%
Utilities	% of wastewater overflow/backup calls responded to within one hour	97%	96%	95%	95%
	% of water emergencies (main/service line breaks) responded to within one hour	96%	98%	95%	95%
	% of scheduled solid waste routes collected by 5:00 pm	97%	95%	95%	95%
Public Works	% of pothole repairs within 5 calendar days of work order issued	52%	62%	80%	80%



### Enhance recreation opportunities and community wellness

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY23 Actual	FY24 Estimate	FY24 Target	FY25 Target
Parks and Recreation	% of residents that report regular leisure time physical activity	65%	68%	70%	70%
	% of residents within ½ mile of a recreation facility, trail or park	69%	75%	75%	75%
	% of residents satisfied with maintenance of City parks	66%	68%	75%	75%
	% of residents visiting a park and/or participating in a park program	76%	77%	80%	80%



### Develop a transportation system that works for all residents

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY23 Actual	FY24 Estimate	FY24 Target	FY25 Target
Public Works	% of residents satisfied with the condition of major City streets	28%	27%	40%	40%
	# of miles of sidewalks constructed	90.00	73.00	77.00	80.00
Parks and Recreation / MAPS Office	# of miles of trails constructed	30.00	31.00	31.00	31.00
Public Transportation and Parking	# of bus passengers per service hour	12.97	13.96	11.77	12.48
	# of EMBARK bus service hours	204,256.00	204,697.00	268,983.00	236,150.00
	Average EMBARK frequency (minutes) during peak hours	33.10	35.75	30.00	30.00
Planning	Average commute time (minutes) in Oklahoma City	21.80	22.10	20.80	20.80



### Maintain strong financial management

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY24			
		FY23 Actual	Estimate	FY24 Target	FY25 Target
Finance	Bond Rating	AAA/Aaa	AAA/Aaa	AAA/Aaa	AAA/Aaa
	% of General Fund budget maintained in unbudgeted reserve	24.23%	22.00%	22.00%	22.00%
	% of General Fund revenue from Sales and Use tax	69%	71%	65%	65%



### Encourage a robust local economy

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

PROGRESS INDICATORS					
PRIMARY DEPARTMENT		FY23 Actual	FY24 Estimate	FY24 Target	FY25 Target
		Finance	# of people employed	717,026	727,995
Average weekly earnings	1,043		1,076	933	933
Airports	# of enplanements at Will Rogers World	2,099,010	2,277,981	2,080,000	2,080,000

#### Location of Performance Measures in Performance Supplemental that Influence Council Priorities



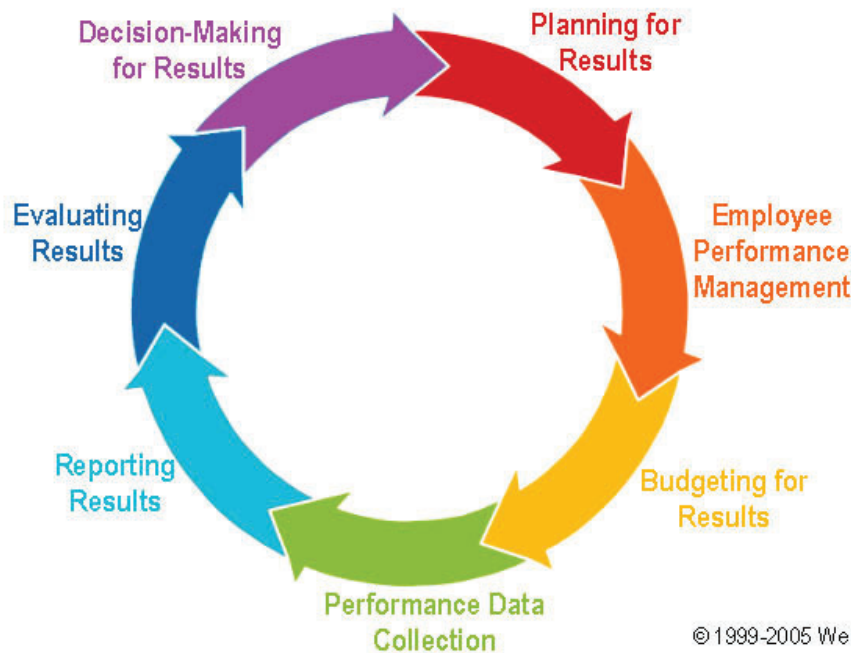
	Safe and Thriving Neighborhoods	Social and Criminal Justice	High Standards for City Services	Recreation and Community Wellness	Transportation System	Strong Financial Management	Robust Local Economy
Airports							G-3 to G-9
City Manager	G-16 to G-23	G-16 to G-23	G-16 to G-23	G-16 to G-23	G-16 to G-23	G-16 to G-23	G-16 to G-23
Development Services	G-24 to G-29						
Finance						G-30 to G-37	G-30 to G-37
Fire	G-38 to G-44						
Parks				G-78 to G-87			
Planning	G-88 to G-96	G-88 to G-96			G-88 to G-96		
Police	G-97 to G-104	G-97 to G-104					
Public Transportation & Parking					G-105 to G-112		
Public Works			G-113 to G-122		G-113 to G-122		
Utilities			G-123 to G-132				

## LEADING FOR RESULTS AND THE BUDGET PROCESS

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

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

### DELIVERING WHAT WE PROMISE



# THE LFR PERFORMANCE MANAGEMENT SYSTEM

## **PLANNING FOR RESULTS:**

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

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

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

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

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

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

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

## **BUDGETING FOR RESULTS:**

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

## **PERFORMANCE DATA COLLECTION:**

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

## **REPORTING RESULTS:**

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



**EVALUATING RESULTS:**

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

**DECISION-MAKING FOR RESULTS:**

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

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

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

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

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

# FY 2025 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 were 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. 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 Fiscal Year 2025

<b>July – Dec 2023</b>	Departments update strategic business plans for FY24 in the Leading for Results process.
<b>November 2023</b>	OMB begins process of estimating FY25 revenues.
<b>November 2023</b>	OMB prepares Human Resources cost worksheets and budget preparation reports.
<b>December 2023</b>	City Manager establishes budget targets.
<b>December 2023</b>	OMB conducts budget training classes and distributes operating budget instructions.
<b>February 2024</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 2024</b>	Assistant City Managers review departmental budget requests. OMB forwards budget recommendations to the City Manager.
<b>April 2024</b>	City Manager reviews budget submissions. OMB prepares proposed budget document.
<b>May-Jun 2024</b>	Annual budget introduced on April 30.  City Council holds public hearings and considers the proposed budget on April 30, May 14 and May 28.  City Council adopts the budget on June 4.  OMB files adopted Annual Budget with State Auditor and Inspector by June 30.
<b>July 2024</b>	FY 2025 Adopted Annual Budget becomes effective July 1.

## OVERVIEW OF OKLAHOMA CITY

The City of Oklahoma City is the capital of the State of Oklahoma and is the second largest municipality by land area in the contiguous United States, with a total area of 620.4 square miles. The city's 2023 population was estimated at just over 720,000, and the metropolitan statistical area's (MSA) population was estimated at a little over 1.4 million. The population of the MSA has grown 6% since 2017, almost twice as quickly as the country as a whole.



With an unemployment rate of 3.4% in January 2023, the area represents the 135th lowest jobless rates in the nation among large metro areas with a population greater than 1 million.

Oklahoma City has been a transportation and commercial center in Oklahoma since before statehood in 1907. During the famous Oklahoma Land Run of 1889, the city was settled in a single day when nearly 10,000 pioneers staked out territory in what is now Oklahoma City. With the combination of settlers and the large number of Native American nations in the area, many of whom were transplanted from their homes further east, Oklahoma City has developed a unique and complex cultural identity.

Incorporated in 1890, the City of Oklahoma City has had a Council-Manager form of government since 1927. In 2018, voters elected David Holt as their next mayor and then Mayor Holt was re-elected in 2022. Mayor Holt 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, neighborhoods, criminal and social justice, financial management, economic growth, recreational services, and transportation.

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 is seeing growth in the health and technology industries, while remaining a regional center for education and government. The largest employers in the MSA include the State of Oklahoma, The City of Oklahoma City, Tinker Air Force Base, and the University of Oklahoma. Companies with headquarters in Oklahoma City include American Fidelity, BancFirst, Chesapeake Energy, Continental Resources, Devon Energy, Dolese Bros. Co., Hobby Lobby Stores, INTEGRIS-Deaconess Hospital, INTEGRIS Health, Love's Travel Stops & Country Stores, OG&E Energy Corp, Mercy Hospital, MidFirst Bank, Paycom, and SSM Health Care of Oklahoma.

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 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, allows faster travel by incorporating 10 lanes of traffic. These ground transportation routes, together with Will Rogers World Airport, make the City a regional transportation hub.

In December 2023, the City's voters approved the newest generation of MAPS, funding for a new downtown arena, securing Oklahoma City as the home of the OKC Thunder beyond 2050. The new arena will be funded by a 72 month, one-cent sales tax. Funding will start when the MAPS 4 tax ends.



In December 2019, the City's voters approved MAPS 4. MAPS 4 is an eight-year, temporary sales and use tax which will generate \$978 million to fund sixteen projects across the metro area. MAPS 4 has a broad focus on an array of human and community needs, such as homelessness and family justice, in addition to capital improvements, including a multi-purpose stadium, the Clara Luper Civil Rights Center and a new Fairgrounds arena. As preparations for these new projects have been made, the city celebrated the completion of a remaining MAPS 3 project with the opening of Scissortail Park in September 2019 with a free concert headlined by Oklahoma natives Kings of Leon that drew 28,000 people. The MAPS 3 program will conclude when the remaining projects are completed in 2024.

In August 2017, the city's citizens approved the Better Streets, Safer City bond and sales tax measure. The temporary penny sales tax took effect on January 1, 2018, after the MAPS 3 tax expired, and generated \$260 million over 27 months: \$173 million for street resurfacing, \$26 million for streetscapes, \$27 million for sidewalks, \$20 million for trails and \$14 million for bicycle infrastructure. In 2020, sales tax funding paid for the completion of 119 miles of street resurfacing, 21 miles of sidewalk construction, 10 miles of trail resurfacing, and four miles of bike lanes – including the first protected on-street bike lanes in Oklahoma City History. Construction on other sales tax projects is likely to last another year. The sales tax projects are joined by the other Better Streets, Safer City initiatives: a ten-year, \$967 million bond program (including \$536 million for streets, bridges, sidewalks, and traffic control), and a permanent quarter-cent sales tax for more police officers and firefighters and to supplement day-to-day operations.

## INTRODUCTION

Performing arts groups such as the Oklahoma City Philharmonic, Lyric Theater, and Ballet Oklahoma contribute to the City's cultural environment. The new facility for the Oklahoma Contemporary art museum was completed in 2020, beginning a new chapter for the institution founded in 1989. Other popular attractions include 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.

Since 2008, the city has been the home of the National Basketball Association's Oklahoma City Thunder, who perform in the 18,203-seat Chesapeake Energy Arena. Since moving to Oklahoma City, the franchise has been one of the most competitive teams in the league and has fielded some of the world's brightest talents.

The City has been the site of numerous Big XII championships in collegiate sports and has hosted the opening rounds of the NCAA basketball tournament, the Wrestling Championships and the Women's College World Series. The USL Championship professional men's soccer team Energy FC is one of the founding clubs of the league's Western Conference and plays in the historic Taft Stadium.

In May 2016, the \$45.3 million RIVERSPORT OKC center opened to provide whitewater rafting and kayaking on an 11-acre facility adjacent to the Oklahoma River. The Center features world-class rapids for elite athletes as well as recreational opportunities for families. The City was designated as the U. S. Olympics Training Site for canoes, kayaks and rowing in July 2009 and hosted the U.S. Olympic trials in 2016. The Oklahoma River is the only river to receive this coveted designation. New additions to the facility include Surf OKC, an inland surfing experience, which opened in August 2020 and Ski OKC, an indoor slope for alpine skiing and snowboarding, which opened May 2021.



In January 2016, the City entered into an agreement with the State of Oklahoma and the Chickasaw Nation to complete the First Americans Museum (FAM) along the Oklahoma River and opened in September 2021. The 175,000 square foot museum showcases state-of-the-art exhibitions in First American history, culture, and art, a full-service restaurant presenting unique Native inspired cuisine, and a museum store featuring authentic one-of-a-kind hand-made items by premiere First American artists.

With a quintessentially American history and a future with an undeniable energy, the city and its people are characterized by a sense of determination and optimism that will guarantee the best is yet to come for Oklahoma City.

## OKLAHOMA CITY IN THE NEWS

### **Oklahoma City ranks No. 1 for lowest Cost of living among large cities in 2023**

*January, 2024 - [C2ER](#)*

The latest C2ER report ranks Oklahoma City No. 1 for the lowest cost of living among all reporting large cities over 500,000 population. The C2ER Annual Cost of Living Index for Oklahoma City in 2023 was 85.1 (or 14.9 points below the national average).

### **Oklahoma ranks No. 9 for manufacturing**

*January, 2024 - [Site Selection Group](#)*

Earlier in 2023, Site Selection Group ranked Oklahoma as the No. 9 best state for manufacturing. The criteria included labor volume and demand, targeted skill sets, operating costs, organized labor and accessibility.

### **2023 resident survey shows OKC is setting the national standard as a place to live, work, and retire**

*October, 2023 - [City of Oklahoma City](#)*

Satisfaction with Oklahoma City as a place to live, work, raise children, visit, and retire is significantly above the national average according to results from the City's annual survey administered in July 2023. OKC ranked 33% above the national average as a place to live, 19% above as a place to work, and 12% above as a place to retire. As a place to raise children, Oklahoma City ranked 6% above the national average, and as a place to visit OKC ranked 4% above the national average.

### **OKC ranks No. 12 for fastest growing metro**

*September, 2023 - [Lending Tree](#)*

LendingTree analyzed U.S. Census Bureau data to determine the largest and smallest share of homeowners and renters — individually and combined — in the nation's 50 largest metropolitan areas who moved into their current home in 2019 or later. Within the study, Oklahoma City ranked No. 12 for the fastest growing metro since 2019.

### **OKC continues to be one of the best run cities in the U.S.**

*June, 2023 - [WalletHub](#)*

In the most recent analysis, WalletHub ranked Oklahoma City No. 11 for best run city in America. WalletHub compared the operating efficiency of 149 of the largest U.S. cities to reveal which among them are managed best.

### **Oklahoma City named one of the best food cities in the world**

*June, 2023 - [Taste Atlas](#)*

Oklahoma City was named one of the best food cities in the world by Taste Atlas. OKC found itself among the list alongside places like Florence, Italy, São Paulo, Brazil, Tokyo, Japan and more. Taste Atlas released its list of 100 best cities to try local food and Oklahoma City came in at #87.

### **Oklahoma ranks No. 4 for living affordability**

*March, 2023 - [Savoteur](#)*

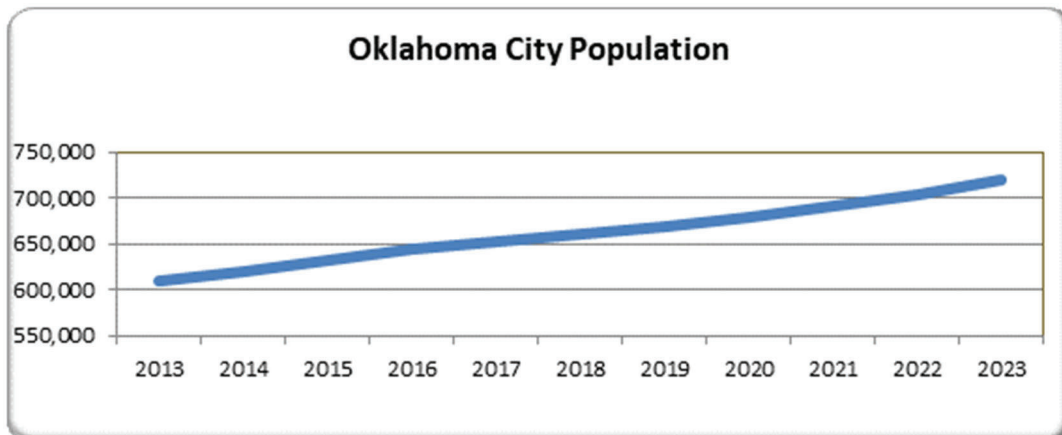
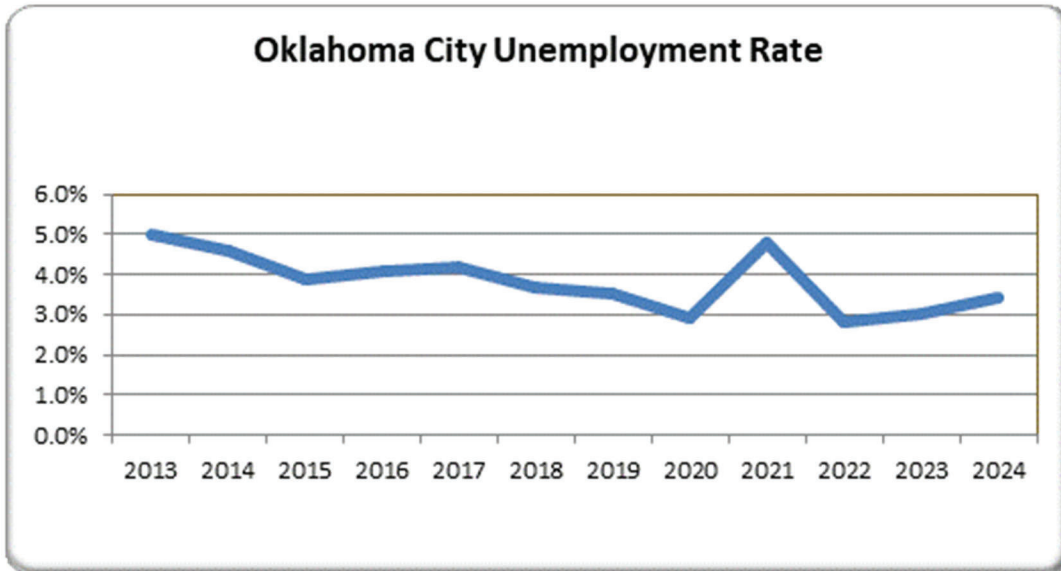
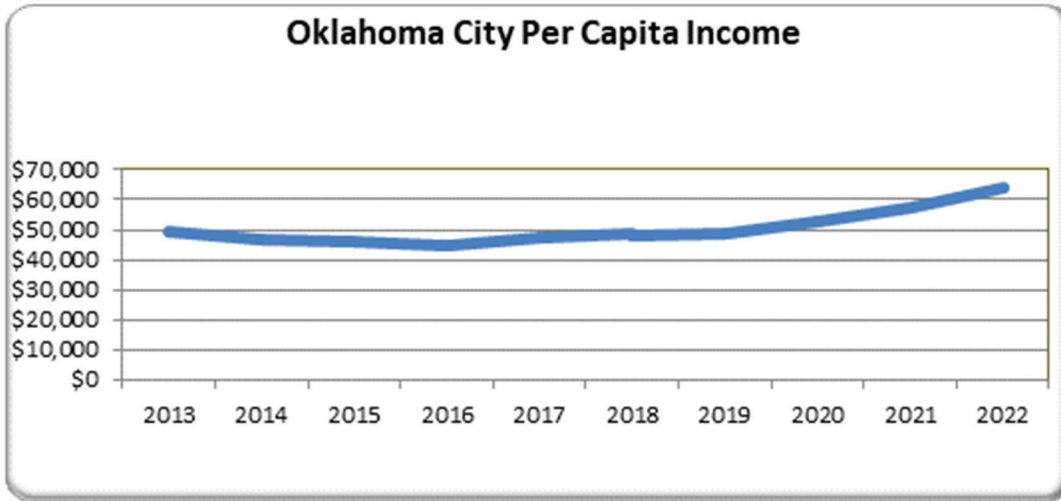
In the most recent analysis, Savoteur ranked Oklahoma No. 4 for the most affordable state to live in the United States. The study utilized data from the Council for Community and Economic Research (C2ER) cost of living index, U.S. Census Bureau, and Zillow's home value index.

### **OKC receives AAA bond rating from Moody's and AAA for 15th-straight year**

*March, 2023 - [Moody's & AAA](#)*

Moody's Investors Service and S&P Global Ratings have each affirmed the City of Oklahoma City's top-notch bond rating and stable long-term outlook. It's the 15th year in a row OKC achieved the highest rating.

# METRO AREA DEMOGRAPHIC AND ECONOMIC DATA





## MAJOR METROPOLITAN AREA EMPLOYERS

Company Name	# Employees	Sector
State of Oklahoma	37,600	Government
Tinker Air Force Base	26,000	Military
Oklahoma State University - Stillwater Campus	13,940	Higher Education
University of Oklahoma - Norman	11,530	Higher Education
INTEGRIS Health	11,000	Health Care
Amazon	8,000	Warehouse & Distribution
Hobby Lobby Stores Inc	6,500	Wholesale & Retail
Mercy Hospital	6,500	Health Care
SSM Health Care of Oklahoma, Inc.	5,600	Health Care
FAA Mike Monroney Aeronautical Center	5,150	Aerospace
City of Oklahoma City	5,100	Government
University of Oklahoma Health Sciences Center	5,000	Higher Education
OU Medical Center	4,360	Health Care
Paycom	4,200	Technology
The Boeing Company	3,740	Aerospace
Midfirst Bank	3,100	Finance
Norman Regional Hospital	2,740	Health Care
AT&T	2,700	Telecommunications
Love's Travel Stops & Country Stores	2,500	Retail
OGE Energy Corp	2,240	Utility
Dell	2,100	Sales & Business Services
Oklahoma City Community College	2,100	Higher Education
BancFirst	2,050	Finance
American Fidelity	1,950	Finance/Insurance
Citizen Potawatomi Nation	1,950	Government
UPS	1,830	Transportation
Devon Energy Corp	1,800	Oil & Gas
Continental Resources	1,400	Oil & Gas
Johnson Controls	1,400	Manufacturing
University of Central Oklahoma	1,380	Higher Education
Stillwater Medical Center	1,320	Health Care
Costco Member Service Center	1,310	Customer Service
Great Plains Coca-Cola Bottling Company	1,300	Beverage Distribution
INTEGRIS-Deaconess Hospital	1,300	Health Care
Chesapeake Energy Corp	1,200	Oil & Gas
The Climate Control Group	1,200	Manufacturing
Farmers Insurance Group	1,160	Customer Service
Bank of Oklahoma	1,100	Finance
Dolese Bros. Co.	1,060	Manufacturing
Cox Communications	1,000	Telecommunications
Rose State College	1,000	Higher Education

Source: Economic Development Division of the Greater Oklahoma City Chamber — March 2024

## QUALITY OF LIFE

The new 44,810-square-foot MAPS 3 Senior Wellness Center 3 opened its door on December 7, 2023. It has been wildly popular and within 3 months, has gained over 1,800 members. The final Senior Wellness Center located in south OKC, is the last project included in the original MAPS 3 program. It will be completed before the end of FY2024. Part of the excess revenues collected from the MAPS 3 sales tax will be spent on the renovation of Union Station, a historical building located in the MAPS 3 Scissortail Park that once served as a railway terminal, as an add-on project to the original MAPS 3 program expected to be completed in 2025.

From sporting and special events at the Bricktown Ballpark, Paycom Center and Downtown Convention Center, to theatre, First Americans Museum and ballet at the Civic Center Music Hall, Oklahoma City has something for everyone. The 12,000-seat Chickasaw Bricktown Ballpark includes shops, luxury suites, and a year-round sports theme restaurant. The Paycom Center, home of the Oklahoma City



Thunder, is a 586,000-square-foot state-of-the-art entertainment facility that hosts major concerts as well as sporting and special events. The new, state-of-the-art Oklahoma City Convention Center is a 500,000-square-foot building with a massive 200,730 square-foot exhibit hall, 40,000 square feet of meeting spaces, ballrooms, and a large balcony overlooking Scissortail Park. Offering the best of Broadway, theatre, ballet, chorus and orchestra, the Civic Center Music Hall brings world-class entertainment to Oklahoma City.

More than just a park, the Scissortail Park is a place for play, culture, wander, celebration and inspiration for everyone. Extending from the core of downtown Oklahoma City to the shore of the Oklahoma River, this 70-acre urban oasis will encompass a café, sports facilities, picnic grove, nature trails, and a tranquil lake with boathouse and paddle boat and board rentals. Inspired by Oklahoma's state bird, the scissor-tailed flycatcher, the 380-foot-long Skydance Bridge will connect the north section of the park to the south section. The Lower Park opened up. This section of the park has a more focus on athletic events and pickup sports, with a soccer field, sports pavilion, pickleball courts, futsal court and two basketball courts. The park also comes with pavers and furniture that is consistent with the Upper Park, dotting the promenade alongside whispering pines, native gardens, a hollow, an overlook hill, play area for children and a plaza.

Hop on the Oklahoma City Streetcar to explore the diverse and historic districts, and experience the new-found adrenaline reflected by a gleaming downtown. Discover the many restaurants and entertainment venues from the Bricktown Canal and Water Taxi. Take a horse-driven carriage ride to a swanky hotel, gaze in awe at the world's tallest Chihuly glass tower in the Oklahoma City Museum of Art or climb to the top of one of the region's tallest rock-climbing walls.

An abundant amount of recreation activities, a robust economy, low unemployment rate and an average commute time of 22 minutes, as well as ranking high in housing, healthcare and environmental quality all contribute to the great quality of life Oklahoma offers. As one of the best places for young adults to thrive, this creative and progressive city is buzzing with life.

## TRANSPORTATION



As a major transportation hub in the south-central United States, 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 Burlington Northern, Union Pacific and Santa Fe railroads provide freight service. In addition, Amtrak's Heartland Flyer offers convenient and affordable daily rail service between Oklahoma City and Fort Worth, Texas.

Oklahoma City operates three municipal airports. Will Rogers World Airport (WRWA) supports and enhances Oklahoma City economic growth and development through continued improvements to facilities and services. WRWA is served by eight major airlines offering non-stop service to 25 airports from Austin to New York. In addition to commercial and cargo service at WRWA, Wiley Post and Clarence E. Page are general aviation airports. Wiley Post is also designated as a reliever airport for WRWA.

Originally organized in 1966, the Central Oklahoma Transportation and Parking Authority (COTPA), also a department of the City, and commonly known as EMBARK, operates several public transit services in Oklahoma City, including fixed-route buses, ADA paratransit and mobility programs, the OKC Streetcar, Oklahoma River Cruises ferry service, downtown parking, and now RAPID NW, the first bus rapid transit service in the region. EMBARK operates 21 bus routes throughout Oklahoma City, along with parts of Midwest City, Del City, and unincorporated Oklahoma County. Through an interlocal agreement, EMBARK also operates nine bus routes in Norman.

RAPID NW launched in December 2024. It is a premium transit mode providing high-frequency service with fewer stops, enhanced vehicles, stations, and passenger amenities that use transit signal prioritization for faster service. With 32 stops and two park-and-ride locations, RAPID NW connects the urban core and far northwest Oklahoma City, including several neighborhoods, major employers, hospitals, educational institutions, and other amenities with frequent, comfortable rapid transit service. Since opening, it has become EMBARK's most successful route. It is the first of three proposed lines that will launch in the coming years.

With a growing population of 1.43 million covering 6,359 square miles, local governments in the Oklahoma City MSA are adopting an increasingly regional approach to transportation. In February 2019, several metro-area cities formed the Regional Transportation Authority of Central Oklahoma to better coordinate efforts to plan, build, and operate intercity commuter service. The RTA is currently composed of member cities Edmond, Norman, and Oklahoma City, with each community represented on the authority's board of directors and administrative support provided by EMBARK. Planning studies are underway for a north-south commuter rail corridor connecting Edmond, Oklahoma City, and Norman, as well as transit corridors connecting downtown Oklahoma City with Tinker Air Force Base, Will Rogers World Airport, and far west Oklahoma City.

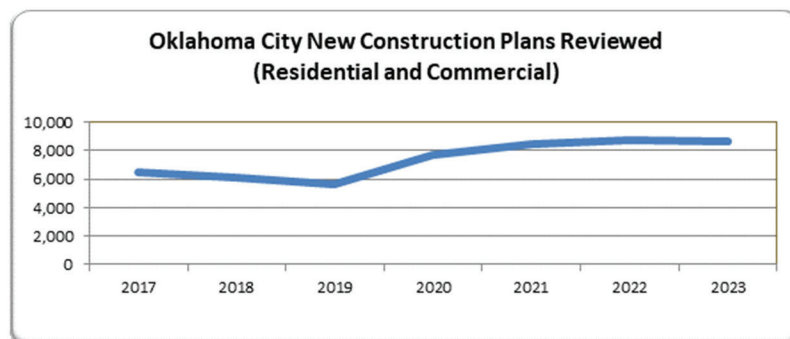
# DEVELOPMENT ACTIVITY

Construction activity in Oklahoma City has continued throughout the year with numerous projects in various stages of completion. In downtown Oklahoma City, construction continues for both residential and mixed-use.

The MAPS 4 Fairground Coliseum construction is on schedule to be completed in 2025 to replace the 60-year-old Jim Norick Arena. aka the “Big House”. When completed, the 216,000-square-foot coliseum will have more than 7,000 seats for various events. It is expected to bring in more than 1.1 million visitors, more than \$200 million in direct spending, and more than \$400 million in economic impact annually. The Paycom Arena received a new scoreboard, new seats, elevators, and various improvements. All other MAPS 4 projects are in the design phase and several of them will start construction before the end of FY24.

The OKANA Resort and Indoor Waterpark is scheduled to be complete in the summer of 2025. The project was approved for tax increment financing support in the amount of \$102,200,000 in 2022, with total cost estimated at \$400,000,000. The project includes a 400-room hotel, indoor and outdoor recreation facilities, retail and dining venues, conference and meeting space, and a structured parking garage.

The Harmony is a senior affordable housing project nearing completion in Northeast OKC. The project includes renovation of a historic school and surrounding new construction to create 40 housing units geared toward seniors. The development is expected to be complete in the fall of 2024.



Source: City of Oklahoma City’s Development Services

# ORGANIZATION CHART

